Organisational Culture, Work Environment and Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

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In Partial Fulfilment of the Requirements for the Award of Master of Science Degree (M.Sc) in Office and Information Management

2022

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Certification

This is to certify that, **Ndawancin Abdulkadir ABDULLAHI** with matriculation number LCU/PT/001595carried out this research work titled **"Organisational Culture, Work Environment and Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria"** in the Department of Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, Oyo State, For the award of Master of Science Degree (M.Sc) in Office and Information Management and that this has not been previously submitted.

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Dedication

This work is dedicated to my parents Mallam Abdullahi and Mallama Asmau and my family for their prayers and support.

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The completion of this Master's Thesis has been made possible by the assistance of institutions and individuals and no adequate expression of appreciation can be made here. I am grateful to the Management and staff of Lead City University, Ibadan for the opportunity given to me for this study. I am highly appreciative of the services provided by the staff of the Library at Lead City University, Ibadan, and that of Federal Polytechnic, Bida, my analyst and editor. I highly appreciate the services provided by the Management and staff of the Federal University of Technology, Minna, The Federal Polytechnic, Bida and Federal College of Education, Kontagora, during the collection of data for the study. I would like to express my deep and sincere appreciation and gratitude to my able supervisor Dr. J. A. Alonge for allowing me to do research and providing invaluable guidance throughout this research.

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I am extremely grateful to my parents for their love, prayers, caring and sacrifice for educating and preparing me for my future, may Allah grant them paradise of the highest rank. I am very much thankful to my loving wives Hajiya Y.N. Khadijat and Hajiya U.N. Maimuna and our supportive children, and all my wonderful bothers and sisters for their encouragement and prayers which enabled me in every way to complete this programme. I am forever grateful to you all. I am also indebted to my highly esteemed classmates, and friends, who encouraged me in one way or the other but whose names cannot all be mentioned here.

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"Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the error (s) if any, found in this work".

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Abstract

The study investigated Organisational Culture, Work Environment and Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria. A Cross-sectional survey research design was adopted. The population consists of 165 secretaries of the selected Federal Tertiary Institutions, Niger State, Nigeria. A total enumeration approach was adopted. A validated questionnaire was used to collect data. The reliability co-efficient for the constructs ranged from 0.609 - 0.754. The data collected was analyzed using descriptive and inferential statistics. Findings revealed that Organisational culture has a strong positive and statistically significant influence on job performance; (*Adj* R^2= 0.597; p= 0.000), the work environment has a strong positive and statistically significant influence on job performance (*Adj* R^2= 0.270; p= 0.000), organisational culture and work environment has a strong positive and statistically significant influence on job performance of secretaries in Federal Tertiary Institutions in Niger State, Nigeria*(Adj.* R^2 = 0.577; p = 0.000). This study concluded that organisational culture and work environment significantly influences the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. It was recommended that the management of Federal Tertiary Institutions, Niger State, Nigeria should focus on seminars that remind the secretaries of the importance of adhering to the culture of the institutions, ensure that all factors that aid timely response of secretaries while on duty and good environmental factors should be enhanced to encourage their secretaries to work effectively and efficiently.

Keywords: Organisational Culture, Work Environment, Job Performance, Federal Tertiary Institutions, Niger State, Nigeria.

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List of Acronyms

Abbreviations		Meaning
IT	-	Information Technology
ICT	-	Information and Communication Technology
OCWEJP	-	Organisational Culture, Work Environment and Job Performance
EMS	-	Environmental Management System

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Chapter One

Introduction

1.1 Background to the Study

Job performance has been seen to be significantly related to company performance, as employees carry out all of the organisation's aspirations, purpose, vision, and desires. This shows how important and significant employee job performance is in organisation. Job performance refers to the behaviours and activities that are carried out to achieve the organisation's goals and objectives, and it measures the effectiveness of an employee's specific actions in attaining those goals. The job of management is to bring people together to achieve business goals and objectives by efficiently and effectively utilizing existing resources. Job performance may be improved by focusing on aspects that boost employees' motivation, creativity, job happiness, and comfort in the workplace[1].

Regardless of the type, size, or stage of development, performance management is a critical influencing factor for all organisations. The relevance of performance can be seen in the creation of value for an organisation's employees, which may be equal to or greater than the expected value by those who provide the assets, allowing the company to continue to exist[1]. Job performance refers to how they act or what they do. Individual performance is extremely important to both companies and people. It's worth noting that individual job performance is sometimes linked to work habits that are important for accomplishing corporate goals and are under the control of the individual job holder. Performance management in the workplace has become a crucial indicator in measuring job performance because of this common awareness. Job performance is measured in a variety of ways. First and foremost, as a means of achieving a goal or set of goals inside a job, function, or organisation, but not as the

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actual outcomes of actions taken within a job[1]. It's also defined as a coordinated effort to complete tasks that involve converting inputs into high-quality outputs consistent with the staff's skills, abilities, and experience, with the help of supporting factors and the appropriate working environment to complete this effort accurately, quickly, and affordably[2]. This is true for all businesses, including educational institutions.

One of the most crucial components of any educational institution is office administrators, notably secretaries and other sorts of office employees. They are critical in giving support to any educational system, including universities, polytechnics, and other institutions. General office administration, answering phones, keeping documents, and many other responsibilities, such as maintaining official records, maintaining and auditing money flows and records, and fundraising from private persons and foundations, are all part of this support (development and advancement). When they don't have a qualified, experienced, or dependable secretarial staff to manage their work procedures outside of teaching in the classroom, academia might be said to be disillusioned, helpless, or distracted[3]. As a result, the primary responsibility of any academic secretary is to assist in the attainment of stability in one's field and the ability to function correctly without stress. In general, every organisation and institution require a certain number of secretaries and bureaucracy (administrators) to carry out administrative responsibilities inside a formal entity.

There is no universally acknowledged approach for measuring this type of performance due to the different characteristics of job performance. Measurement of job performance has become a critical component of accomplishing company goals and objectives. Job performance has been viewed from several perspectives; some perceive it as a single dimension, while others emphasize its multidimensional

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aspect[4,5]. In terms of "how" and "whom" to measure, these different conceptualizations result in different measuring parameters for job performance. Performance can be based on a subjective rating of how the employee performed or an objective score based on the fraction of the goal or objectives reached by the employee; for example, performance can be based on a subjective rating of how the employee performed or a blend of both.

However, Bandura's social learning theory, which he proposed in 2007, is a reliable technique for assessing work performance[6]. The self-efficiency construct, which refers to people's self-beliefs in their capacity to execute specific tasks (professionalism), has been demonstrated to be a consistent predictor of motivation or task performance, as well as an influence on personal goal setting. Self-efficiency is a set of beliefs that influences people's decisions, goals, and the amount of work they want to put into an activity, as well as the amount of time they continue at a task when faced with failure or difficulties (responsiveness and time management). Professionalism, responsiveness, and time management are among the criteria.

These characteristics can be used to evaluate the job performance of secretaries at educational institutions. These three (3) metrics were used to assess job performance among secretaries in Federal Tertiary Institutions, Niger State, Nigeria for this study. Professionalism refers to a professional's expected level of competence or skill (secretaries). The capacity of secretaries to respond promptly and favourably to work to execute duties effectively and according to the quality of work planned is referred to as responsiveness. Time management refers to a determination of a secretary's capacity to execute responsibilities closely within the time allotted and planned[7, 8, 9].

Secretaries require a pleasant working environment, and only in this context can professional office managers or support personnel fulfil their statutory obligations[9]. It

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is a win-win situation in which secretaries provide services to enable tertiary institutions to function and academia to play their roles in providing the much-needed environment, while the input and output of academia provide us and society with the greatest benefit in terms of knowledge and research growth and change. This is why many secretaries have been driven away from their fields due to their incapacity to access a sound, qualitative, and responsive environment, decreasing or compromising their potential and capability to be productive in the proper space[10]. Secretaries and other support staff cannot be eliminated or replaced as long as higher education institutions require secretaries to document their decisions, carry out the implementation of specific regulations, guide and take custody of specific institutional issues and responsibilities, implement policies and programs, service meetings, and represent the university in non-academic activities.

Performance can be measured in terms of an employee's job satisfaction over time in a certain job role. Employee contentment has inherent humanitarian value, and boosting employee satisfaction is a valuable justification for enhanced performance[11]. Job satisfaction is also linked to other beneficial workplace outcomes, such as enhanced employee behaviours, decreased unproductive work behaviours, and lower absenteeism[14]. Each of these outcomes is desirable in businesses, demonstrating the importance of considering job satisfaction in the context of job success. Job satisfaction can be defined as a set of feelings or affective reactions to various aspects of a work scenario. Job satisfaction is a well-known phenomenon that may be classified as both cognitive (thoughts) and affective (feelings) in nature. Employee feedback at work can be used to gauge job satisfaction, and emotional work experiences are also a factor in job performance. Employee work satisfaction, in other words, is the emotional state of employees toward numerous parts of their jobs; hence,

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job satisfaction encompasses employee attitudes about multiple aspects of the job[15]. Job happiness has a cognitive component as well. This cognitive component is made up of job-related judgement and beliefs.

Given the link between satisfaction and performance, it's worth noting that good or negative attitudes regarding a job might lead to the enactment of that behaviour through behavioural intentions. Job satisfaction, in particular, can be defined as being linked to one's job condition, which is the most prevalent metric of performance. As a result, employees may have a different attitude toward the job than they do toward the work environment in which they perform it. For example, an employee may be pleased with her or his employment overall but unsatisfied with one particular work situation in which she or he is required to perform. Even though the employee's overall attitude toward the workplace was positive, performance evaluations would be bad in this case if they were centred on one work situation that the individual did not like[16].

Job performance can be influenced by a variety of elements, including leadership style, organisational culture, working environment, training, motivation, remuneration, and so on, according to a critical evaluation of the literature. Most businesses require purposeful work situations in an anticipatory style to achieve the necessary degree of performance. The ability of individuals within an organisation to have a positive attitude toward their work throughout a system is influenced by the settings in which they work. The environment is man's immediate surroundings, which he manipulates to survive. Negative manipulation puts dangers into the environment, making it dangerous for humans to live. The workplace is an atmosphere in which an individual conducts his or her job assignments, whereas a productive workplace is one in which management may achieve the desired results[17]. Many firms, on the other hand, do not

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properly utilize their work environment to facilitate increased collaboration, innovation, and job performance. In a well-facilitated work environment, employees are more productive. More importantly, the level of comfort derived from the work environment impacts worker happiness and performance. Workers' performance cannot be at its best if the working environment is not conducive.

In other words, the well-being of all stakeholders, the organisation's performance, and the eventual achievement of goals and objectives are all determined by how successfully organisations ensure a well-facilitated work environment. In tertiary institutions, the work environment has become increasingly important. Management in educational institutions should take into account the requirement to improve employee satisfaction in the workplace and provide an effective educational basis for employees to succeed in their work tasks. Job happiness, as previously said, is a strategic precursor to task performance. Positive work behaviour is demonstrated by an employee who is highly satisfied with his or her job. Because the work environment influences how secretaries of tertiary institutions interact, perform tasks, and are led, as well as their behaviour with other staff and students, they must be provided with a workplace environment that includes all of the factors that act and react on an employee's body and mind. As a result, it is crucial to mention that a work environment plays an important role in helping to create a performance culture by providing the resources to do so. The surrounding conditions in which employees perform in an organisation are referred to as the work environment[18]. On the other hand, it is described as the sum of the interrelationships that exist between employees and their working environment[19]. The physical location as well as the immediate surroundings, behavioural practices, policies, rules, culture, resources, working

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relationships, and work location are all factors that influence how people do their jobs[20].

A work environment can also be defined as the location where one works, as well as the surrounding milieus. It is the social and professional setting in which an individual is expected to engage with a variety of people[18]. It is expected to feature a welcoming, well-designed, and safe physical environment, as well as adequate equipment and excellent communication, all of which will boost productivity. Offices and work places that are well-designed and organized have a substantial impact on how individuals feel about their jobs. The working environment can send dismal messages about how much the company values its people and the expectations it has for them. Furthermore, the ability to transfer knowledge across enterprises is dependent on how the work environment is constructed to allow firms to use the workplace as an asset. This aids in the improvement of organisational effectiveness and allows employees to benefit from collective knowledge." Furthermore, a work environment that is structured to meet employee satisfaction and allows for the free flow of ideas is a more effective way of motivating people to increase their productivity. The physical and behavioural components of the work environment are the two most important factors to consider. The physical environment, it is believed, consists of aspects that are relevant to the user's connectivity with their office setting. Meanwhile, the behavioural environment is made up of aspects that are connected to user connectivity in the same work environment as well as the impact of the work environment on user behavior[21].

In addition, the work environment is divided into three distinct sub-environments: the technological environment, the human environment, and the organisational environment. Tools, equipment, technological infrastructure, and other physical or

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technical factors make up the technical environment. Employees can accomplish their obligations and actions because of the technical environment. Peers, individuals with whom employees engage, team and work groups, interactional challenges, leadership and management are all part of the human environment. This environment is created in such a way that it stimulates informal interaction in the workplace, hence increasing the possibility to share knowledge and ideas. This is the foundation for achieving optimum productivity. Systems, methods, practices, beliefs, and philosophies are all part of the organisational environment. The organisational environment is within management's control[22].

Compliance with particular behaviours and defined job requirements has been assessed using a variety of work environment measurements. Although different businesses have distinct work environment requirements, the most important of these factors are expressed in the physical environment and behavioural environment. In this context, the physical environment is defined as the characteristics that help on the practical and aesthetic side, as well as the décor and design of the office environment, all of which contribute to improving the employees' experience and compel greater performance[23].

The connections between the environment and working conditions, organisational conditions, functions and content of work, effort, and workers' individual qualities are referred to as the behavioural perspective[24]. The goal of this job assistance is to help employees do their jobs and prepare for their future growth so that they can get the most out of their time at work. Globalization is one of the factors contributing to inefficient job performance. Globalization has created a highly competitive workplace, which is one of the factors contributing to an increasing focus on performance in any firm. There's an additional reason to suppose that the crucial drop in employee

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performance is due to a combination of factors including leadership style, organisational environment, and individual traits, as well as those of family members. Furthermore, a lack of positive staff values and working environment can make or fail any method intended to improve office manager performance. Surprisingly, it has been discovered that the quality and quantity of work produced by office managers are influenced by their work environment, which can have either beneficial or negative effects on these employees[25]. The work environment in the workplace has a significant impact on employee morale, productivity, and engagement, both positively and negatively[26]. A good workplace environment reduces absenteeism and improves employee performance, resulting in higher workplace productivity[27].

Organisational culture is a set of shared values and behaviours among employees that, when used as a tool, helps the company achieve its objectives[28]. Organisational culture refers to people's mindsets that distinguish them from one another, whether within or outside the organisation. This includes the employee's values, beliefs, and practices that differ from those of the other organisation[29]. Strong organisational culture is particularly beneficial in enhancing staff performance, which leads to goal achievement and increased overall organisation performance[30]. Organisational culture's norms and beliefs have a significant impact on those who are directly or indirectly associated with the organisation[31]. These norms are unseen, but they have a significant impact on staff performance and profitability. Shared value is the most crucial trait. A strong organisational culture fosters adaptation and improves employee performance by inspiring employees to work for a common aim and objective; finally, influencing and channelling employees' behaviour in that direction should be at the forefront of operational and functional strategies[32]. Employees' shared value is one of the most important aspects of company culture[33]. According to a

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researcher, value is a reflection of causal cultural assumptions, which is a set of social norms that create the rules or framework for social interaction and communication behaviours of society's members[34]. Academics and practitioners argue that an organisation's performance is determined by the degree to which its culture's ideals are widely shared[35].

Similarly, it is widely accepted that shared and strongly held values enable management to forecast employee reactions to certain strategy options and that lowering these values may have unfavourable consequences[36]. Organisational culture and employee performance have a beneficial link[37]. The company culture, according to this study, has an impact on improving employee performance. Employees are encouraged and inspired to work successfully and efficiently if the working environment is pleasant and comfortable. The performance of the workforce is enhanced by a positive and competitive organisational culture. Employees will be motivated to work diligently if the workplace culture seems "like home." If the organisational culture fosters successful working and is powerful and motivating, members of the organisation are encouraged to do so. Employee performance is reflected in organisational culture. It is proportionate to the performance of the workforce.

1.2 Statement of the Problem

Effective job performance can be considered as completing a task or job as needed without wasting time or resources and reaching intended results and aims. Job performance evaluates whether a person does a good job or not. Job performance is also an efficacy of employees' activities that contribute to organisational goals, and it becomes a milestone in the organisation's growth and socio-economic progress. This implies that a high-performing employee can better her own life, the lives of others, and society as a whole. However, early research indicates that secretaries' job

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performance in Federal Tertiary Institutions, Niger State, Nigeria, is deteriorating. The inadequate number of secretaries, training and growth, effective job tools, denial of other obligations, such as not allowing the secretary to act as the secretary of a committee or as a committee member, and so on. Other concerns include the performance of secretaries at Niger State's Federal Tertiary Institutions. All of these challenges have wreaked havoc on the institutions. Organisational culture and work environment were highlighted as some of the aspects that may be affecting secretaries' job performance.

Employees will be more productive if they adhere to organisational culture and work in a pleasant atmosphere; yet, the secretaries of Federal Tertiary Institutions, Niger State have been accused of ineffective and inefficient performance. The inability of these institutions' management to adhere to organisational culture and create a positive work environment has hampered the efficient job performance of secretaries in Niger State's Federal Tertiary Institutions. Secretaries, for example, do not give studies like the rest of the academic staff at the school, are not permitted to serve as committee secretaries, and have malfunctioning working tools such as typewriters and computers.

Organisational culture and work environment, as well as job performance, have all been studied empirically. However, scholars in Nigeria appear to have paid less attention to this study focused on organisational culture and work environment, particularly in the setting of Federal Tertiary Institutions, Niger State. To that end, the purpose of this study is to look into the combined impact of organisational culture and work environment on secretaries' job performance, as well as to determine the relative impact of organisational culture and work environment on secretaries' job performance in Niger State's Federal Tertiary Institutions.

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1.3 Aim and Objectives of the Study

This study aims to examine the influence of organisational culture and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. The following objectives were used to guide this study:

i. identify the level of the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria;
ii. identify the organisational culture prevalent in Federal Tertiary Institutions, Niger State, Nigeria;
iii. identify the prevalent work environment that exists in Federal Tertiary Institutions, Niger State, Nigeria;
iv. determine the relative influence of organisational culture and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria;
v. examine the influence of work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria; and
vi. investigate the combined influence of organisational culture and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

1.4 Research Questions

For this study the following research questions were formulated to guide the study:

i. What is the level of the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria?
ii. What is the most prominent organisational culture practiced in Federal Tertiary Institutions, Niger State, Nigeria?
iii. What are the types of work environment that exists in Federal Tertiary Institutions,

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Niger State, Nigeria?

1.5 Hypotheses

The following hypotheses were formulated to guide the study:

$H_0$1: There is no significant influence of organisational culture on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

$H_0$2: There is no significant influence of the work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

$H_0$3: There is no significant combined influence of organisational culture and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

1.6 Significance of the Study

The findings of this study are useful to tertiary institution employees and management in Niger State, as well as office secretaries, office supervisors, tertiary institution authorities, and future researchers.

Staff and management of Nigerian Tertiary Institutions would benefit from the findings of this study because it will open their eyes to the various aspects of work environment and organisational culture, as well as provide management with opportunities to learn about staff expectations regarding the environment and cultures of the Tertiary Institutions.

The importance of this study to office secretaries is that it provides knowledge and methods to help them enhance their working environment and have a better understanding of the workplace culture.

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It also helps office managers to see and understand how to deal with difficulties with workers, their working environment, and office culture, as well as to consider office design as a key component in improving employee performance.

Furthermore, it is expected that the study's findings would encourage tertiary institution administrators to embrace the variable that influences workers' working environment, organisational culture, and performance at the tertiary institution. This kind of agreement might be used to enhance the working conditions for secretaries and other staff.

Finally, it would act as a source of information for future study in this field. Furthermore, the findings provide additional insight into the elements that influence employee performance in terms of their surroundings and cultures.

1.7 Scope of the Study

The research looked into organisational culture and work environment as factors affecting secretaries' job performance in Federal Tertiary Institutions in Nigeria's Niger State. Organisational culture and work environment are independent variables whereas secretaries' job performance is the dependent variable. Furthermore, values, beliefs, norms, and customs are indicators used to assess organisational culture, while physical environment and behavioural environment are indicators used to assess work environment, and professionalism, responsiveness, and time management are indicators used to assess job performance. The respondents were professional secretaries at Federal Tertiary Institutions, Niger State, Nigeria, with coverage of the Federal University of Technology, Minna, Federal Polytechnic, Bida, and Federal College of Education, Kontagora.

1.8 Limitations of the Study

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The major issue that limited this study was retrieving information from respondents, who in this regard are secretaries of Federal Tertiary Institution, Niger State. The nature of their work makes them less receptive towards advancing research, likewise, the insecurity situation in Niger state has made travelling to the study area difficult. Also, the ingenuity of respondents who filled out the questionnaires for accurate data analysis, the time factor for retrieval of information, and the financial implication to fulfilling organisational goals of carrying out this study limited the study.

1.9 Operational Definition of Terms

Job Performance: This refers to the capacity of secretaries of Federal Tertiary Institutions, Niger State, Nigeria is referred to as Professionalism, responsiveness, and time management are the metrics used to assess performance.

Professionalism: This refers to an assessment of the ability of the secretaries of Federal Tertiary Institutions, Niger State, Nigeria to complete the job compared to the set targets.

Responsiveness: refers to an assessment of the ability of secretaries of Federal Tertiary Institutions, Niger State, Nigeria to complete tasks accurately according to the quality of the work planned.

Time Management: This means the assessment of the ability of secretaries of Federal Tertiary Institutions, Niger State, Nigeria to complete tasks and work closely in the time according to the time given and planned.

Organisational Culture: This is the collection of values, expectations and practices that guide and inform the actions of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. The measures are values, beliefs, norms and customs.

Values: It means the regard given to work being done by secretaries of Federal Tertiary Institutions, Niger State, Nigeria.

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Beliefs: This is an acceptance of the conditions of work being executed by secretaries of Federal Tertiary Institutions, Niger State, Nigeria.

Norms: This is the fundamental rules or expectations that are socially enforced on secretaries of Federal Tertiary Institutions, Niger State, Nigeria.

Customs: This is a widely accepted way of how secretaries of Federal Tertiary Institutions, Niger State, Nigeria execute their specific duties.

Work Environment: this is referred to as the sum of the interrelationships that exist among the employees of Federal Tertiary Institutions, Niger State, Nigeria and the environment in which they work. The measures are physical environment, psychosocial environment and job aid.

*Physical Environment***:** It includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings of the secretaries of Federal Tertiary Institutions, Niger State, Nigeria.

*Behavioural Environment***:** They refer to the potential of man as an active agent in the environment which is the interactions between the environment and working conditions, organisational culture, functions and content of the work, effort, workers' characteristics and those of members of their families.

Secretaries: This is are employees of Federal Tertiary Institutions, Niger State, Nigeria that assist with correspondence, make appointments, and carry out administrative tasks.

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Chapter Two

Literature Review

This chapter reviewed related literature that enabled the researcher to broaden his understanding of the research problem. Considering the conceptual, empirical and the theoretical aspect of each variable in details, this chapter is therefore, presented under the following headings:

2.1 Conceptual Review

2.1.1 Overview of Job Performance

2.1.2 Overview of Organisational Culture

2.1.3 Overview of Work Environment

2.2. Theoretical Review and Framework

2.2.1 Social Learning Theory by Albert Badura (1977)

2.2.2 The Theory of Organisational Culture (1991)

2.2.3 Work Adjustment Theory by Dawes and Lofquist (1984)

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2.3 Review of Empirical Studies

2.3.1 Organisational Culture and Job Performance

2.3.2 Work Environment and Job Performance

2.4 Conceptual Framework

2.5 Summary of Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Overview of Job Performance

Perceptions, values, and attitudes all play a role in job performance. It appears that there are so many variables influencing job performance that it is nearly hard to keep track of them all. In a particular scenario, performance is defined as a function of individual ability, skill, and effort[1]. Employee talents and abilities are largely steady in the near term. Employees acquire an attachment to work or make an effort to do better when they are content with their employment and their needs are met, and they develop an effort to perform better[1]. Improved job performance is the result of increased effort.

In industrial and organisational psychology research, job performance is one of the most significant criterion metrics[2]. This is because, while being defined in a variety of ways, job performance has always been reported as an important predictor of organisational performance[3]. Performance is frequently measured in terms of monetary figures as well as a combination of expected behaviour and task-related factors[4]. Employee job performance is also divided into two categories: 'can do' and

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'will do.' The former refers to an individual's knowledge, skill, ability, and other traits (KSAOs) that are required to do a specific profession. 'Will-do' refers to an employee's motivation to complete his or her work[5]. Job performance is measured in terms of work results and job-related behaviours. Work outcomes are concerned with task performance, such as quality or quantity of completed work, whereas job related behaviour is concerned with the behavioural features that aid task performance. In other words, job-relevant behaviours aid in the completion of task-related activities. Most crucially, job performance metrics, which can be based on an absolute value or a relative assessment, can be applied to overall organisational performance because, in aggregate, they reflect it to a degree. The absolute value of performance is based on objective findings, such as total productivity points, whereas relative judgement is performance evaluation based on behavioural-related characteristics that are very subjective in nature[6].

Employees' work behaviours, according to various definitions of job performance, constitute job performance. Job performance has traditionally been limited to the core work activities that were purely dependent on job analysis. The construct, on the other hand, has grown to include behavioural elements directly relevant to the core activities as well as other behaviours that assist core task performance. To properly grasp a holistic concept of the construct, job performance should be measured in terms of task performance and contextual performance[2]. This is because contextual performance refers to the behaviours that support core task performance to improve organisational effectiveness. In essence, task performance refers to the behaviours required to fulfil job tasks, whereas contextual performance is required to protect and improve the organisation's organisational, social, and psychological environment. In measuring work performance, both components of performance are critical to

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achieving organisational goals. It is critical to integrate task and contextual performance since they are inextricably linked and difficult to distinguish because behavioural components of job performance are highly subjective[3]. This indicates that supervisory ratings are influenced by task and context performance. In other words, because supervisors analyze and integrate task and contextual variables in appraising their subordinates' overall job performance, both dimensions give distinctive variance to the job performance domain.

Job performance is measured in terms of task proficiency and is graded by one's direct supervisor at work[8]. Task proficiency should include in-role conduct, which refers to the actions taken by a person to fulfil his or her job tasks. Individuals' opinions of their job needs differ significantly from their supervisors' judgements in that individuals define job in-role actions more narrowly[9]. Extra-role behaviours, which occur outside of the official employment contract, are distinguished from in-role behaviors[10]. Job performance has a direct impact on educational institution productivity, which helps to maintain the firm's economic stability and increase its market visibility. As a result, motivation and stimulation at work inspire employees to do their best to achieve the director's goals and objectives by enhancing worker productivity.

Job performance has become a classic and repeated notion in all research and articles analyzing the role of individuals in firms and their efficiency at work, thanks to the numerous studies dedicated to business administration and management[9]. That's why we decided to start by defining job satisfaction, which has become a fundamental component of most scientific and field research examining the role of individuals and employees, as well as the impact they have on productivity and, more broadly, the

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efficiency of firms and organisations. Job performance can be defined as a person's effort inside the institution in which he works[10]. The employee's expression conveys his or her desire to put forth this effort to increase the company's efficiency and success. The worker's satisfaction with their position or job has an impact on job performance, which is referred to as "job satisfaction." From this vantage point, we can define job satisfaction as the worker's or employee's personal and psychological sense of contentment and ease at work. This idea, in its broadest sense, encompasses more than just material dimensions. In reality, the working and professional environment are thought to be the most psychologically motivating and satisfying to the employee. Trust, a sense of belonging, and loyalty to superiors are just a few of the important social values to consider. The fact that all economic institutions, including banks, are focusing on increasing service quality has prompted them to use a variety of methods to evaluate their employees' work performance. The latter can be used as a metric to reward the most talented employees, and it does so by closely monitoring the workers' actions, outcomes, and results over time. Job performance is the whole value to an organisation of a set of actions that an employee provides to organisational goals both directly and indirectly[10]. Because engagement is a notion that reflects human agency, we chose a behavioural model of job performance because it is acceptable to focus on consequences that are mostly under an employee's volitional control. Furthermore, because behavioural performance has numerous dimensions, this viewpoint can provide light on the specific types of employee behaviours that translate the effects of engagement into more “objective” outcomes like productivity, efficiency, and quality[11].

Employees that are highly engaged in their job responsibilities are not only physically focused on achieving role-related goals, but they are also intellectually vigilant and

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emotionally invested in the endeavor[12]. Employees who are extremely disengaged in their jobs, on the other hand, restrain their physical, cognitive, and emotional energies, resulting in robotic, passive, and disconnected task activity[13]. Theoretical research has linked investments in the three energy of engagement to job success on a more precise level. First, putting physical effort into job responsibilities helps organisations achieve their goals because it allows employees to do organisationally desired behaviours at higher levels of effort for longer periods of time[14]. Because people's work roles are largely defined by the behavioural expectations of others in their organisation, putting physical energy into fulfilling them should lead to a higher likelihood of meeting these expectations, and thus to judgement that the role holder is a positive contributor to the organisation. Employees that put in more effort on the job performed better[15]. Second, putting cognitive energy into job positions helps organisations achieve their goals by encouraging more watchful, attentive, and focused behaviour. The term "heedfulness" was used as a label for behaviours that share these characteristics in a study, and the authors noted that when heedfulness declines due to reduced cognitive energy investments, performance decrements result from failures to see, take note of, or be attentive to one's work role[16]. In a study of flight deck operators on an aircraft carrier, some researchers discovered that as the level of heedfulness grew, critical operational errors dropped. Finally, emotional energy invested in work positions contributes to organisational goals in a variety of ways[17]. Those who put emotional energy into their jobs improve performance by encouraging coworkers to create stronger bonds in the pursuit of corporate goals[18]. Individuals who invest their emotional resources can better match the emotional demands of their roles, resulting in completer and more authentic performance[19].

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Individual work performance is made up of a variety of activities that each contribute to the company in a different way[20]. As a result, it's critical to think about how involvement affects many areas of job performance. Task performance is the first narrow part of work performance, defined as activities that are directly involved in the achievement of core job tasks or activities that directly assist the accomplishment of tasks in an organisation's "technical core." Task performance behaviours are well-established and fundamental to any specific job; there is agreement on what they are, and they remain generally constant over time[21]. Because engaged employees devote their physical, cognitive, and emotional energies to their jobs, they should perform better because they work harder for longer periods on their tasks, pay more attention to and are more focused on responsibilities, and are more emotionally invested in the tasks that make up their job.

For the sake of the evaluation, several scholars have taken into account both the organisational and individual perspectives on job performance. As a result of this, both objective (organisational) and subjective (individual) evaluations and measures have been classified. Subjective measures regarded judgment based on personal attributes, whereas objective measures considered evaluation based on results. Subjective measures, by their very nature, are more difficult to decide than objective measures[22]. As one of the earliest attempts at hypothesizing job performance, a distinction was made between accuracy (quality or lack of errors) and quantity (volume of production). As a result, he has divided job performance measures into five categories: unit of output, work quality, time management, responsiveness, and professionalism[23].

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Furthermore, a researcher made a distinction between hard and soft criteria. The organisational records were the hard criteria, while the subjective appraisal was the soft criteria[24]. Based on the production and personal data, organisational records were divided into direct and indirect measures. Direct production data metrics included the number of units produced, product quality in terms of scrap material produced, and so on. These types of organisational records are thought to be more 'objective' in their appraisal. Human judgment is required for indirect measures[25]. Individual work performances are evaluated using 'subjective' criteria like tenure, tardiness, time management, accidents, filling grievances, promotion rates, and absence, among others. Characteristics that potentially predict future work performance, according to a study, include: the past performance of related jobs, past performance of related occupations, past performance of related jobs, past performance of related jobs, past performance of related jobs knowledge of the job, Psycho-motor skills, cognitive abilities, social skills, and job-related attitudes such as the need for enthusiasm, stress and control, and achievement are all examples of Psycho-motor skills, cognitive abilities, and social skills[26].

In general, data on job performance was divided into two categories: judgmental and nonjudgmental measures[27]. Objective performance indices (for example, production output, scrap rates, and time to finish a task) have been helpful indicators of performance for routine, manual occupations, and these measures have recently garnered additional attention[28]. Other nonjudgmental measurements that do not directly assess performance but provide information on the organisation's overall health are also available (for example grievances, accidents, absenteeism and turnover were considered). Furthermore, the following discussion is based on job performance dimensions that have been employed by past researchers in their studies, with a few of

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them described in chronological order. Personal efforts are included in pro-social organisational behaviour and the most proactive behaviours. As a result, employees demonstrate personal initiative when their actions align with the organisation's vision, when their aims are long-term, and when they are capable of solving a problem. Observing members' acts of assisting, sharing, contributing, and volunteering is an easy approach to detecting instances of pro-social behaviour. "Pro-social organisational behaviour is: performed by a member of an organisation, directed toward an individual, group, or organisation with whom he or she interacts while performing his or her organisational role, and performed to promote the welfare of the individual, group, or organisation to which it is directed" they write[28].

Thirteen categories of pro-social organisational behaviours were identified: assisting coworkers with job-related issues, assisting coworkers with job-related issues, assisting coworkers with job-related issues, assisting coworkers with job-related issues, assisting coworkers with job Allowing for some wiggle room, Providing consumers with a consistent service/product across the company delivering a service/product to customers in an organisationally uneven manner Assisting customers with personal issues that are unrelated to the organisation's services or products Following the ideals, policies, and regulations of the organisation Suggestions for procedural, administrative, or organisational changes are welcome. Objecting to unsuitable policies, procedures, or instructions Putting in extra time and effort on the job, Taking on new responsibilities as a volunteer Continuing to work for the group despite temporary setbacks, Requesting a favourable response from the organisation, Providing personal assistance to coworkers[29].

Performance is a multi-dimensional notion that comprises a variety of subjective criteria and evaluations. Implementing performance ratings, which are filled out by

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colleagues or supervisors, is claimed to be the most widely used strategy for measuring performance[30]. Employee productivity, motivation and retention, knowledge and skill, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and optimization of the company's total occupancy cost are all examples of performance. The term "performance" has a fairly broad definition; as a result, it is used to describe the notion or character of labour that produces the best results. However, performance is often defined as the best result of an organisation's work throughout time[31].

Furthermore, performance can be defined as the availability, competence, productivity, responsiveness, and effectiveness of people and other supporting equipment. Performance is measured not just by the deed, but also by the appraisal of acts on a quantitative scale[32]. The practice of quantifying the efficiency and effectiveness of action is known as performance measurement. The measurement's outcome reveals how well an organisation is managed and whether it was able to meet the target and provide the values promised to its stakeholders. Organisational performance measurement is also defined as a set of measures used to quantify the efficiency and effectiveness of actions, as well as planning and budgeting[33]. The management personnel, on the other hand, will evaluate his subordinates' performance based on their attitude at work or at the office, their efficiency in preparing reports and presenting them on time, their attendance, and their cooperativeness at work. Employee performance is thus determined by the length of time an employee is physically present at his or her job, rather than the extent to which he or she is "mentally present" or productively functioning during that time. Furthermore, studies have shown that an employee's job performance can be measured in terms of how

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well he or she executes the job for which he or she was hired, to achieve the desired objectives specified in the job description[34].

The idea of job performance describes the result of an individual's efforts, which begin with capacities and a sense of the role or responsibilities, and show the degree to which the individual's tasks are completed[35]. As a result, job performance is regarded as crucial to the organisation's success. As a result, a person's capacity to speak and communicate information can be a predictor of his or her work success, because individuals who possess this skill will see favourable results from their work and will have a stronger relationship with their direct manager. As a result, one of the most significant functional outcomes is work performance, which is defined as the whole value of activities in which the employee contributes directly and individually, favourably or adversely, in accomplishing organisational goals[36]. Job performance, often known as employee performance, is defined as the extent to which an individual aids the organisation in attaining its organisational goals. Job performance is defined as the financial and non-financial outputs of employees that are directly tied to the organisation's performance[37]. Job performance is defined in another study as "the outcome of three factors: skill, effort, and the type of working conditions[38]. The information, abilities, and competencies that an employee offers to the company are referred to as skills. The degree of motivation of the employee to complete his work as well as the characteristics of the work environment are all factors in the effort.

According to another study, job performance displays the (degree to which individual functions are accomplished and how the individual performs job requirements)[39]. Similarly, job performance is defined as an individual's performance while carrying out his responsibilities[40]. The performance appraisal process begins with the gathering of data that can be analysed, and the results are used to judge the employee's

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behaviour or performance, whether high, medium, or low, following the benchmarking criteria used to assess the performance level, and accordingly, the definition of performance relates primarily to the individual's behaviour during the execution of the tasks required of him, in addition to the [1] In another sense, job performance refers to an individual's obligations and responsibilities in the course of his or her employment, as measured by the rate at which he or she is expected to perform[41]. It should also be highlighted that job performance refers to the behaviours that may be noticed in people at work and are related to the attainment of the organisation's objectives. It is defined as a coordinated effort to complete tasks that involve converting inputs into high-quality outputs consistent with the staff's skills, abilities, and experience, with the assistance of supporting factors and the appropriate working environment to complete this effort accurately, quickly, and affordably[42].

An employee's job performance is defined as their ability to complete work-related tasks or skills. It can alternatively be defined as behaviours that contribute to organisational goals while remaining under the control of the individual[43]. It has to do with a person's readiness and openness to attempt new things in the work, which will lead to an improvement in the individual's productivity[44]. From the standpoint of the assessing party, it is measured by the level of achievement of business and social aims and duties. Individual personal attributes, such as competency and the ability to deal with role conflict, are important indicators of job performance[45,46]. The argument in this meaning encompasses a broad variety of job behaviours, with some contributions to an employee's duties and responsibilities while others have an impact on the organisation's goals but do not come under duties and responsibilities. However, the bulk of previous research has shown that job performance involves a micro level of an

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employee's actions and behaviours that contribute to the organisation's goals, where it refers to all activities employees engage in at work[47].

It is a measurement of a worker's or a group of workers' efficiency and effectiveness[48]. In reality, work performance is a factor that has a direct impact on a company's profits[49]. As a result, job performance can be measured in terms of how satisfied an employee was with a certain job function over time. A worker's job performance is evaluated in comparison to job descriptions for employees doing similar activities. It can also be measured in terms of how many units of a product or service an employee handles in a given amount of time. Employee job performance has become an important goal for companies because the success of an organisation is largely dependent on the performance of its employees. Studies have concentrated on one or two ways to describe employees' job performance, and because there are so many diverse techniques, describing this measure can be difficult. Overall, there is a lack of a standardized and effective way to evaluate this performance.

Another researcher has pointed out that job security is important. The core premise of today's workplace is performance. It has been defined as behaviours or activities that are carried out to achieve the aims and objectives of the organisation. Organisational performance is important because employee performance contributes to business success, and individual performance is important since completing duties can be a source of satisfaction[50]. Job performance has a substantial impact on an organisation's profitability. Inefficient work performance will be a disaster for the company, as it will result in reduced production, profitability, and overall organisational effectiveness[51]. Job performance is regarded as the most crucial factor in generating continual profit in organisations, particularly for-profit organisations. Employee performance is assessed on an individual basis during job performance reviews, which

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take into account characteristics such as time management, leadership skills, and productivity. It is a strategy for assessing the degree to which business and social aims and responsibilities have been met from the viewpoint of the judging party. Furthermore, one's job success can be measured using the three dimensions of outcomes, actions, and personal characteristics[52]. Physical work environment, equipment, meaningful work, performance expectation, feedback on performance, the reward for the good or bad system, standard operating procedures, knowledge, skills, and attitudes are all elements that might influence an employee's job performance[53]. The physical work environment, on the other hand, has been extensively researched since it has a significant impact on an employee's job performance.

Many researchers agree that job performance is a multidimensional variable with two dimensions: task performance and contextual performance, with promotions and rewards determined by the manager's relative values for behaviours related to task performance and contextual performance as reflected by the subordinate[54.]

Execution of the task: Task performance is described as the functional behaviours connected with core organisational operations such as product production, service provision, and sales, as well as maintenance, stewardship, and service delivery[55]. Task performance behaviours have a relationship to the knowledge, experience, skills, and abilities possessed by the employee, which vary depending on the job. Task performance behaviours are predetermined within the job description, and task performance behaviours have a relationship to the knowledge, experience, skills, and abilities possessed by the employee, which vary depending on the job.

Contextual performance is described as functional behaviours that are tied to the organisation's culture and climate, or the context in which the organisation's principal activities are carried out. Collaboration and assisting others with their job, adhering to

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norms and regulations, and supporting the company are all examples of contextual performance. Contextual performance behaviours have an impact on the organisation's prevailing social and psychological environment, which is the environment in which goods and services are produced, and contextual performance behaviour is not defined in the job description, but rather belongs to the employee himself and is linked to other characteristics such as the employee's personality and motivation.

Furthermore, job performance has been mostly assessed using methods that are appropriate for accomplishing quantifiable goals, such as production per hour. When attempting to measure employee perceptions of performance, challenges occur. However, if a distinction is made between the two types of results, outputs and outcomes, this problem is resolved. An output is a measurable result, but an outcome is a visible consequence that is the result of work but cannot always be measured in quantitative terms[56]. Nonetheless, jobs have components that are difficult to quantify as outputs, yet they all yield results, even if they aren't quantifiable. As a result, it's common to evaluate performance in terms of what results were achieved against what was expected, with the outcomes being represented in qualitative terms as a standard or level of competency to be attained. Therefore a qualitative measure of the outcome of an employee‘s performance can be attributed to the definition of the aspects that define the work done meets or exceeds the expectations of the organisation, completing tasks satisfactorily, or if operations have reached an agreed-upon standard.

In measuring job performance using these components, the indexes of measurement for performance were extracted, and their descriptions are as follows:

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Quantity: The number of units produced, processed or sold is a good objective indicator of performance. Be careful of placing too much emphasis on quantity, lest quality suffer.

Professionalism: The quality of work performed can be measured by several means. The percentage of work output that must be redone or rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.

Time Management: How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer‘s downtime is a good indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, a customer service representative‘s performance is indicated by the percentage of calls that he or she must escalate to more experienced and expensive reps.

Responsiveness: An employee is not performing when he or she is not at work. Other employees ‘performance may be adversely impacted by absences, too.

Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.

Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.

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Manager Appraisal: A manager appraises the employee‘s performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee‘s active participation. It is often met with resistance because the employee has no investment in its development.

When expectations are contrasted to actual output, previous studies have rated performance as great, good, average, or bad. In this context, performance refers to task performance, which is behaviour-based and influenced by the attitude of the job holder toward the job. As a result, work behaviour encompasses all human actions performed in a professional setting. As a result, for high micro-performance, there must be contact between workers and employees. Such interactions entail the behavioural part of the task (job content analysis), which, if not effectively led, might lead to a diversion from the initially planned activity in the form of poor performance. Work ethic is the title of this guide. When it is strong, it encourages outstanding job performance; yet, when it is weak, poor job performance occurs, whether in the short or long term[57].

Nowadays, it is widely accepted that job performance is made up of a complex web of interconnected variables relating to many components of the job, such as the person and the workplace environment. Performance is a multi-dimensional notion, according to researchers[55]. In essence, the performance distinguishes between a process (i.e. behavioural) and an outcome element of performance. As a result, researchers have identified the following as a primary elements that can influence employee job performance in an organisation:

Style of Leadership: Leadership is a key aspect in influencing an individual's or a group's behaviour to achieve job results[58]. A strong leader can motivate people to pursue the proper path to achieve organisational goals, and a good leader can serve as

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a signpost for subordinates to follow. Employees can be inspired by leadership to achieve organisational goals with confidence. Leadership style has a considerable impact on the connection between supervisors and followers, as well as on employee motivation, attitudes, and job performance[59]. Furthermore, transformational leadership refers to leaders who have charisma and provide intellectual drive and individualized concern to their followers. It may also be said that a transformational leader can motivate his or her followers to go above and beyond the original performance expectations by enforcing, communicating, and directing them to be willing to carry out corporate goals.

Organisational Commitment: Organisational commitment is a type of belief that links the feelings of individual values and goals to the values and goals of the organisation. Individual expressions of loyalty and devotion to an organisation are referred to as organisational commitment. "The relative strength of an individual's identification with involvement in a particular organisation, and on behalf of a high level of affection, devotion, and attention on a job function in an organisation," according to organisational commitment, individual goals that are similar or comparable to organisational goals that stimulate employee performance are referred to as organisational commitment. As a result, when members of an organisation trust and accept the organisation's value, they are more willing to work hard to achieve the organisation's goals and are more committed to the organisation[60,61]. High organisational commitment is helpful to an organisation because it indicates that employees have a strong sense of belonging to the organisation[62].

Motivation is defined by researchers and academics as the force that drives people to behave in a certain way[63]. In the whole process of human learning, motivation plays an important role. Motivation is frequently defined as a force that induces predefined

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behavioural responses. Motivation is described as a desire to achieve something by exerting greater effort to meet organisational objectives. As a result, employees' motivation tends to be more oriented toward the concept of equity. Motivation, according to another researcher, is an internal process that results from the combination of three components[64]. These are the following: A person's needs, their ability to choose how to meet those needs, and the work environment that influences how those needs and choices will be met.

Although it is primarily the rewards of a job that encourage people to complete activities, the lack of a job can be detrimental to one's mental health. He also stated that having a profession permits an individual to achieve social status, which deters crime depression. Motivation, according to some academics, is linked to the forces that maintain and change the direction, quality, and intensity of behavior[65]. Motivation in the form of recognition and reward has also been discovered to be crucial precursor to employee engagement since these variables compel them to respond with a higher level of engagement. Furthermore, there is a link between the motivational factor of Growth requirements and employee job performance. Other aspects of motivation that they studied, including income, fringe benefits, and peer and supervisor relatedness, however, did not have such a favourable relationship[66].

Poor performance has a detrimental impact on employees in general, especially those who are working hard to ensure the organisation's objectives are met. As a result, bad performance refers to an employee's failure to fulfil the required performance standard. Poor performance, as a result, has a negative impact on performance and workplace effectiveness, and in extreme circumstances, can lead to a rise in work-related discontent. As a result, poor job performance falls under the umbrella of incapacity. Poor job performance, or an employee's failure to meet and maintain the

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employer's work performance criteria in terms of quantity and quality of output, is becoming more common. When an employee agrees to fulfil a task and then fails to do so, the employee is said to be unable. This goes on to define bad performance as "an employee's failure to accomplish his or her job, or to do it at a satisfactory level."

Poor job performance is common in all industries, but the causes are varied, ranging from a lack of skills to flaws in performance management, particularly in the management of poor performance, which was particularly visible in the following perspectives:

Incompetence and incompatibility: this stems from a lack of communication or an employee's lack of comprehension of the job's demands. This is because disciplinary action is rarely taken for poor performance, since poor performance is almost always not the employee's responsibility, and the employee cannot be reprimanded for something that is not his or her fault. Furthermore, there is a slew of circumstances that can either cause or contribute to poor performance[67]. Lack of training, qualifications, and experience, external influences, work-related stress, ill health or injury, and incompatibility are only a few of the factors.

Poor management decision-making: Management decisions can stifle employee morale and discourage them from functioning at an acceptable level. Poor performance is largely due to the way they engage with employees and makes decisions without taking into account the employees' conditions. One important issue is that managers do not usually undertake the necessary conversations with employees to determine the causes of changing behaviour, preferring instead to charge the employee with wrongdoing. Managers who lack leadership abilities can put employees at a disadvantage because organisational policies aren't always followed. Improper placement of members and promotion of incompetent people to prominent

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posts due to favouritism of some employees over others can also play a big role in members' morale[68].

Furthermore, if poor performance is not addressed, it is conceivable that animosity and a negative influence on those employees who are working to a good quality may arise. The individual's performance then aids in the achievement of the organisation's stated criteria. As a result, by neglecting to address bad performance, management sends a clear message to employees that they are not required to fulfil performance standards and should not expect any repercussions for their undesirable behaviour. Apart from that, disciplining one employee has no negative impact on the morale of the rest of the workforce. In reality, taking action frequently leads to a more productive working atmosphere. Similarly, good performance may propel a company forward, while bad performance can stifle its expansion[69].

2.1.2 Overview of Organisational Culture

The most basic definition of culture is how we do things around here. It's a mix of values and ideas, acceptable and unacceptable behaviour norms, written policies, demands, and expectations from the top, formal and informal systems, processes and procedures, and networks[70]. As a result, an organisation's culture is shaped by its history, a range of external and internal influences, as well as the priorities and values of its important personnel. The non-spirituals, space design, furnishings, and ways of coping with various phenomena and people difficulties at the workplace represent an organisation's culture.

Culture is the collective mental training that separates members of one group or category of people from those of another[71]. Using a methodology approach from factor analysis, the influences of a society's culture on its members' values and how

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these values relate to behaviour. Organisational culture is defined as a set of values, beliefs, and behaviour patterns that define an organisation's core identity and influence employee behavior[72]. Organisational culture is conveyed, taught, and passed down to employees; it aids in the organisation's ability to adapt to changing conditions and integrate inside. The underlying values, beliefs, and moral principles that play a vital influence in the organisation's management system are referred to as organisational culture[73]. Organisational culture is a set of basic ideas that a group of people develops and spreads in a way that is consistent with the external environment and promotes group cohesion[74].

Fairness, support, and respect for individual rights are valued in people-oriented cultures[75]. These organisations honestly think that their most valuable asset is their employees. Fair procedures and management styles are also present in these firms. There is a lively atmosphere at work, and employees do not feel obligated to pick between work and other elements of their lives. The importance of treating others with respect and decency is emphasized. Employees at this organisation sense a commitment that goes beyond the basic exchange of labour for a salary, according to a study[76]. The employee-organisation relationship and their contributions to each other may go beyond any contractual obligations. As a result, the individual's long-term commitment to the company is traded for the company's long-term commitment to the individual. Individuals feel they will be treated fairly by the organisation in terms of wage increases, promotions, and other types of recognition. As a result, they consider themselves responsible for their behaviour in front of the organisation. These elements serve as a foundation for high job performance.

Companies with a team-oriented culture are more collaborative and value employee cooperation. Teams are formed here, and work is done collaboratively rather than

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individually. The company fosters a collaborative atmosphere by cross-training its staff so that they may assist one another when needed. The organisation also emphasizes the need of forming cohesive work teams. This sort of knowledge management strategy personal is action culture plays an important role in the evolution of knowledge management in an organisation[77]. The personalization method focuses primarily on individual interaction; as a result, knowledge is exchanged through networks of people, not just through face-to-face communication but also electronic communication. This culture is collaborative and is built on trust, which stimulates knowledge exchange and increases workplace innovation.

Employees at a stable company or institution know who is in control, who they must report to, and what they must accomplish. Organisations aiming for organizing and aligning human effort for maximum efficiency have stable cultures that are predictable, rule-oriented, and bureaucratic[78]. When the environment is stable and predictable, these cultures can aid the organisation's effectiveness by ensuring consistent output levels. Predictability, efficiency, and stability are long-term concerns of stable or bureaucratic governments[79]. In this type of culture, behavioural standards favour formality over informality. Managers see themselves as good organizers, coordinators, and enforcers of specific norms and standards that employees must follow. All workers' tasks, responsibilities, and authority are clearly stated. The organisation's many rules and processes are detailed in thick manuals, and employees believe it is their responsibility to do tasks as assigned while adhering to tight standards and procedures.

Employees are encouraged to be innovative in an innovative culture. Employees will be more enthusiastic about their work if the company's culture is innovative. Employees must be able to adapt to new situations. Employees will become more

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creative at work if the company is profitable. These businesses not only promote innovation but also allow employees to work on their projects. The emphasis in the innovative culture was on invention, risk-taking, dynamism, and creativity[80]. Experimentation, innovation, and being on the cutting edge are all priorities[81]. This culture not only reacts fast to changes in the environment, but it also initiates change. Effectiveness entails the development of fresh and innovative items as well as rapid expansion. Individual initiative, flexibility, and independence are valued and rewarded for fostering growth. This culture contributes to the company's excellent profit margins.

Employees in this culture are kept motivated by the objective of achieving the best possible results. Professional development opportunities are easy to justify in this culture, which places a strong emphasis on performance and fresh ideas. Workplace environment and productivity play an important role in society to improve the quality of organisational life. As a result, organisations should think about the correct dimensions to measure their culture and performance to deliver creative products and services that satisfy customers' needs. However, the value of creativity in organisations has received little attention in the field of organisational culture[83]. Organisational culture contributes to the success of businesses[84]. In two ways, shared values, beliefs, and anticipated behaviour of members of an organisation affect creativity.

To begin with, individuals know how to behave positively and do functional activities efficiently as a result of the socialisation process in organisations. Individuals will exhibit innovative behaviour following shared norms, which will become an integral component of the organisation's operations. Second, core principles, assumptions, and beliefs are expressed in structured and policy practice, management practice, and

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procedure, which are all considered established forms of behaviour and activity. This structure has a direct impact on workplace creativity, as it encourages the discovery of new ideas. Individuals become aware of what is valued and how to conduct or perform well in the job as a result of this. To put it another way, today's organisations must be dynamic, with inventive and creative managers and staff to adapt to changing circumstances and meet community demands. It might be argued that, in the global economy and the current escalating competition, innovation and creativity are critical to an organisation's survival and success, and that a lack of innovation and creativity is equivalent to the organisation's demise. Without creativity and innovation, an organisation cannot survive and eventually dies[85].

A pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and, thus, to be taught to new members as the correct way to perceive, think, and feel concerning those problems" is one of the most cited definitions of organisational or corporate culture[86]. Although different writers understand culture differently, most agree that values and behaviours are two important aspects of it. Values are often learned early in life through family and neighbourhood, and later in life through education. They provide a foundational understanding of how things work. Practices emerge through collective action in social settings (e.g., the workplace) and should ideally represent our beliefs. Values and behaviours are inextricably linked and tend to influence one another. Both are always changing, even if ideals, particularly those gained during formative years, are difficult to modify. Interior value systems dominate culture at the national and supranational levels (the latter incorporating language, religious, ethnic, and regional variables), whereas organisational,

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occupational, and group cultures tend to be largely focused on shared behaviours. Since the 1980s, ideas regarding cultural impacts on information-related behaviours in companies have been debated and investigated[87]. Information culture interpretations are as diverse as organisational culture interpretations. Some writers refer to it as a "culture of information," claiming that businesses with an information culture are more likely to achieve commercial success[88]. We believe that no company can exist without an information culture, regardless of how effective it is.

2.1.3 Overview of Work Environment

Many academics have sought to conceptualize the workplace. In its most basic form, it may be defined as the settings, scenarios, conditions, and circumstances in which individuals operate. Recognize that the human component and the organisation are synonymous to appreciate the crucial relevance of the work environment in the organisation[89]. The workplace environment is a notion that has been internationalized by examining how well employees perceive their immediate surroundings to meet their intrinsic, extrinsic, and social requirements, as well as their motivation to stay with the company[90]. The author goes on to say that the quality of their work and their level of performance are heavily influenced by their surroundings. Furthermore, every corporate organisation's primary purpose is to improve its performance, resulting in significant profits.

It is also confirmed to be a very broad category or environment that includes the physical setting (heat, equipment, etc...), job characteristics (workload, task complexity), broader organisational features (culture, history), and even extra organisational aspects (local labour market conditions, industry sector, work-home relationships)[91]. It's also known as the total of the interrelationships that exist between employees and employers, as well as the environment in which they operate, which

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includes the technological, human, and organisational environments[92]. The workplace environment is sometimes characterized as the combination of three key sub-environments: the technical environment, the human environment, and the organisational environment[93]. Tools, equipment, technological infrastructure, and other physical or technical elements of the workplace, according to them, make up the technical environment. Peers, individuals with whom employees engage, team and work groups, interactional challenges, leadership and management are all part of the human environment.

The network of official and informal contact among coworkers, teams, and boss-subordinate relationships that occur inside the structure of organisations can be described as the human environment. Such engagement, particularly informal interaction, apparently provides a channel for the distribution of information and expertise, as well as idea cross-fertilization among personnel. Furthermore, some studies have found that workers' interpersonal relationships at work have an impact on their morale[94]. Supposedly, whatever impacts workplace morale also affects job commitment. As a result, the third sort of work environment, the organisational environment, contains management-controlled systems, procedures, practices, beliefs, and philosophies. The immediate task and national environment in which an organisation gets its inputs processes them and provides the outputs in the form of products or services for public consumption are referred to as the organisational environment[95].

Based on the influence they have on employees at work, these three sorts of environments can be further divided into two fundamental types. According to numerous research, an employee's personality profile is not static. It is dynamic and evolves in response to the organisation's working environment. As a result, the work

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environment can be divided into two categories: favourable and hazardous environments[96,97]. Employees in conducive working contexts have pleasure experiences and can realize the dimensions of their personality profiles, whereas employees in toxic workplace environments have painful experiences and are unable to actualize their behaviour. It is thought that in a conducive work environment, irresponsible or uncommitted individuals might change to be more responsible and devoted to their jobs because such circumstances promote their self-actualizing tendencies.

As a result, in a poisonous environment, the opposite may be true. In this study, the workplace environment is described as the sum of the interrelationships between employees and employers, as well as the setting in which they function, which can be either beneficial or harmful. We may need to broaden our horizons on these two types of work environments by investigating what could be toxic or conducive to workers in tertiary institutions because the tertiary institution is a spectacular kind of work environment that differs in many ways from other manufacturing or service-based organisations from which previous research has deduced the two types of the work environment.

As a result, there are numerous advantages to building and sustaining a positive working atmosphere. Productivity gains, staff stability, corporate advantages, more earnings, increased security and improved health[98]. Improving the working environment reduces the frequency of errors, complaints, and absenteeism, and hence improves productivity[99]. Workplaces feature a variety of properties, components, and circumstances that might affect workers' physical and psychological well-being. Employee engagement with aspects of their working surroundings has a significant impact on their error rate, amount of innovation and collaboration with coworkers,

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absenteeism, and, ultimately, how long they stay on the job, which is a function of their work commitment. Previous research has identified twelve elements in the workplace environment that lead to worker engagement or disengagement[100]. Goal-setting, performance feedback, role congruency, established processes, workplace incentives, supervisor assistance, mentoring/coaching, opportunity to apply new skills, job aids, environmental considerations, and physical elements are all examples of these aspects. With a thorough grasp of these variables, it's clear that they have been recognized, along with a slew of other variables, and compressed into six factors. Six characteristics were discovered in this study as drivers of whether a workplace atmosphere is conducive or poisonous. These elements are listed as follows:

Uncertain vision, mission, goals, or objectives; poorly defined processes, policies, regulations, or procedures; confusing roles; management principles breached; idle and inefficiently used resources; breakdown of unity of command; when people get away with cheating or failing to perform their duties.

Leadership/management style: a boss who favours one set of subordinates over others on their functions; a boss who does not recognize performance; a boss who takes credit for subordinates' accomplishments; a boss who censors the employee's good performance to higher management; a boss who breaks employee's self-esteem; a boss who fails to give clear instructions[99].

Win-lose policies, power centralization, the creation of privileged groups inside the business, a closed-door policy, insufficient fringe perks, and excessive red tape are all examples of organisational policies. Working conditions: a hot and noisy workplace, unsafe working conditions, a filthy workplace, insufficient resources, outdated technology, and outdated machines. Unhealthy politicking, a lack of worker

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cooperation, backstabbing, empire building, rumour-mongering, alienation, mistrust, and sabotage are all examples of interpersonal connections[98].

Pay: Pay below the minimum rate. Furthermore, it is critical to investigate which of these elements in the workplace have a greater impact or contribute more to job dedication among male and female employees in higher institutions. The most important thing to evaluate is which of these factors university staff members perceive to be hazardous to the environment. This list of factors will serve as a guide for federal and state officials, educational policy-makers, university administrators, and educational policy-makers in determining which aspects of the tertiary institution environment are most important[99].

Workplaces come in a variety of shapes and sizes. Several attempts have been made to arrange the various categories, with research identifying six distinct environments: realistic, social, enterprising, artistic, investigative, and conventional[101]. Work is more hands-on in realistic workplaces, whereas thinking and theoretical conversations are prioritized in investigative environments. In enterprising environments, people are more likely to initiate and invent projects on their own. Traditional work settings follow predetermined procedures and processes, such as databasing client information, whereas artistic work environments encourage creativity and the creation of art. Customer service and teaching are two examples of social work environments that require a lot of interaction.

Another way to consider work settings is to include the physical surroundings, such as offices, warehouses, retail stores, scientific research facilities, fieldwork sites, and so on. Different personalities and professional goals may be better suited to these work situations. The physical environment can also influence job fit; for example, some people dislike the rigid and controlled setting of a lab and prefer to work outside.

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Some job seekers may be concerned about their capacity to thrive in physically demanding or dull situations because they were concerned about the conditions in various sorts of work environments[97].

When comparing different types of work environments, the social and psychological climate can be used as a criterion. Some workplaces have very strict command structures, whereas others are more flexible and egalitarian. Employees may be encouraged to participate, provide feedback, and create their working environment, or they may be expected to focus on their tasks without criticizing their bosses or managers. Because of tolerance for harassment or fierce competition, some office climates can become hostile, while others are more amicable and relaxing[95].

Another researcher divides the work environment into three categories: physical, social, and administrative. Workload, technology/equipment, material supply availability, shift timings, working hours, and other factors all contribute to the physical environment. Interpersonal relations, several teams, management style / support, status at work, autonomy, decision making, culture, and climate are all part of the social environment. Organisational Structure, Organisational Goals, Policies for Promotion, Leave, Transfer, and Performance Evaluation are all part of the administrative environment[96].

Workplace Physical Environment: Any organisation's capacity to influence behaviour and establish an image is most evident in the physical workplace environment. The physical environment is made up of elements that make up the actual workplace environment, such as the spatial organisation and functionality of the surroundings. The size and shape of machinery, equipment, and furniture, as well as the spatial relationships between them, are all part of the spatial layout. The amount and nature of the discussion between persons were found to be influenced by the spatial

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organisation of furniture[102]. The ability of similar goods to promote performance and goal achievement is referred to as functionality. How well people fit into their physical workstations and work environment will have an impact on how well they perform. The physical workplace environment, in a larger sense, includes but is not limited to, the level of comfort, ventilation, heating, natural lighting, and artificial lighting.

As a result, these characteristics aid on the practical and aesthetic side, as well as the décor and design of the office environment, which serves to improve the employees' experience and compel greater performance[103]. This underlines the importance of tertiary organisations' services focusing on the utility and role of environmental data, improving staff engagement through better space management, and automating specific duties. Similarly, if the actions to be completed are extremely complicated, layout and functionality efficiency will be more significant than if the duties are routine or easy. According to first impressions of office layout and design, certain dimensions play a symbolic purpose by connoting meanings and pictures about firms, as well as how their personnel should be engaged[104]. Employees are more likely to identify with these qualities that improve performance, according to these affordances. Formal seating arrangements, such as chairs arranged back-to-back, hinder social interaction, whereas informal seating arrangements, such as seats arranged at a right angle, encourage it. This also explains how the style of furniture and other physical symbols can take on symbolic meaning.

Workplace Psychosocial Environment: The psychological aspect of the workplace is widely regarded as one of the most pressing challenges in todays and future cultures. They relate to the interconnections between the environment and working conditions, organisational conditions, work functions and content, effort, and individual worker

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and family characteristics[105]. As a result, the psychological elements are diverse, encompassing concerns such as workers, the general environment, and employment. A manageable workload, some personal control over the job, support from coworkers and supervisors, healthy connections at work, a reasonably clear function, and a sense of influence or involvement in workplace changes are six major aspects of employee workplace wellness. Individual associations with the workplace are significant because they influence an individual's ability to control their work and the level of stress they experience at work[106]. The exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over time, are behavioural elements that may affect employee performance at work[107]. Role congruity, supervisor support, and organisational leadership styles are just a few of the factors that might affect employee performance individually and collectively.

Aids to Employment Environment at Work: A job aid is just a written item or document that provides instruction so that employees can learn on the job. It can take the shape of job stages or procedures, which contain instructions on how to accomplish a task in the most efficient manner possible. On a different note. Job help reduces the rate of errors by giving staff direction, processes, templates, and checklists. Apart from eliminating errors, job assistance should also provide satisfaction to employees by facilitating the completion of a task more efficiently. His research found that even if a good employee is productive, they will be unable to perform if the essential task help is not delivered at the appropriate moment[108]. Information Technological work environment: Many firms have adopted the IT revolution, which includes employing technology to speed up processes and applications[109]. To improve their performance, many office environments encourage their employees to be more imaginative with technology. As a result, IT is regarded as

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a valuable tool since it provides prospective benefits such as more flexibility, improved quality, increased production, and cost savings.

The business optimizes profitability and improves productivity as a workplace by combining a balanced workplace environment; projecting a modern corporate entity, which in turn can help you attract highly qualified personnel. The way people behave is influenced by architectural design, with designers designing environments that might hinder, discourage, guide, encourage, or enhance users' behaviour. Most tertiary institutions are beginning to reconsider how their work environment is designed and what facilities they offer to staff have far-reaching effects on their general performance. As a result, an enabling workplace environment must be a crucial aspect in boosting performance and, as a result, generating long-term returns[110].

The workplace environment has been studied as a factor that influences employee performance[111]. Some researchers looked into how satisfied employees are with their office environment in terms of their intrinsic, extrinsic, and social requirements, as well as their desire to stay in the company[112]. They also looked at how employee commitment and turnover are affected by how they perceive their work settings. They concluded that if employees are given enabling work environment assistance, they will be extremely content and demonstrate a high level of devotion to their company, resulting in a low turnover rate. Another study found that workplace environmental factors such as adequate lighting, lack of noise, optimum ventilation, and layout arrangement significantly improve employees' job performance[113]. In tertiary institutions, the impact of workplace environment and infrastructure on employees' job performance was researched, and the findings concluded that workplace incentives had a favourable impact on employees' job performance. Another study found that having a comfortable and ergonomic working environment inspires

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employees and improves their performance significantly[114]. As a result, the variables incentives, motivation, and working circumstances have a considerable effect on employee job performance[115]. These studies show that a positive work atmosphere is critical for improving employee performance in general, as evidenced by the following primary views.

One of the most significant aspects of higher institutions is the physical workplace environment. The physical workplace environment is regarded as balanced until the organisation's employees are satisfied[116]. Employee job performance is influenced by the way the environment is designed. Employee efficiency and productivity rise as a result of good design. The physical working environment can also be defined as the location where all facilities, like equipment, appliances, and protective apparel, are available. In the same vein, an acceptable physical environment is free of needless interruptions caused by insufficient light, noise, temperature, or office layout[117]. Employees may also experience anxiety as a result of distractions in the physical environment. Employees feel better and perform better when their working conditions are sufficient. Unhealthy working circumstances, on the other hand, have an impact on employees' job performance or productivity[117].

Job help, according to studies, aims to teach and assist people in achieving job success. In the past, job help was viewed as a means of assisting with job performance. Furthermore, leadership style is the most important aspect of management. It is necessary to establish a positive relationship between the employee and the supervisor to improve employee performance. Employee job satisfaction is based on a strong relationship between the supervisor and the employee, which in turn promotes the quality of job performance. To achieve optimal job performance, both parties must

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demonstrate their entire dedication to one another. Additionally, supervisors with good interpersonal skills can effectively coordinate and assist staff in acquiring abilities during training programs[118]. According to numerous studies, a positive relationship between an employee and his or her supervisor has a favourable impact on the person's job performance. Furthermore, research demonstrates that when a supervisor demonstrates commitment, it persuades employees to do the same. In addition, this relationship fosters employee behaviour. They begin exchanging words with one another, receive regular feedback, and are rewarded[119].

2.2 Theoretical Framework

2.2.1 Social Learning Theory

The social learning theory is a paradigm that has received a lot of attention and has a lot of positive and bad references in the literature. It distinguishes self-efficiency assessment from other types of measurements by focusing on three aspects: quality, quantity, and timeliness. This allows for a more thorough understanding of an individual's behavioural environment. Albert Bandura first proposed the hypothesis in 1977. The hypothesis proposes that events such as why individuals express their mental process as they display effective skills, and why employees who self-regulate outperform their peers[120]. Self-efficacy, which is described as a person's belief in his or her ability to organize and execute the courses of action required to manage prospective problems, or a person's belief in his or her ability to succeed in a particular scenario, is fascinated by self-regulation[121,122]. As employees encounter a wide range of events, duties, and circumstances in the workplace, these beliefs begin to form. Self-efficacy, on the other hand, does not stop growing at this stage and

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continues to improve throughout life as people gain new abilities and experiences. These social learning theories imply that exposing employees to appropriate behaviour in the workplace will aid in the achievement of the employee's and the organisation's goals and objectives, as well as the development of individuals with the appropriate attitude and values to perform their duties in an organisation[120].

Self-efficacy is significant to this study since it is a strategic management tool that has been used to translate an employee's self-beliefs in their capacity to accomplish specific tasks, as well as a reliable predictor of motivation or job performance, and influence on personal goal setting. Self-efficacy is a set of beliefs that has a significant and pervasive impact on employees' ability to make decisions, set goals, decide how much effort they want to put into a task, how long they persevere at a task when faced with failure or difficulty, how they deal with stress, and the degree to which they are susceptible to depression[120]. Self-efficacy is a crucial principle in social cognitive theory, according to this theory. Self-efficacy refers to an employee's belief and confidence in their ability to successfully execute a behaviour required to produce a specific outcome, in this case, job performance. The higher the level of self-efficacy, the more confident an individual is in their ability to execute the behaviour required to achieve a specific outcome (job performance).

2.2.2 The Theory of Organisational Culture

A theory of organisational culture profile connotes that Employees should share the same underlying cultural assumptions and values as the organisation for which they work, according to the thesis. Detail-oriented, innovative, stable, aggressive, outcome-oriented, people-oriented, and team-oriented are the seven aspects outlined

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in this theory, with the University of Bamenda focusing on people-oriented culture, team-oriented culture, stable culture, and innovative culture[123]. Achievement, outcomes, and action are all significant values in an outcome-oriented society, according to this theory. Employees with productive skills are nevertheless coached and supervised to effectively market the company's products. All employees, including top management, are held accountable for performance, and processes that reward individual and group productivity are in place. Workers are compensated based on their output rather than seniority or loyalty. Precision and attention to detail are valued in a detail-oriented culture. Companies with this culture create road maps for how employees should complete their tasks. They believe that paying attention to details is an efficient strategy to keep clients and hence enhance profitability and loyalty. As a result of this idea, if secretaries adhere to the tertiary institutions' values, culture, norms, and customs, their performance will skyrocket to at least match their optimum best[123].

2.2.3 Work Adjustment Theory by Dawes and Lofquist

Dawes and Lofquist created the Work Adjustment Theory (WAT) at the University of Minnesota in 1984. The interaction that exists between persons at work and their work environment is described by this notion. As a result, work is viewed and conceptualized as a collaboration between an individual and their working environment. Certain tasks are required by the environment, and the individual develops the necessary abilities to complete the tasks. Individuals demand specific pay or rewards for job performance, as well as particular preferred circumstances, such as a safe and comfortable work environment, as part of their exchange relationship with the office environment. The workplace environment and the individual must continue to meet each other's standards for the interaction and job to

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continue[124]. Correspondence is the degree to which both requirements are met. TWA is also called as Person-Environment Correspondence Theory because of this. When employees see certain aspects of the physical office environment as unconducive, the environment may be regarded as unhealthy and unsafe, according to this hypothesis. As a result, for an environment to be considered favourable, the person-environment relationship must be compatible (i.e. the requirement of person and environment must be met). When there is a lack of correspondence, commitment may be harmed.

This theory is relevant because when employees see some aspects of their employment environment as unsatisfactory, that environment may be perceived as toxic. As a result, for an environment to be seen as fulfilling (conducive), the relationship between the person and the environment must be matching (i.e. the requirement of P and E must be met). When there is a lack of communication, job dedication may be jeopardized. Because no two organisations, including tertiary institutions, are the same in terms of structure, culture, vision, mission, etc...., and because no two people have the same character, attitudes, or personality, job commitment will undoubtedly differ from one person to the next and from one environment to the next[124].

2.3 Review of Empirical Studies

2.3.1 Organisational Culture and Job Performance

According to a study, there is a strong link between organisational culture and employee performance[125]. They also discovered that organisations may assist employees in improving their performance by agreeing on the organisation's values and beliefs, adapting to changes, coordinating work and aligning individual and organisational objectives. According to research, there is a considerable link between

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organisational culture and its characteristics, as well as personnel performance[126]. In general, organisations can assist employees in improving their performance by agreeing on the organisation's values and beliefs (organisational culture), adapting to changes, coordinating work and aligning individual and organisational objectives, and planners cannot establish the basis and criteria for professional development without taking organisational culture into account.

According to a study, organisational culture has an important influence in fostering a creative and innovative environment among employees[127]. As a result, one should concentrate on organisational culture to foster a creative and inventive environment among employees and to take steps to align employee values and norms with those of the organisation. According to a study, performance and innovation go hand in hand; stronger performance equates to more innovation[128]. According to them, building an organisational culture that stimulates and supports performance is critical for businesses looking to gain a competitive advantage. Their findings demonstrated that the environment of the firm had a favourable impact on both individual employee performance and workplace orientation.

According to a study, self-leadership has a significant impact on employee performance and workplace orientation, which is controlled by the organisation's environmental climate[129]. Goal emphasis, means emphasis, incentive orientation, task support, and socio-emotional support are five factors of organisational atmosphere that influence performance[130]. They discovered that when employees believe an organisation cares about their well-being and best interests when an environment of open debate and discussion exists, and when employees, particularly management, have trust in one another, they are more willing to take risks and propose new ideas to improve their performance.

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The value of an organisation lies within its heart of it[131]. This research brings evidence that an organisation need to set high standards when it comes to the aspect of 'Values' and the employees ought to resonate well with the organisation's values. A signifier of prosperity within an organisation is evidence of an agreement between organisational values and routine behaviours of its personnel[132]. Reducing the gaps between extremely valued and extremely evident and thereby aligning the values of the personnel and what is happening within the organisation could result in increased employee morale and job performance. Value congruence indicates similarities between an individual's perceived value importance and the values exemplified in their work environment. It is ideal for individual employee perceptions of evidence to mirror their perceptions of value among work-related concepts/ideas. Personnel who work in a congruent environment where values match actions tend to be happier, more productive, and adjust to change at a faster rate[133]. The evidence is that the majority of identified past organisational values are program focused and have only represented a specific portion of the organisation. In this analysis, organisational values represent a more holistic view thus highlighting areas that otherwise may have gone unnoticed or have been too narrowly focused. These results imply that Organisational values can affect employee job performance.

Top management believes that the culture can be influenced by aligning the thoughts of the employees. Employees at the operational level explain culture through a generalized view suggesting that culture is the attitude that people develop by doing their daily work. Culture helps employees to direct their ideas towards the set of principles developed by Wärtsilä; such culture is similar to the beliefs of Schein[134]. Since Wärtsilä's culture reflects top-down hierarchical structure, top managers have a better understanding of the link between culture and performance than employees at

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the operational level. However, the results are consistent with some other researchers that identified the connections between culture and performance[135]. Understanding the link is vital to identify the performance issues and consequently aligning the applied leadership styles affecting the same. It was further noted by the researcher through interviews with supervisors, department heads and team leaders at the different sections that the administrative structure put in place is not very flexible to the extent where the culture can breed freely. Similarly, another scholar notes that the importance of organisation leadership by having teamwork and team building require the creation of a climate in which productive and harmonious relationship can thrive and be maintained through a partnership between management and employees for the team to flourish[136]. The paper demonstrated that the attributes of organisational culture that were studied have a significant positive influence on the performance of employees.

The paper has mapped out four variables of organisations culture as well as shown the vital relationship between them and employee performance. The paper explained how organisation values, organisation climate, leadership styles and work processes and systems impact employee performance. The findings of the paper significantly demonstrate both positive and negative mannerisms of cultural attributes which have significant consequences on employees as well as the organisation's performance. The paper also asserts that organisational culture is an open system approach which has an interdependent and interactive association with employee performance. Since an employee's job performance is one of the important factors for a business to compete in this global market, the purpose of this study is to explain and empirically test the effect of organisation values, organisation climate, leadership styles and work processes on the employee's job performance. The results of this study suggest that

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managers should focus on the factors that have a significant effect on employee job performance if they want to enhance their businesses. Based on the results, this study was able to reveal that organisational values have a more significant effect on employee's job performance at Wärtsilä, than the organisation climate as is mostly assumed as a vice versa relationship.

A study showed that there exists a significant relationship between organisational culture and employees' creativity[137]. They further found out that organisations can help employees increase their creativity through agreement on the values and beliefs within the organisation, adaptation to changes, and coordination in work and alignment of individual and organisational objectives. Some scholars stated in their investigation that there is a significant relationship between organisational culture and its dimensions, and employee creativity[138]. Generally, organisations can help employees to increase their creativity through agreement on the values and beliefs within the organisation (organisational culture), adaptation to changes, and coordination in work and alignment of individual and organisational objectives, and planners cannot establish the basis and criteria of creativity development without considering organisational culture. A scholar in a study came out with the fact that organisational culture as a key factor has an effective role in creating a creative and innovative atmosphere among the people in an organisation[139]. Therefore, one should focus on the organisational culture to create a creative and innovative atmosphere among the employees and to take steps towards coordination of the the values and norms of the employees with those of the organisation.

Some scholars in their study came out with the fact that creativity goes hand in hand with innovation; higher creativity leads to more innovation[140]. They said developing

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an organisational culture that stimulates and promotes creativity and innovation is imperative for organisations seeking a competitive advantage. Their findings revealed that organisational creativity climate had a positive significant impact on both individual employee creativity and workplace innovative orientation. A study discovered that self-leadership impacts greatly employee creativity and workplace innovative orientation moderated by the creativity climate of the organisation[141]. Some scholars identified five dimensions of organisational climate that influence creativity, including goal emphasis, means emphasis, reward orientation, task support, and socio-emotional support[142]. They discovered that when employees perceive that an organisation has their welfare and best interest in mind when an environment of open debate and discussion is in place, and when trust exists among employees, especially with management, employees can feel more open to taking risks and put forth creative ideas.

The effect of organisational culture on job performance has empirically been proven. Praise and recognition are effective ways of motivating employee behaviour in the organisation as they are considered the most important rewards[143]. Organisation culture which is represented by organisational value, and norms are an effective tool in motivating workers and consequently increasing their performance[144]. This culture is highly appreciated probably due to the opportunity it offers in terms of skill development of the workers which in the long run could be translated to higher high job performance. Similarly, the impact of values for food sectors in the central Anatolian region in Turkey and found that it is important element of job performance. Nonetheless, values are considered very important in terms of motivating workers to increase their performance[145]. The impact of the fair reward system on employees' job

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performance among employees of the oil company in Nigeria concluded that fair implementation of rewards significantly influenced employee job performance[146]. Individuals, who experience burnout in their work, typically do not feel fulfilled[147]. They also tend to have negative outlooks, and they also approach the tasks at hand with less vigour and dedication. Poor remuneration is related to profits made by the organisation. The wage differential between high- and low-income earners was related to low morale, lack of commitment and low productivity[148]. There is a statistically significant relationship between values and culture respectively, also motivation and satisfaction[149]. The study revealed that if employees are put on the right path, then there would be a corresponding change in work motivation and satisfaction which will result in high performance and productivity. Aempirical research, which is based on data from 34 stores of a major retailer over 77 months, supports the theoretical prediction that stores that implement an incentive plan will experience a positive impact on sales, profit and customer satisfaction[150]. The use of profit sharing was positively associated with higher productivity in an analysis of 841 manufacturing establishments[151]. Motivation among Nigerian workers using a sample of workers of high and low occupational levels[152]. The hypothesis that low-income workers will be intrinsically motivated was not confirmed, and the expectation that higher-income workers will place a greater value on the intrinsic job factors than low-income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

Human resource management is gaining momentum in contributing towards organisational performance in the current years worldwide, particularly from the perspective of public sector organisations[153]. To survive in the current globalized world, it has become imperative for an organisation to formulate viable policies and

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practices to maximize employee job performance and without that, it is hard to enhance the productivity of the organisation and maximize its employee efficiency in a unique way[154]. This is the only way for gaining a competitive edge[155]. Employee job performance refers to those behaviours which can be scaled and measured and are performed within the workplace and subject to the outcomes of their activities and work[156]. Employee job performance can be taken from the perspective of those factors, i.e., HR practices which have a direct impact on such relationships. Historically, human resource management practices (recruitment and selection, training and development, performance evaluation, rewards, and compensation) have been tested and adopted for getting a competitive advantage in the western world but in Pakistan[123]. Generally, past empirical research results are not conclusive about the relationship between HR practices and employee job performance. Notwithstanding, employees job performance is considered a vital factor in the success of organisations, however, limited studies investigated the direct effect of HR practices on employees' job performance[157].

Training and development are used as important tool which provides employees with the knowledge, skills and abilities and also modifies their behaviours and attitudes to perform efficiently both in the present and future[158]. It helps in increasing the performance of employees both at individual and organisational level[159]. It is highly critical for every organisation as it is meant to modify not only the skills, attitudes and behaviours of employees but also make them adapt to new technology which in turn increases the efficiency of both individuals and the organizatio[160]. Researchers have found a positive relationship between training and development and employees' job performance[161]. Anyhow, most of these studies have been conducted in industrial-

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organisational settings while less attention has been given to such relationships in the higher education sector[162].

A research on the effect of training and development on organisational performance. The study used secondary data. Four hypotheses were developed to see the impact of all the independent variables on the overall Organisational Performance. The results show that training and development, on-the-job training, training design and delivery style have a positive significant effect on organisational performance Presented a report on the impact of training (and vocational education) investments on company productivity and other performance indicators using a metal analysis. The study yields a clear result that investment in training has a positive and significant impact on company performance indicators. This result confirms the key role attributed to the investment in skills in the European strategy for smart and sustainable growth, Europe 2020, and the initiative's agenda for new skills and jobs[163]. Provide an advanced understanding of the effects of training on organisational-level outcomes by reviewing the results of previous studies that have investigated the relationship between training and human resource, performance, and financial outcomes.

The results of meta-analysis from 67 studies suggest that training is positively related to human resource outcomes and organisational performance but is only very weakly related to financial outcomes. Furthermore, training appears to be more strongly related to organisational outcomes when it is matched with key contextual factors such as organisation capital intensity and business strategy, in support of the contingency perspective. Further, training is related independently to organisational outcomes in support of the universalistic perspective of strategic human resource management rather than a configurationally perspective[164]. A researcher collected

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data from each of the 9439 permanent, salaried employees of a large high technology manufacturing firm to assess the effects on employee turnover of the organisation's investment in employee development via a tuition reimbursement program. Investment in training via tuition reimbursement decreased turnover while employees were still taking classes[165]. A scholar conducted a study to determine if productivity is a driving force for investment in training and management development in the Banking Industry in Nigeria. The study relied on both qualitative and quantitative analysis of data, using descriptive and inferential statistics. The entire staff of the 25 commercial banks as of 2007 in Nigeria was the population of the study and a total of 320 questionnaires were administered. The study found that productivity is one of the driving forces for investment in training and management development[166].

A scholar studied the effects of training on employee productivity. The paper provides a review of the current evidence of such a relationship and offers suggestions for further investigation. They reviewed extensive the literature in terms of research findings from studies that had attempted to measure and understood the impact that training has on employee productivity across various sectors. The focal point of their review was on training practices and employee productivity and their relationship[167]. The outcome of their findings varied. While some studies reported a positive association between training and employee productivity, some reported negative and some had no association whatsoever. Some negative impacts were identified about training on firm performance, and they outline possible reasons for their finding. According to them, responses to the survey were given during a period of financial difficulty, as reflected in the tendency to reduce training budgets as a relatively easy way to cut expenses in periods of slack demand. Where firms offer more training, they may be doing so in an inadequate manner, either because they train in the wrong

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areas or because they do not follow up on the training to ensure good results. They argue further that it is clear that the link between training and productivity is a complex one, and there may be many external variables which interplay to determine the nature of the impact that investment in training has on business performance. The missing link may be in linking training investment to other business performance mechanisms, such as ensuring the delivery of training that is matched to overall business objectives. They concluded that it may be that the training-productivity link is weak because it has not been understood in a broader context. A researcher conducted a study on the effect of on-the-job training on Intercontinental bank workers. The study revealed that training brings greater confidence in workers, enriches employees' knowledge and increased performance skills, creates greater efficiency and effectiveness, increases productivity and leads to higher profitability. The study further revealed that there exists a direct relationship between manpower training and the productivity of Bank workers[168]. A scholar examined the role of training and development on workers' productivity in both public and private organisations in Nigeria. The study also pointed out the problems of human resource management and personal manager. The study concluded that training and development is a long-term and very sensitive function of an organisation.

Finally, the paper recommended that proper implementation of training enhances individual performance and productivity[169]. A researcher conducted a study on human resource training, organisational strategy and firm performance in Vietnam. First, the study confirms that a positive relationship between training and firm performance exists, not only at the level of the individual employee, as demonstrated in previous studies but also at the company level. More specifically, training will improve the knowledge, skills, abilities and behaviour of employees leading to positive

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organisational performance. The major findings indicate that companies that implemented training in 2006 have increased sales and productivity of manufacturing companies by 0.18 percent. The manufacturing companies that implemented training programmes after 2005 found it lead to an increase of 0.32 percent in total sales and productivity per year between 2005 and 2006[170]. They concluded that companies should pay more attention to human resource training policy if they wish to succeed.

2.3.2 Work Environment and Job Performance

The performance of workers in any establishment can be used to gauge an organisation's success. This allows employees in such a company to give their all to help the company achieve its aims and objectives. Theoretically and practically, the relationship between work environment and organisational performance has been studied. These authors' theoretical and practical research suggests that the work environment is both an external and internal condition that can influence the working spirit and result in jobs being completed quickly[171,172,173]. In Sirpurm, India, a related study looked into the impact of the job environment on the health of leather industry workers. They employed a cross-sectional technique. Data was collected using cluster sampling methodology and descriptive research with one-time interviews and pretested questionnaires from 230 employees working in eight different leather industries. Finally, the findings revealed that the workplace environment has an impact on employees' health, necessitating appropriate measures to enhance facilities and, as a result, workers' health[174].

A research on the physical work environment and employee performance in selected brewing enterprises in Anambra state, Nigeria, followed in a similar vein[175]. The sample size was determined using the yemane formula, and questionnaires were

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distributed according to the bowely percentage allocation algorithm. Finally, the study's findings demonstrated that there is a significant and favorable association between employee performance and the physical work environment. Employees should be informed before equipment is mounted, and adjustments should be included into the design and layout if possible to adjust positioning to suit different groups of workers, according to the study.

In Cross River State, Nigeria, the impact of the work environment on employee commitment in agro-based sectors was explored. Participants in the study were from the state's two major agriculture industries. One thousand one hundred and ninety-four (1194) people were chosen for the study on purpose. A four-point Likert scale questionnaire was used to get information from participants. Pearson Product Moment Correlation was used to examine the data (r). Employee commitment and, as a result, performance are positively connected with work environment factors such as constant communication flow, reasonable workload, electricity availability, and a work environment devoid of known hazards, according to the findings. Management of agro-based companies in Cross River State should build and support positive work environments in their organisations, according to the study, in order to enhance employees' commitment, wellbeing, and overall performance and productivity[176].

Another study looked at the impact of two aspects of the workplace (physical and psychosocial) on job satisfaction, performance, and organisational effectiveness in a group of 360 technical supervisors and operating core personnel[177]. Participants who thought their work environment was acceptable and favorable scored higher on measures of job satisfaction, performance, and perceived organisational effectiveness, according to the findings. Employees' job behaviour and perceptions of organisational success were also found to be affected by the two components of work environment.

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Regression analysis found that among the numerous components of the workplace, working conditions, welfare provisions, interpersonal ties, and trust and support all have a significant role in employees' job behaviour and organisational effectiveness. The findings also revealed that the workplace's psychosocial environment has a greater impact on employee job behaviour and organisational effectiveness than the physical environment.

Employee Perceptions of the Effectiveness and Impact of the Environment Management System were investigated in an empirical study. This research was carried out at Erode's Tamilnadu Textile Processing Mill Society Ltd. This study employed a descriptive research design. The study's sample size is 100 respondents from the Tamilnadu Textile Processing Mill in Erode. The required information was gathered in both primary and secondary forms. The primary data is gathered using structured questionnaires with open-ended, closed-ended, like-scale, and numerical scales. The study's main findings are based on the analysis and high efficacy of the environmental management system, which aids in the reduction of environmental impact. In this study, it was advised that new technologies be implemented to reduce labour costs and provide on-the-job training. The impact of EMS will be reduced as a result of recycling. Finally, it is determined that it will assist in improving the working environment of employees and raising knowledge of the environmental management system, as well as increasing profit and keeping the environment clean[177].

Another major empirical evidence to evaluate the effect of office environment elements on employee performance was supplied by a related study[178]. The information was gathered through a survey, in which 139 employees from Miyazu (M) Sdn. Bhdthree's main locations took part. Based on the findings, it appears that solely supervisor assistance has no bearing on employee performance. In the meanwhile, job

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aid and the physical workplace environment have a substantial impact on employee performance. The quality of an employee's workplace environment, which includes job help, supervisor support, and the actual workplace environment, determines their level of performance. The three elements influence how employees become involved or attached to the company. The researcher may be able to determine the aspects that contribute to the workplace environment and affect employee performance by completing this assignment. As a result, the primary goal of this study is to analyze and gain a better understanding of the elements that influence employee performance at three separate Miyazu Malaysia Sdn. Bhd. locations. Miyazu Malaysia Sdn. Bhd locations include Miyazu's head office, Miyazu's stamping facility, and Miyazu's tooling plant.

In Quetta, Pakistan, a study looked into the impact of the working environment on job satisfaction in the banking, educational, and telecommunication industries. The study used a quantitative methodology, with educational institutes, the financial sector, and the telecommunications industry in Quetta, Pakistan, as the target population. Data from 210 employees is collected using simple random sampling. Finally, the study's findings revealed that there is a link between working environment and job satisfaction[175].

2.4 Conceptual Framework

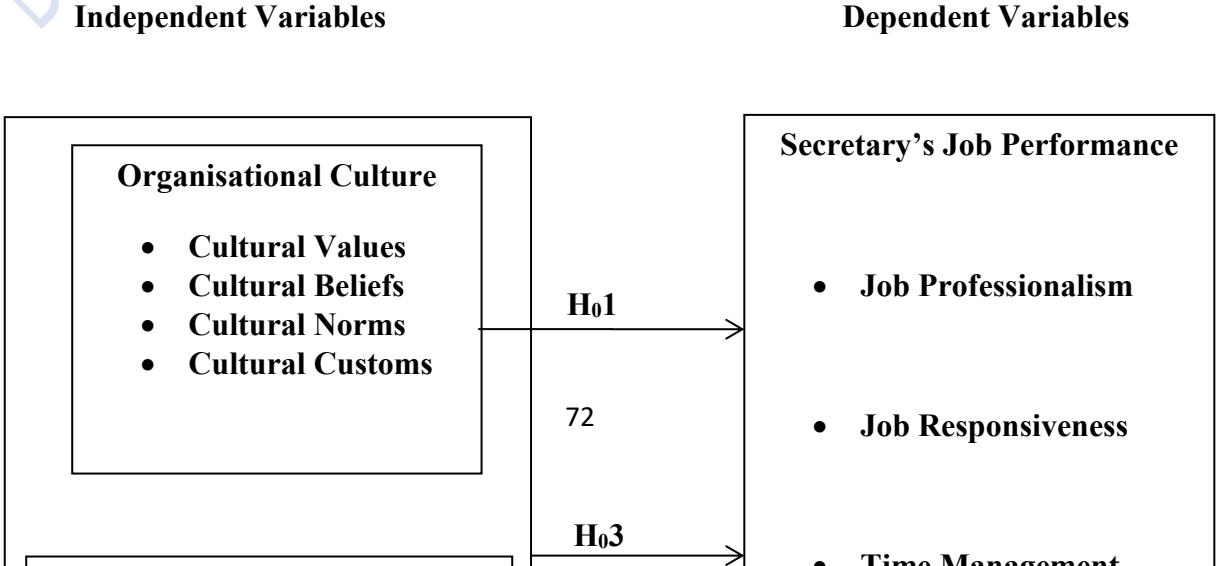

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Figure 2.1: Conceptual Framework on Organisational Culture, Work Environment and Secretary's Job Performance

Source: Researcher's Conceptual Model, 2021

The model comprises three variables, as shown in figure 1, which are organisational culture, work environment, and secretaries' job performance. Values, beliefs, norms, and customs are four measures of organisational culture that are relevant for this study, and all four measures are being used for this study from the literature. 1. There are three metrics relevant to this study's work environment and job performance of secretaries: physical and behavioural, and all two are being used for this study from the literature. 2. Professionalism, responsiveness, and time management are three indicators of secretaries' performance that are relevant to this study, and all three are being used for this study from the literature[2].

The model's selection is based on the belief that the quality of both input and output invariably affects the quality of output in this case of secretaries' performance, with indicators such as professionalism, responsiveness, and time management being used to assess its impact on organisational culture and work environment. Organisational culture is one of the two independent factors in this study. The conceptual framework depicts how company culture and work environment interact to affect secretaries' performance. Values, beliefs, Norms, and customs are organisational culture variables, whereas physical and behavioural are work environment variables. With these

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variables, this study will determine the impact of corporate culture and work environment on respondents' secretaries' performance and make recommendations to improve secretaries' performance.

2.5 Summary of Literature Reviewed

This chapter presents experts' perspectives on the research issue, which is the organisational culture, work environment, and job performance of secretaries in Federal Tertiary Institutions, Niger State. The study demonstrates the significance of organisational culture, work environment, and performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. The concepts have been clarified as a result of the assessment of the conceptual framework (organisational culture, work environment and performance of secretaries). It depicts the link between the independent factors and the dependent variable (secretaries' job performance) (organisational culture and work environment).

It is generally believed that the job performance of an employee is an indispensable component of academic performance; therefore, it is recommended that employers should prioritise important motivational factors that will bring about a positive job attitude to achieve the highest performance level of an employee. A study concludes that the non-academic staff of Bauchi State University are believed to have a positive job attitude and in that case, the institution can harness its organisational resources in such a way such positive job attitude will bring about enhanced performance by every employee that will aid the institution in achieving it targeted goal and objectives timely and efficiently. The study also recommends that the University management should regularly devise a means by which employees' demands will be met on time to avoid job dissatisfaction which will have a negative impact on the performance of its

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employees and the organisation as a whole. The study focuses on the non-academic staff of Bauchi State University Gadau Nigeria which limits the rate of responses. Therefore, the study is limited to only one University in the country even though there are many other Universities. Another major factor that limits the study is the fact that it concentrates only on the non-academic staff without including the academic staff. Also, the study is limited to two variables which include job attitude as the independent variable with employee performance as the dependent variable implying that they are the only variables tested in this study whereas other variables could be considered such as improvement on technological innovation of the institution.

Another research presents a foundation for the conceptualization of organisational culture and its function in performance. However, the outcomes were construed in light of various imperative limitations that are appropriate for future research. The limitations of this research identify that the researchers did not get vast insight from the managerial perspective as only two managers were investigated in a single setting. Furthermore, the executives evaluated were from one industry providing limited perception. However, the researchers chose the two managers in the same industry to show the contrast and similarity of business concepts and processes. If the research had been carried out in different countries and different industries, the results might have been dissimilar. The research development of items and measurements was based on qualitative studies from previous research in different backgrounds, and the traits of record management could be more distinctive in another setting.

2.6 Appraisal of Literature Reviewed

The review focused on what organisational culture is globally, and then applied it to Africa, Nigeria, and secretaries of Federal Tertiary Institutions, Niger State, Nigeria,

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taking into account organisational values, beliefs, norms, and customs to improve the performance of secretaries of Federal Institutions, Niger State, Nigeria. The approach also looked at the secretaries' work environment, taking into account their physical and behavioural to increase performance.

According to studies, most organisations are unconcerned with the environment in which their secretaries work, for example, the physical environment is unsanitary, restrooms are neglected, and only a few offices have air conditioning. As a result, items that aid their job, such as ICT, are not adequately implemented, and employees' work mindsets are allowed to wander[9]. Because they are not being led by example, a review of corporate culture reveals that more secretaries are unaware of the institutions' values, norms, beliefs, and rituals[62].

According to studies, secretaries confront numerous problems in assimilating the institution's culture. Several researchers have looked into the organisational culture, work environment, and performance of tertiary institution secretaries[31]. Few studies have integrated organisational culture, as measured by values, beliefs, norms, and customs, with the work environment, as measured by physical and behavioural, for improved job performance globally, but none in the research population. This is a void that this research aims to fill.

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Chapter Three

Methodology

The methods employed in this investigation are presented in this chapter. It covers the research design methodologies used, as well as the population, sample, data collection, and variable operation.

3.1 Research Design

This study used a cross-sectional survey research design. The design was used to determine the influence of organisational culture, work environment, and performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

3.2 Population of the Study

The participants in this study were the secretaries of all Federal Tertiary Institutions, Niger State, Nigeria which includes the University of Technology, Minna, Federal

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Polytechnic, Bida, and Federal College of Education, Kontagora form the population of this study is the Federal Tertiary Institutions in Niger State, Nigeria.

Table 3.1 Population of Respondents in the Selected Tertiary Institutions

S/N	Schools	Secretaries
1	Federal University of Technology, Minna	87
2	Federal Polytechnic, Bida	48
3	Federal College of Education, Kontagora	30
	Total	165

Source: Researcher, 2021.

3.3 Sample Size and Sampling Procedure

The size is one hundred and sixty – five (165) which is made up of all secretaries in the three selected Federal Tertiary Institutions for the study. Total enumeration was adopted.

3.4 Description of Research Instrument

The instrument that was utilized is a structured questionnaire, which was used to collect data from respondents because it allowed the researcher to readily assess the structured questions and responses to meet the study's goal. The Likert scale design was used in this study, which allowed the researcher to give options for respondents to choose from. Data on the factors under study was collected using self-reported questionnaires. In this study, the Organisational Culture, Work Environment, and Performance (OCWEP) scale was employed.

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Section A: This section was created by the researcher to collect demographic information from respondents, and it provides biographical information about respondents based on five factors: gender, age, educational qualifications, years of experience, and departmental position.

Section B: This section was designed to collect data on the Job Performance scale which indicates the level of performance of each secretary, e.g. professionalism, job responsiveness and time management. The scale is of four points which is: Very high = 4, High = 3, Low = 2, and Very low = 1. The research instrument was divided into various sections which were designed to elicit responses on the topic under review. The research instrument was adapted[3].

Section C: This section was also created to collect data on the Organisational Culture scale which indicate how the culture of the organisation is respected such as values, norms, beliefs and customs. This scale used four-point responses which are: Strongly Agree = 4, Agree = 3, Disagree = 2, and Strongly Disagree = 1. The research instrument was adapted[4].

Section D: This section was designed to collect data on the Work environment scale which indicates how conducive the environmental conditions are to the secretaries, like physical and behavioural environment. The scale is also of four-point which are: Strongly Agree = 4, Agree = 3, Disagree = 2, and Strongly Disagree = 1**.** This instrument was adapted[3].

3.5 Validity of Research Instrument

The instrument's items were acquired through a survey of related literature and adaptations of questionnaires used by other researchers. The supervisor and other specialists in the field of information management provided input on the content

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product validity. Corrections were integrated into the final questionnaire, which was distributed to the study participants.

3.6 Reliability of the Instrument

The researcher subjected the questionnaire to a reliability test to ensure that all of the items assessing each variable in the study are consistent. The instrument's reliability was tested in a pilot study with 30 copies of the questionnaire given to secretaries and the head of the office in which the secretary works at Ibrahim Badamasi Babangida University (IBBU), Lapai, which was not part of the population of the study. The result of the Cronbach alpha reliability test reveals that each of the variables in this study measured what it purported to measure. Hence the results are as follows: Secretary's Job Performance – 0.76, Organisational Culture – 0.70 and Work Environment – 0.78.

3.7 Method of Data Collection

Primary data was collected through a structured questionnaire following existing research to address the study's objectives. This instrument works well with descriptive survey research because it allows for the collection of data on respondents' opinions and perceptions of current events at a specific point in time.

The Department of Information Management, Lead City University, provided a letter of introduction and a project attestation form, which was utilized to request authorization to survey the management of all Federal Tertiary Institutions in Niger State, Nigeria (Federal University of Technology, Minna, Federal Polytechnic, Bida

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and Federal College of Education, Kontagora). A two-day training session was held for five (5) research assistants to help with questionnaire administration, retrieval, and initial sorting. The researcher and research assistants engage with the institution's HR department to protect the anonymity of their responses while also advising them on the importance of adequate responses and the benefits embedded in the study's findings. The secretaries of all Federal Tertiary Institutions, Niger State, Nigeria, got 165 copies of the questionnaires.

3.8 Methods of Data Analysis

The data was analysed using descriptive and inferential statistics by the researcher. For the research questions, one through three, descriptive statistics (mean, frequency distribution, standard deviation, and percentage) were used. The first two null hypotheses were investigated using inferential statistics, while the third will be investigated using multiple regression analysis. All hypotheses in the study were assessed at a significance level of 0.05. Statistical Package and Service Solution (SPSS) Version 24 was used to analyze the data collected for the project.

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Chapter Four

Results and Discussion of Findings

This chapter dealt with data presentation, analysis and interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were formulated in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretation below the tables. Section two presents inferential statistics and a discussion of findings comes at the later end of the chapter. The results presented were based on the research questions and hypotheses, which the study set out to answer and examine. Data were analysed using SPSS version 24.

4.1 Data Presentation

A total of one hundred and sixty-five (165) copies of the questionnaire were administered, and one hundred and fifty-eight (158) copies were returned. After sorting the questionnaires only one hundred and forty-four (144) copies were certified as duly filled and considered usable. The useable questionnaire represented a 95.4% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts into reaching out to the secretaries to request them to participate in the study. The response results are presented in Table 4.1.

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Table 4.1: Response Rate

Response Rate:	Frequency	Per cent (%)
Returned and used	144	95.4%
Not Returned/Returned but not used	21	4.6%
No of distributed Questionnaire	165	100%

Source: Field Survey Data (2022)

Table 4.2: Demographic Characteristics of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	75	51.4%

	Female	69	47.2
Age	20-25 years	30	20.8%
	26-30 years	30	20.8%
	31-35 years	25	17.4%
	36-40 years	20	13.9%
	41-45 years	15	10.4%
	46 and above	24	16.7%
Educational level	NCE	34	23.6%
	Bachelor's Degree	99	68.8%
	Master's Degree	11	7.6%
	PHD	-	-
Years of Experience	5-10 years	69	47.9%
	11-15 years	38	26.4%
	16-20 years	14	9.7%
	21-25 years	16	11.1%
	26-30 years	7	4.9%

Source: Field Survey Results (2022)

This section consists of background and respondents information that describes basic characteristics such as the gender of the respondents, age of the respondents, educational level, and years of experience. To this effect, the results are presented in Table 4.2.

Table 4.2 presents the demographic and personal profiles of respondents used for this study. Demographic and personal profiles of respondents as shown in table 4.2. Profile of gender indicated that 75 respondents representing 51.4% were male while 69 respondents representing 47.2% were female, indicating that most of the respondents were male. Demographic and personal profiles of respondents as shown in table 4.2 by age revealed that 30 respondents representing 20.8% were between the ages of 20-25 years, 30 respondents representing 20.8% were between 26-30 years, 25 respondents representing 17.4% were between 31-35 years, 20 respondents representing 13.9% were between 36-40 years, 15 respondents representing 10.4% were between 41-45 years, and 24 respondents representing

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16.7% were between 46 and above, indicating that most of the respondents were between 20-30 years. Also, 34 respondents representing 23.6% had NCE, 99 respondents representing 68.8% had Bachelor's degree, and 11 respondents representing 7.6% had a Master's degree. Furthermore, 69 respondents representing 47.9% had 5-10 years of working experience, 38 respondents representing 26.4% had 11-15 years experience, 14 respondents representing 9.7% had 16-20 years of working experience, 16 respondents representing 11.1% had 21-25 years experience, and 7 respondents representing 4.9% had 26-30 years experience.

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4.2 Presentation of Response to the Research Questions

Research Question One: What are the levels of the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria?

Table 4.3: Descriptive Analysis on the Level of Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

Professionalism	VH	H	L	VL	Mean
Uses a formal system for organizing weekly work plan	43 (29.9%)	68 (47.2%)	27 (18.8%)	6 (4.2%)	3.03
Makes fresh new "to do" list each workday	35 (24.3%)	59 (41.0%)	43 (29.9%)	7 (4.9%)	2.85
Sets priorities according to their importance	59 (41.0%)	53 (36.8%)	26 (18.1%)	6 (4.2%)	3.15
Seeks quality according to their importance	64 (44.4%)	61 (42.4%)	10 (6.9%)	9 (6.3%)	3.25

Maintain good telephone etiquette	39 (27.1%)	63 (43.8%)	32 (22.2%)	10 (6.9%)	2.91
Responsiveness	**VH**	**H**	**L**	**VL**	
Possess the ability to perform swiftly in all roles assigned	46 (31.9%)	72 (50.0%)	20 (13.9%)	6 (4.2%)	3.10
Processes student results promptly	49 (34.0%)	47 (32.6%)	36 (25.0%)	12 (8.3%)	2.92
Offer direction to address student complain	51 (35.4%)	49 (34.0%)	33 (22.9%)	11 (7.6%)	2.97
Disseminates departmental messages promptly	55 (38.2%)	56 (38.9%)	22 (15.3%)	11 (7.6%)	3.08
Time Management	**VH**	**H**	**L**	**VL**	
Reduces interruptions to work	41 (28.5%)	65 (45.1%)	32 (22.2%)	6 (4.2%)	2.98
Understands time management as a good resource in the office	65 (45.1%)	54 (37.5%)	17 (11.8%)	8 (5.6%)	3.22
Uses prime work times to complete important tasks	49 (34.0%)	62 (43.1%)	28 (19.4%)	5 (3.5%)	3.08
Gives undivided attention to one task at a time	39 (27.1%)	60 (41.7%)	37 (25.7%)	8 (5.6%)	2.90
Clears distractions almost immediately	44 (30.5%)	46 (31.9%)	48 (33.3%)	6 (4.2%)	2.89
Weighted Mean for Job Performance					**3.02**

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.

Source: Field Survey Data (2022)

According to the results in Table 4.3. 29.9% of respondents rated very high that they use a formal system for organizing weekly work plans, 47.2% high, 18.8% low and 4.2% very low. On average, the respondents indicated that they use a formal system for organizing weekly work-plan has a mean of 3.03. Results also indicated that 24.3% of respondents rated very high that they make fresh new "to do" lists each work day, 41.0% high, 29.9% low, and 4.9% very low. On average, the respondents indicated that they make new fresh "to-do" list each work day has a mean of 2.85. Results also indicated that 41.0% of the respondents rated very high that they set priorities according to their importance, 36.8% high, 18.1% low, and 4.2% very low. On average, the respondents indicated that they set priorities according to their

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importance has a mean of 3.15. Results also indicated that 44.4% of the respondents rated very high that they seek quality according to their importance, 42.4% high, 6.9% low, and 6.3% very low. On average, the respondents indicated that they seek quality according to their importance has a mean of 3.25. Results also indicated that 27.1% of the respondents rated very high that they maintain good telephone etiquette, 43.8% high, 22.2% low, and 6.9% very low. On average, the respondents indicated that they maintain good telephone etiquette has a mean of 2.91.

According to the results in Table 4.3. 31.9% of respondents rated very high that they possess the ability to perform swiftly in all roles assigned, 50.0% high, 13.9% low, and 4.2% very low. On average, respondents indicated that they possess the ability to perform swiftly in all roles assigned has a mean of 3.10. Results also indicated that 34.0% of respondents rated very high that they process students' results promptly, 32.6% high, 25.0% low, and 8.3% very low. On average, the respondents indicated that they process student results promptly has a mean of 2.92. Results also indicated that 35.4% of the respondents rated very high that they offer direction to address student complaints, 34.0% high, 25.0% low, and 8.3% very low. On average, the respondents indicated that they offer directions to address students' complaints has a mean of 2.97. Results also indicated that 38.2% of the respondents rated very high that they disseminate departmental messages, 38.9% high, 15.3% low, and 7.6% very low. On average, the respondents indicated that they disseminate departmental messages promptly has a mean of 3.08.

According to the results in Table 4.3. 28.5% of respondents rated very high that they reduce interruptions to work, 45.1% high, 22.2% low, and 4.2% very low. On average, respondents indicated that they reduce interruptions to work has a mean of 2.98. Results also indicated that 45.1% of respondents rated very high that they use prime work times to complete an important task, 43.1% high, 19.4% low, and 3.5% very low. On average, the respondents

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indicated that they use prime work times to complete an important task has a mean of 3.08. Results also indicated that 27.1% of the respondents rated very high that they give undivided attention to one task at a time, 41.7% high, 25.7% low, and 5.6% very low. On average, the respondents indicated that they give undivided attention to one task at a time has a mean of 2.90. Results also indicated that 30.5% of the respondents rated very high that they clear distraction almost immediately, 31.9% high, 33.3% low, and 4.2% very low. On average, the respondents indicated that they clear distraction almost immediately has a mean of 2.89.

Overall, the weighted mean for job performance is 3.02 and this suggests that the respondents agree with many of the statements representing the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. Despite an overall mean of 3.02 which shows that level of the job performance of secretaries in Federal Tertiary Institutions, Niger State is moderately high, more effort is required by the management of Federal Tertiary Institutions, Niger State to ensure that secretarial staff operate at an optimum level by ensuring that staff gives undivided attention to one task at a time, reduces interruptions to work, makes fresh new "to do" list each workday, and process student results promptly. Moreover, ensure that the performance evaluation form accurately reflects the important aspects of their job, provides the right tool for tracking all records and state what to do to receive a higher performance rating. This should improve the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

Research Question Two: What is the level of organisational culture on the performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria?

Table 4.4: Descriptive Analysis on the Level of Organisational Culture and Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

Values	SA	A	D	SD	Mean
My school always emphasize humanity and respect for all employees regularly	65 (45.1%)	52 (36.1%)	22 (15.3%)	5 (3.5%)	3.23

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The coherent power of my school's high emphasis on job performance is encouraged in my department	49 (34.0%)	69 (47.9%)	19 (13.2%)	7 (4.9%)	3.11
My department does allow timely vision adjustment depending on the development	41 (28.5%)	75 (52.1%)	27 (18.8%)	1 (0.7%)	3.08
I am allowed to make self-examination about my job performance the job	39 (27.1%)	65 (45.1%)	31 (21.5%)	9 (6.3%)	2.93
On my job, I can firmly remember my faults and those of others to improve my capability	39 (27.1%)	79 (54.9%)	22 (15.3%)	4 (2.8%)	3.06
Beliefs	**SA**	**A**	**D**	**SD**	
I feel respected in my place of work	64 (44.4%)	65 (45.1%)	9 (6.3%)	6 (4.2%)	3.30
My boss provides me with timely feedback on my job	48 (33.3%)	70 (48.6%)	21 (14.6%)	5 (3.5%)	3.12
My institution welcomes diversity	39 (27.1%)	54 (37.5%)	43 (29.9%)	8 (5.6%)	2.86
I impacted my institution with my job effectively	73 (50.7%)	50 (34.7%)	15 (10.4%)	6 (4.2%)	3.32
I am scared of losing my job due to some external powerful influences	46 (31.9%)	48 (33.3%)	31 (21.5%)	19 (13.2%)	2.84
Norms	**SA**	**A**	**D**	**SD**	
My school always emphasize on development of human resource being kind to employees and encouraging teamwork and cooperation	66 (45.8%)	55 (38.2%)	17 (11.8%)	6 (4.2%)	3.26
	SA	A	SD	D	Mean
The coherent power of my school is employees' loyalty and devotion to the school and high emphasis on team cooperation	50 (34.7%)	65 (45.1%)	24 (16.7%)	5 (3.5%)	3.11
Respectful treatment is the norm in my unit/groundwork	49 (34.0%)	61 (42.4%)	26 (18.1%)	8 (5.6%)	3.05
Angry outbursts are not tolerated in my place of work	52 (36.1%)	54 (37.5%)	28 (19.4%)	10 (6.9%)	3.03
Angry outbursts are not tolerated by anyone in my unit/groundwork	50 (34.7%)	62 (43.1%)	21 (14.6%)	11 (7.6%)	3.05

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Customs	**SA**	**A**	**D**	**SD**	
I pay close attention to job performance and maintain a good level of achievement	86 (59.7%)	41 (28.5%)	9 (6.3%)	8 (5.6%)	3.42
Obeys all work codes for daily tasks severally	76 (52.8%)	45 (31.3%)	15 (10.4%)	8 (5.6%)	3.31
Ensures my office is vested with the spirit of innovation and adventure	59 (41.0%)	64 (44.4%)	17 (11.8%)	4 (2.8%)	3.24
Even under opinion disagreement, I treat my counterfeit as the best work partner	59 (41.0%)	62 (43.1%)	15 (10.4%)	8 (5.6%)	3.19
Trust my coworkers mutually	48 (33.3%)	60 (41.7%)	27 (18.8%)	9 (6.3%)	3.02
Weighted Mean for Organisational Culture					**3.24**

Decision rule 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50-4.00 = very high.

Source: Field Survey Data (2022)

According to the results in Table 4.4. 45.1% of respondents strongly agree that their school always emphasize humanity and respect for all employees regularly, 36.1% agree, 15.3% disagree, and 3.5% strongly disagree. On average, the respondents indicated that their school always emphasize humanity and respect for all employees regularly has a mean of 3.23. Results also indicated that 34.0% of respondents strongly agree that the coherent power of their school's high emphasis on job performance is encouraged in their department, 47.9% agree, 13.2% disagree, and 4.9% strongly disagree. On average, the respondents indicated that the coherent power of their school is high emphasis on job performance is encouraged in their department has a mean of 3.11. Results also indicated that 28.5% of the respondents strongly agree that their department does allow timely vision adjustment depending on development, 52.1% agree, 18.1% disagree, and 0.7% strongly disagree. On average, the respondents indicated that their department does allow timely vision adjustment depending on development has a mean of 3.08.

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Results also indicated that 27.1% of the respondents strongly agree that they are allowed to make self-examination about their job performance on the job, 45.1% agree, 21.5% disagree, and 6.3% strongly disagree. On average, the respondents indicated that they are allowed to make self-examination about their job performance on the job has a mean of 2.93. Results also indicated that 27.1% of the respondents strongly agree that on their job, they can firmly remember their faults and those of others to improve their capability, 54.9% agree, 115.3% disagree, and 2.8% strongly disagree. On average, the respondents indicated that on their job, they can firmly remember their faults and those to improve their capability has a mean of 3.06.

According to the results in Table 4.4. 44.4% of respondents strongly agree that they feel respected in their place of work, 45.1% agree, 6.3% disagree, and 4.2% strongly disagree. On average, respondents indicated that their boss provides them with timely feedback on the job has a mean of 3.12. Results also indicated that 27.1% of respondents strongly agree that their institution welcomes diversity, 37.5% agree, 29.9% disagree, and 5.6% strongly disagree. On average, the respondents indicated that their institution welcomes diversity 2.86. Results also indicated that 50.7% of the respondents strongly agree that they impact their institution with their job effectively, 34.7% agree, 10.4% disagree, and 4.2% strongly disagree. On average, the respondents indicated that they impact their institution with their job effectively having a mean of 3.32. Results also indicated that 31.9% of the respondents strongly agree that they are scared of losing their job due to some external influences, 33.3% agree, 21.5% disagree, and 13.2% strongly disagree. On average, the respondents indicated that they are scared of losing their job due to some external powerful influences has a mean of 2.84.

According to the results in Table 4.4. 45.8% of respondents strongly agree that their school always emphasize on development of human resource being kind to employees and encouraging teamwork and cooperation, 38.2% agree, 11.8% disagree, and 4.2% strongly

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disagree. On average, respondents indicated that their school always emphasize on development of human resource being kind to employees and encouraging teamwork cooperation has a mean of 3.26. The results also indicated that 34.7% of respondents strongly agree that the coherent power of their school is employees' loyalty and devotion to the school and high emphasis on team cooperation, 45.1% agree, 16.7% disagree, and 3.5% strongly disagree. On average, the respondents indicated that the coherent power of their school is employees' loyalty and devotion to the school and a high emphasis on team cooperation has a mean of 3.11.

Results also indicated that 34.0% of the respondents strongly agree that respectful treatment is the norm in their unit/groundwork, 42.4% agree, 18.1% disagree, and 5.6% strongly disagree. On average, the respondents indicated that respectful treatment is the norm in their unit/groundwork has a mean of 3.05. Results also indicated that 36.1% of the respondents strongly agree that angry outbursts are not tolerated in their place of work, 37.5% agree, 19.4% disagree, and 6.9% strongly disagree. On average, the respondents indicated that angry outbursts are not tolerated in their place of work has a mean of 3.03. Results also indicated that 34.7% of the respondents strongly agree that angry outbursts are not tolerated by anyone in their unit/groundwork, 43.1% agree, 14.6% disagree, and 7.6% strongly disagree. On average, the respondents indicated that angry outbursts are not tolerated by anyone in their unit/groundwork has a mean of 3.05.

According to the results in Table 4.4. 59.7% of respondents strongly agree that they pay close attention to get job performance and maintain a good level of achievement, 28.5% agree, 6.3% disagree, and 5.6% strongly disagree. On average, respondents indicated that they pay close attention to job performance and maintain a good level of achievement has a mean of 3.42. Results also indicated that 52.8% of respondents strongly agree that they obey all work codes for daily tasks severally, 31.3% agree, 10.4% disagree, and 5.6% strongly disagree. On

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average, the respondents indicated that they obey all work codes for daily tasks severally has a mean of 3.31. Results also indicated that 41.0% of the respondents strongly agree they ensure their office is vested with the spirit of innovation and adventure, 44.4% agree, 11.8% disagree, and 2.8% strongly disagree. On average, the respondents indicated that they ensure their office is vested with the spirit of innovation and adventure has a mean of 3.24.

Results also indicated that 41.0% of the respondents strongly agree that even under opinion disagreement, they treat their counterfeit as a best work partner, 43.1% agree, 10.4% disagree, and 5.6% strongly disagree. On average, the respondents indicated that even under opinion disagreement, they treat their counterfeit as the best work partner has a mean of 3.19. Results also indicated that 33.3% of the respondents strongly agree that they trust their coworkers mutually, 41.7% agree, 18.8% disagree, and 6.3% strongly disagree. On average, the respondents indicated that they trust their coworkers mutually has a mean of 3.02.

In conclusion, the weighted mean for organisational culture is 3.27 and this suggests that the respondents fairly agree with many of the states representing the organisational culture evidential in Federal Tertiary Institutions, Niger State, Nigeria. However, the issue of Federal Tertiary Institutions, Niger State welcome diversity remains a challenge given the low mean score. Hence, management must develop a system that welcomes diversity and creativity as a non-material aspect of culture that has the potential for improving employee performance. The overall mean score for organizational culture is 3.24 which indicates that the level is averagely high.

Research Question Three: What are the types of work environments prominent in Federal Tertiary Institutions, Niger State, Nigeria?

Table 4.5: Descriptive Analysis on the Types of Work Environment Prominent in Federal Tertiary Institutions, Niger State, Nigeria

Behavioural	SA	A	D	SD	Mean

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I am happy with my chosen career	100 (69.4%)	28 (19.4%)	4 (2.8%)	12 (8.3%)	3.50
My relationship with my boss is cordial	66 (45.8%)	58 (40.3%)	14 (9.7%)	6 (4.2%)	3.28
My salary is commensurate with my job	41 (28.5%)	64 (44.4%)	30 (20.8%)	9 (6.3%)	2.95
I procrastinate on work goals	22 (15.3%)	57 (39.6%)	38 (26.4%)	27 (18.8%)	2.51
The nature of my work gives me pressure at times	49 (34.0%)	57 (39.6%)	27 (18.8%)	11 (7.6%)	3.00
Weighted Mean					**3.05**
Physical	**SA**	**A**	**D**	**SD**	**Mean**
I am provided with the necessary work materials, tools and equipment	49 (34.0%)	51 (35.4%)	38 (26.4%)	6 (4.2%)	2.99
There is a desire to improve the internal operating efficiency of the staff at my workplace	36 (25.0%)	85 (59.0%)	17 (11.8%)	6 (4.2%)	3.05
I have no difficulty in using my work tools and equipment to improve my performance	54 (37.5%)	60 (41.7%)	18 (12.5%)	12 (8.3%)	3.08
There is no unnecessary last-minute rush to do jobs	28 (19.4%)	51 (35.4%)	54 (37.5%)	11 (7.6%)	2.67
The workload at my office is normal	32 (22.2%)	55 (38.2%)	38 (26.4%)	19 (13.2%)	2.69
Weighted Mean					**2.89**
Weighted Mean for Work Environment					**2.90**

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.

Source: Field Survey Data (2022)

According to the results in Table 4.5. 69.4% of respondents strongly agree that they are happy with their chosen career, 19.4% agree, 2.8% disagree and 8.3% strongly disagree. On average, the respondents indicated that they are happy with their chosen career has a mean of 3.50. Results also indicated that 45.8% of respondents strongly agree that their relationship with their boss is cordial, 40.3% agree, 9.7% disagree, and 6.4% strongly disagree. On average, the respondents indicated that their relationship with their boss is cordial and has a mean of 3.28. Results also indicated that 28.5% of the respondents strongly agree that their salary is commensurate to their job, 44.4% agree, 20.8% disagree, and 6.3% strongly disagree.

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On average, the respondents indicated that their salary commensurate to their job has a mean of 2.95. Results also indicated that 15.3% of the respondents strongly agree that they procrastinate on work goals, 39.6% agree, 26.4% disagree, and 18.8% strongly disagree. On average, the respondents indicated that they procrastinate work goals has a mean of 2.51. Results also indicated that 34.0% of the respondents strongly agree that the nature of their work gives them pressure at times, 39.6% agree, 18.8% disagree, and 7.6% strongly disagree. On average, the respondents indicated that the nature of their work gives them pressure at times has a mean of 3.00.

According to the results in Table 4.5. 34.0% of respondents strongly agree that they are provided with the necessary work materials, tools and equipment, 35.4% agree, 26.4% disagree and 4.2% strongly disagree. On average, respondents indicated that they are provided with the necessary work materials, tools and equipment has a mean of 2.99. Results also indicated that 25.0% of respondents strongly agree that there is a desire to improve the internal operating efficiency of the staff at their workplace, 59.0% agree, 11.8% disagree, and 4.2% strongly disagree. On average, the respondents indicated that there is a desire to improve the internal operating efficiency of the staff at their workplace has a mean of 3.05. Results also indicated that 37.5% of the respondents agree that they have no difficulty in using their work tools and equipment to improve their performance, 41.7% agree, 12.5% disagree, and 8.3% strongly disagree. On average, the respondents indicated that they have no difficulty in using their work tools and equipment to improve their performance has a mean of 3.08. Results also indicated that 19.4% of the respondents strongly agree that there is no unnecessary last-minute rush to do jobs, 35.4% agree, 37.5% disagree, and 7.6% strongly disagree. On average, the respondents indicated that there is no unnecessary last-minute rush to do jobs has a mean of 2.67. Results also indicated that 22.2% of the respondents strongly agree that the workload at their office is normal, 38.2% agree, 26.4% disagree, and 13.2%

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strongly disagree. On average, the respondents indicated that the workload at their office is normal staff has a mean of 2.69.

Based on this descriptive analysis, behavioural and physical work environments are the type of work environment present in Federal Tertiary Institutions, Niger State, Nigeria; more so, the physical work environment has a higher level based on the mean values obtained for both work environment measures. Underlying the physical work environment are issues such as 'workload at my office is normal, and 'I am provided with the necessary work materials, tools and equipment which require management attention to ensure the totality of the work environment in Federal Tertiary Institutions, Niger State, Nigeria is conducive for increasing employee performance.

4.3 Presentation of Test of Hypotheses

The null hypothesis which states that **t**here is no significant influence of organisational culture on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria was tested using simple regression analysis. In the analysis, the value of job performance were regressed on the values of organisational culture sub-measure. The data for organisational culture (independent variable) was generated by summing responses of all variable items respectively while that of the job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.6a-c

Table 4.6a-c: Summary of Regression Analysis for the Influence of Organisational Culture on the Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

a. Model Summary

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780[a]	.608	.597	.34834

a. Predictors: (Constant), Customs, Value, Norms, Beliefs

b. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.141	4	6.535	53.859	.000[b]
	Residual	16.866	139	.121		
	Total	43.007	143			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Customs, Value, Norms, Beliefs

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.374	.190		1.965	.051
	Value	.400	.084	.384	4.785	.000
	Beliefs	-.015	.084	-.015	-.185	.853
	Norms	.192	.063	.222	3.028	.003
	Customs	.268	.058	.329	4.613	.000

a. Dependent Variable: Job Performance

Source: Field Survey Data (2022)

From the results in Table 4.6a, organisational culture has a strong positive and statistically significant relationship with the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria (R = 0.780, $p<0.05$). The coefficient of determination (Adj. R^2) of 0.597 shows that organisational culture predicts 59.7% of the variation in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, while the remaining 48.2% variation in the job performance of secretaries in Federal Tertiary Institutions, Niger State is explained by other extraneous other than those examined. Table 4.6b presents the results of ANOVA (overall model significance) of the regression test which revealed that organisational culture has a strong positive and statistically significant influence on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. This can be

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explained by the F-value (53.859) and low p-value (0.000) which is statistically significant at a 95% confidence interval. Hence, the result posited that the shared organisational culture in Federal Tertiary Institutions, Niger State significantly influenced the job performance of its secretarial staff.

Furthermore, the results of regression coefficients in table 4.6c, revealed that at 95% confidence level, a unit change in Value will lead to a 0.400 increase in job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant. Also, a unit change in Norms will lead to a 0.330 increase in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant.

Also, a unit change in Customs will lead to a 0.268 increase in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria., given that all other factors are held constant. Organisational culture automation sub-variables examined, value has the highest relative influence (Beta=.400). In the second position is customs (Beta= 0.268) followed by norms (Beta= 0.192). However, Beliefs have insignificant relative influence (Beta= 0.015, p= 0.853). All the relative influences except for Belief were positive and statistically significant at probability values less than 0.05 except integration. On the strength of this result (Adj. R^2= 0.597, $F(4,139)$= 53.859, p= 0.000), this study rejects the null hypothesis one ($H_0$1) which states that **t**here is no significant influence of organisational culture on job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. The null hypothesis two which states that **t**here is no significant influence of the Work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of work environment sub-measures. The data for the Work environment (independent variable) was generated by summing responses

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of all variable items respectively while that of the job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.7a-c

Table 4.7a-c: Summary of Regression Analysis on the Influence of Work Environment on The Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529[a]	.280	.270	.46851

a. Predictors: (Constant), Physical Work Environment, behavioural Work Environment

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.056	2	6.028	27.463	.000[b]
	Residual	30.950	141	.220		
	Total	43.007	143			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Physical Work Environment, behavioural Work Environment

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.250	.245		5.103	.000
	Behavioral-Work Environment	.289	.090	.280	3.218	.002
	Physical-Work Environment	.308	.084	.318	3.659	.000

a. Dependent Variable: Job Performance

Source: Field Survey Data (2022)

From the results in Table 4.7a, the work environment has a strong positive and statistically significant relationship with the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria ($R = 0.592$, $p<0.05$). The coefficient of determination (Adj. R^2) of 0.270 shows that work environment predicts 27% of the variation in the job performance of

secretaries in Federal Tertiary Institutions, Niger State, Nigeria, while the remaining 73% variation in the job performance of secretaries in Federal Tertiary Institutions, Niger State is explained by other extraneous other than those examined. Table 4.7b presents the results of ANOVA (overall model significance) of the regression test which revealed that work environment has a strong positive and statistically significant influence on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. This can be explained by the F-value (27.463) and low p-value (0.000) which is statistically significant at a 95% confidence interval. Hence, the result posited that the shared work evironment in Federal Tertiary Institutions, Niger State, Nigeria significantly influenced the job performance of its secretarial staff.

Furthermore, the results of regression coefficients in table 4.7c, revealed that at a 95% confidence level, a unit change in the behavioural work environment will lead to a 0.289 increase in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant. Also, a unit change in the physical work environment will lead to a 0.330 increase in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant. Of the two measures of work environment considered, the physical work environment has the highest relative influence (Beta=.330) followed by the behavioural work environment (Beta= 0.289). All the relative influences were positive and statistically significant at probability values less than 0.05 except integration. On the strength of this result (Adj. R^2= 0.270, $F(2,141)$= 27.463, p= 0.000), this study rejects the null hypothesis one ($H_0$2) which states that **t**here is no significant influence of work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

The null hypothesis three which states that **t**here is no significant influence of organisational culture and work environment on the job performance of secretaries in Federal Tertiary

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Institutions, Niger State, Nigeria was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of organisational culture and Work environment. The data for organisational culture and Work environment (independent variable) was generated by summing responses of all variable items respectively while that of the job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8a-c

Table 4.8a-c: Summary of Regression Analysis for the Influence of Organisational Culture and Work Environment on the Job Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764[a]	.583	.577	.35661

a. Predictors: (Constant), Work Environment, Organisational Culture

b. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.076	2	12.538	98.591	.000[b]
	Residual	17.931	141	.127		
	Total	43.007	143			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Work Environment, Organisational Culture

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.343	.205		1.669	.097
	Org Culture	.821	.081	.741	10.119	.000
	Work Environment	.038	.083	.033	2.457	.048

a. Dependent Variable: Job Performance

Source: Field Survey Data (2022)

From the results in Table 4.8a, organisational culture and work environment have a strong positive and statistically significant relationship with the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria (R = 0.764, p<0.05). The coefficient of determination (Adj. R^2) of 0.577 shows that organisational culture and work environment predicts 57.7% of the variation in job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, while the remaining 42.3% variation in job performance of secretaries in Federal Tertiary Institutions, Niger State is explained by other extraneous other than those examined in this study. Table 4.8b presents the results of ANOVA (overall model significance) of the regression test which revealed that organisational culture and work environment has a strong positive and statistically significant influence on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. This can be explained by the F-value (98.591) and low p-value (0.000) which is statistically significant at a 95% confidence interval. Hence, the result posited that the shared organisational culture and work environment in Federal Tertiary Institutions, Niger State significantly influenced the job performance of its secretarial staff. Furthermore, the results of regression coefficients in table 4.8c, revealed that at 95% confidence level, a unit change in organisational culture will lead to a 0.821 increase in job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant.

Also, a unit change in work environment will lead to 0.038 increase in the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria, given that all other factors are held constant. Of the two independent variables considered, organisational culture has the highest relative influence (Beta= 0.821) followed by work environment (Beta= 0.038). All the relative influences were positive and statistically significant at probability values less than 0.05. On the strength of this result (Adj. R^2= 0.577, $F(2,141)$= 98.591, p= 0.000), this study rejects the null hypothesis one ($H_0$3) which states that there is no significant influence of

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organisational culture and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

4.4 Discussion of Findings

This result of research question one shows the overall weighted mean for job performance is 3.02 and this suggests that the respondents agree with many of the statements representing the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. This should improve the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. Job performance has been seen to be significantly related to company performance, as employees carry out all of the organisation's aspirations, purpose, vision, and desires. This shows how important and significant employee job performance is in organisation. This is also in tandem with an assertion made by a scholar that job performance refers to the behaviours and activities that are carried out to achieve the organisation's goals and objectives, and it measures the effectiveness of an employee's specific actions in attaining those goals[1]. Job performance may be improved by focusing on aspects that boost employees' motivation, creativity, job happiness, and comfort in the workplace[2].

The result of research question two shows the overall weighted mean for organisational culture is 3.24 and this suggests that the respondents averagely agree with many of the statements representing the organisational culture evidential in Federal Tertiary Institutions, Niger State, Nigeria. The overall mean score for organizational culture is 3.24 which indicates that the level is averagely high. Organisation culture which is represented by organisational value, and norms are an effective tool in motivating workers and consequently increasing their performance[4]. This culture is highly appreciated probably due to the opportunity it offers in terms of

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skill development of the workers which in the long run could be translated to higher high job performance.

According to a study, there is a strong link between organisational culture and employee performance[5]. They also discovered that organisations may assist employees in improving their performance by agreeing on the organisation's values and beliefs, adapting to changes, coordinating work and aligning individual and organisational objectives. According to research, there is a considerable link between organisational culture and its characteristics, as well as personnel performance[6]. This assertion is in line with one of the postulations rounded conceptually in this study that "Organisations can assist employees in improving their performance by agreeing on the organisation's values and beliefs (organisational culture), adapting to changes, coordinating work and aligning individual and organisational objectives, and planners cannot establish the basis and criteria for professional development without taking organisational culture into account"[7].

This result of the research question three show that based on this descriptive analysis, behavioural and physical work environments are the type of work environment present in Federal Tertiary Institutions, Niger State, Nigeria; more so, the physical work environment has a higher level based on the mean values obtained for both work environment measures with the overall weighted mean of 2.90. Underlying the physical work environment are issues such as 'workload at my office is normal, and 'I am provided with the necessary work materials, tools and equipment which require management attention to ensure the totality of the work environment in Federal Tertiary Institutions, Niger State, Nigeria is conducive for increasing employee performance.

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This ascertion is in line with scholar who says “Work environment which is represented by physical and behavioural environment are an effective tool in motivating workers and consequently increasing their performance”[8]. According to a study, there is a strong link between work environment and employee performance[9]

Another study revelieved that “The performance of workers in any establishment can be used to gauge an organisation's success”. This allows employees in such a company to give their all to help the company achieve its aims and objectives. Theoretically and practically, the relationship between work environment and organisational performance has been studied. These authors' theoretical and practical research suggests that the work environment is both an external and internal condition that can influence the working spirit and result in jobs being completed quickly[10].

The findings of hypothesis one reveal that the shared organisational culture in Federal Tertiary Institutions, Niger State, Nigeria significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis one found support in prior empirical studies. For instance, in a study, there is a strong link between organisational culture and employee performance[1]. They also discovered that organisations may assist employees in improving their performance by agreeing on the organisation's values and beliefs, adapting to changes, coordinating work and aligning individual and organisational objectives. According to research, there is a considerable link between organisational culture and its characteristics, as well as personnel performance[2]. In general, organisations can assist employees in improving their performance by agreeing on the organisation's values and beliefs (organisational culture), adapting to changes, and coordinating work and aligning individual and

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organisational objectives, and planners cannot establish the basis and criteria for professional development without taking organisational culture into account.

According to a study, organisational culture has an important influence in fostering a creative and innovative environment among employees[3]. As a result, one should concentrate on organisational culture to foster a creative and inventive environment among employees and to take steps to align employee values and norms with those of the organisation. According to a study, performance and innovation go hand in hand; stronger performance equates to more innovation[4]. According to them, building an organisational culture that stimulates and supports performance is critical for businesses looking to gain a competitive advantage. Their findings demonstrated that the environment of the firm had a favourable impact on both individual employee performance and workplace orientation.

According to a study, self-leadership has a significant impact on employee performance and workplace orientation, which is controlled by the organisation's environmental climate[5]. Goal emphasis, means emphasis, incentive orientation, task support, and socio-emotional support are five factors of organisational atmosphere that influence performance[6]. A study discovered that when employees believe an organisation cares about their well-being and best interests when an environment of open debate and discussion exists, and when employees, particularly management, have trust in one another, they are more willing to take risks and propose new ideas to improve their performance.

The value of an organisation lies within its heart of it[7]. This research brings evidence that an organisation need to set high standards when it comes to the aspect of ‘Values' and the employees ought to resonate well with the organisation's values. A signifier of

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prosperity within an organisation is evidence of an agreement between organisational values and routine behaviours of its personnel[8]. Reducing the gaps between extremely valued and extremely evident and thereby aligning the values of the personnel and what is actually happening within the organisation could result in increased employee morale and job performance. Value congruence indicates similarities between an individual's perceived value importance and the values exemplified in their work environment. It is ideal for individual employee perceptions of evidence to mirror their perceptions of value among work related concepts/ideas. Personnel who work in a congruent environment where values match actions tend to be happier, more productive, and adjust to change at a faster rate[9]. The evidence that the majority of identified past organisational values are program focused and have only represented a specific portion of the organisation. In this analysis, organisational values represent a more holistic view thus highlighting areas that otherwise may have gone unnoticed or have been too narrowly focused. These results imply that Organisational values can influence employee's job performance.

Top management believes that the culture can be influenced by aligning the thoughts of the employees. Employees at the operational level explain culture through a generalized view suggesting that culture is the attitude that people develop by doing their daily work. Culture helps employees to direct their ideas towards the set of principles developed by Wärtsilä; such culture is similar to the beliefs of Schein[10]. Since Wärtsilä's culture reflects top-down hierarchical structure, top managers have a better understanding of the link between culture and performance than employees at the operational level. However, the results are consistent with some other researchers that identified the connections between culture and performance[11]. Understanding the link is vital to identify the performance issues and consequently aligning the applied

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leadership styles affecting the same. It was further noted by the researcher through interviews with supervisors, department heads and team leaders at the different sections that the administrative structure put in place is not very flexible to the extent where the culture can breed freely. Similarly, another scholar notes that the importance of organisation leadership by having team work and team building require the creation of a climate in which productive and harmonious relationship can thrive and be maintained through partnership between management and employees for the team to flourish[12]. The paper demonstrated that the attributes of organisational culture that were studied have significant positive influence over the performance of employees. The paper has mapped out four variables of organisations culture as well as showed the vital relationship between them and employee performance. The paper explained how organisation values, organisation climate, leadership styles and work processes and systems impacts on employee's performance.

The findings of the paper significantly demonstrate both positive and negative mannerism of culture attributes which has significant consequences on employees as well as organisation's performance. The paper also asserts that organisational culture is an open system approach which has interdependent and interactive association with employee's performance. Since employee's job performance is one of the important factors for a business to compete in this global market, the purpose of this study is to explain and empirically test the effect of organisation values, organisation climate, leadership styles and work processes to the employee's job performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee job performance, if they want to enhance their businesses. Based on the results, this study was able to revealed that organisational values has a more

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significant effect to employee's job performance at Wärtsilä, than the organisation climate as is mostly assumed as a vice versa relationship.

A study showed that there exists a significant relationship between organisational culture and employees' creativity[13]. They further found out that organisations can help the employees increase their creativity through agreement on the values and beliefs within the organisation, adaptat ion to changes, and coordination in work and alignment of individual and organisational objectives. Some scholars stated in their investigation that there is a significant relationship between organisational culture and its dimensions, and employee's creativity[14]. Generally, organisations can help the employees to increase their creativity through agreement on the values and beliefs within the organisation (organisational culture), adaptation to changes, and coordination in work and alignment of individual and organisational objectives, and planners cannot establish the basis and criteria of creativity development without considering organisational culture. A scholar in a study came out with the fact that organisational culture as a key factor has an effective role in creating a creative and innovative atmosphere among the people in an organisation[15]. Therefore, one should focus on the organisational culture in order to create a creative and innovative atmosphere among the employees and to take steps towards coordination of values and norms of the employees with those of the organisation.

The findings of hypothesis two reveal that the shared organisational culture in Federal Tertiary Institutions, Niger State significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis two found support in prior empirical studies. For instance, In Sirpurm, India, a related study looked into the impact of the job environment on the health of leather industry workers. They

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employed a cross-sectional technique. Data was collected using cluster sampling methodology and descriptive research with one-time interviews and pretested questionnaires from 230 employees working in eight different leather industries. Finally, the findings revealed that the workplace environment has an impact on employees' health, necessitating appropriate measures to enhance facilities and, as a result, workers' health[16].

A research on the physical work environment and employee performance in selected Brewing Enterprises in Anambra state, Nigeria, followed in a similar vein[17]. The sample size was determined using the Yamane formula, and questionnaires were distributed according to the bowely percentage allocation algorithm. Finally, the study's findings demonstrated that there is a significant and favourable association between employee performance and the physical work environment. Employees should be informed before equipment is mounted, and adjustments should be included in the design and layout if possible to adjust positioning to suit different groups of workers, according to the study.

In Cross River State, Nigeria, the impact of the work environment on employee commitment in agro-based sectors was explored. Participants in the study were from the state's two major agriculture industries. One thousand one hundred and ninety-four (1194) people were chosen for the study on purpose. A four-point Likert scale questionnaire was used to get information from participants. Pearson Product Moment Correlation was used to examine the data (r). Employee commitment and, as a result, performance are positively connected with work environment factors such as constant communication flow, reasonable workload, electricity availability, and a work environment devoid of known hazards, according to the findings. Management of agro-based companies in Cross River State should build and support positive work

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environments in their organisations, according to the study, in order to enhance employees' commitment, wellbeing, and overall performance and productivity[18].

Another study looked at the impact of two aspects of the workplace (physical and psychosocial) on job satisfaction, performance, and organisational effectiveness in a group of 360 technical supervisors and operating core personnel[19]. Participants who thought their work environment was acceptable and favorable scored higher on measures of job satisfaction, performance, and perceived organisational effectiveness, according to the findings. Employees' job behaviour and perceptions of organisational success were also found to be affected by the two components of work environment. Regression analysis found that among the numerous components of the workplace, working conditions, welfare provisions, interpersonal ties, and trust and support all have a significant role in employees' job behaviour and organisational effectiveness. The findings also revealed that the workplace's psychosocial environment has a greater impact on employee job behaviour and organisational effectiveness than the physical environment.

Employee Perceptions of the Effectiveness and Impact of the Environment Management System were investigated in an empirical study. This research was carried out at Erode's Tamilnadu Textile Processing Mill Society Ltd. This study employed a descriptive research design. The study's sample size is 100 respondents from the Tamilnadu Textile Processing Mill in Erode. The required information was gathered in both primary and secondary forms. The primary data is gathered using structured questionnaires with open-ended, closed-ended, like-scale, and numerical scales. The study's main findings are based on the analysis and high efficacy of the environmental management system, which aids in the reduction of environmental impact. In this study, it was advised that new technologies be implemented in order to

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reduce labour costs and provide on-the-job training. The impact of EMS will be reduced as a result of recycling. Finally, it is determined that it will assist in improving the working environment of employees and raising knowledge of the environmental management system, as well as increasing profit and keeping the environment clean[20].

Another major empirical evidence to evaluate the effect of office environment elements on employee performance was supplied by a related study[21]. The information was gathered through a survey, in which 139 employees from Miyazu (M) Sdn. Bhdthree's main locations took part. Based on the findings, it appears that solely supervisor assistance has no bearing on employee performance. In the meanwhile, job aid and the physical workplace environment have a substantial impact on employee performance. The quality of an employee's workplace environment, which includes job help, supervisor support, and the actual workplace environment, determines their level of performance. The three elements influence how employees become involved or attached to the company. The researcher may be able to determine the aspects that contribute to the workplace environment and effect employee performance by completing this assignment. As a result, the primary goal of this study is to analyze and gain a better understanding of the elements that influence employee performance at three separate Miyazu Malaysia Sdn. Bhd. locations. Miyazu Malaysia Sdn. Bhd locations include Miyazu's head office, Miyazu's stamping facility, and Miyazu's tooling plant.

In Quetta, Pakistan, a study looked into the impact of working environment on job satisfaction in the banking, educational, and telecommunication industries. The study used a quantitative methodology, with educational institutes, the financial sector, and the telecommunications industry in Quetta, Pakistan, as the target population. Data

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from 210 employees is collected using simple random sampling. Finally, the study's findings revealed that there is a link between working environment and job satisfaction[21].

The findings of hypothesis three reveal that the shared organisational culture and work environment in Federal Tertiary Institutions, Niger State significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis two found support in prior empirical studies. For instance, Some scholars in their study came out with the fact that creativity goes hand in hand with innovation; higher creativity leads to more innovation[140]. They said developing organisational culture that stimulates and promotes creativity and innovation is an imperative for organisations seeking a competitive advantage. Their findings revealed that organisational creativity climate had positive significant impact on both individual employee creativity and workplace innovative orientation. A study discovered that self-leadership impacts greatly employee creativity and workplace innovative orientation moderated by the creativity climate of the organisation[141]. Some scholars identified five dimensions of organisational climate that influence creativity, including goal emphasis, means emphasis, reward orientation, task support, and socio-emotional support[22]. They discovered that when employees perceive that an organisation has their welfare and best interest in mind, when an environment of open debate and discussion is in place, and when trust exists among employees, especially with management, employees can feel more open to take risks and put forth creative ideas.

The effect of organisation culture on job performance has empirically been proven. Praise and recognition are effective ways of motivating employee behaviour in the organisation as they are considered the most important rewards[23]. Organisation culture

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which are represented by organisational value, and norms have been found to be an effective tool in motivating workers and consequently increase their performance[24]. This culture is highly appreciated probably due the opportunity it offers in terms of skill development of the workers which in the long run could be translated to higher high job performance. Similarly, the impact of values for food sectors in the central Anatolian region in Turkey and found that it is important elements of job performance. Nonetheless, values are considered very important in terms of motivating workers to increase their performance[25]. The impact of the fair reward system on employees' job performance among employees of oil company in Nigeria and conclude that fair implementation of rewards significantly influenced employee job performance[26].

Individuals, who experience burnout in their work, typically do not feel fulfilled[27]. They also tend to have negative outlooks, and they also approach the tasks at hand with less vigor and dedication. Poor remuneration is related to profits made by organisation. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity[28]. There is a statistically significant relationship between values and culture respectively, also motivation and satisfaction[29]. The study revealed that if employees are put on the right path, then there would be a corresponding change in work motivation and satisfaction which will result to high performance and productivity. In an empirical research, which is based on data from 34 stores of a major retailer over 77 months, supports the theoretical prediction that stores that implement an incentive plan will experience a positive impact on sales, profit and customer satisfaction[30]. The use of profit sharing was positively associated with higher productivity in an analysis of 841 manufacturing establishments[31]. Motivation among Nigerian workers using a sample of workers of high and low occupational levels[32]. The hypothesis that low-income workers will be

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intrinsically motivated was not confirmed, and the expectation that higher income worker will place a greater value on intrinsic job-factors than low-income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

Human resource management is gaining momentum in contributing towards organisational performance in the current years worldwide, particularly in the perspective of public sector organisations[33]. To survive in the current globalized world, it has become imperative for organisation to formulate viable policies and practices to maximize employee job performance and without that it is hard to enhance productivity of the organisation and maximize its employee's efficiency in a unique way[34]. This is the only way for gaining competitive edge[35]. Employee job performance refers to those behaviours which can be scaled and measured and are performed within the workplace and subject to the outcomes of their activities and work[36]. Employee job performance can be taken in the perspective of those factors, i.e., HR practices which have direct impact on such relationship. Historically, human resource management practices (recruitment and selection, training and development, performance evaluation, rewards, and compensation) have been tested and adopted for getting competitive advantage in the western world but nevertheless in Pakistan[37]. Generally, past empirical research results are not conclusive about the relationship of HR practices and employee job performance. Notwithstanding, employees job performance is considered vital factor in success of organisations, however, limited studies investigated the direct effect of HR practices on employees' job performance[38].

Training and development is used as an important tool which provides employees with the knowledge, skills and abilities and also modifies their behaviours and

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attitudes to perform efficiently both in the present and future[39]. It helps in increasing the performance of employees both at individual and organisational level. It is highly critical for every organisation as it meant to modify not only skills, attitudes and behaviours of employees but also make them adapt to new technology which in turn increases the efficiency of both individual and organisation. Researchers have found positive relationship between training and development and employees job performance. Anyhow, most of these studies have been conducted in industrial organisational settings while less attention has been given to such relationship in higher education sector[40].

A research on the effect of training and development on organisational performance. The study used secondary data. Four hypotheses were developed to see the impact of all the independent variables on the overall Organisational Performance. The results show that training and development, on the job training, training design and delivery style have positive significant effect on organisational performance Presented a report on the impact of training (and vocational education) investments on company productivity and other performance indicators using a metal analysis. The study yields a clear result that investment in training have a positive and significant impact on company performance indicators. This result confirms the key role attributed to the investment in skills in the European strategy for smart and sustainable growth, Europe 2020, and the initiative agenda for new skills and jobs[41]. Provide advance understanding of the effects of training on organisational-level outcomes by reviewing the results of previous studies that have investigated the relationship between training and human resource, performance, and financial outcomes. The results of meta-analysis from 67 studies suggest that training is positively related to human resource outcomes and organisational performance but is only very weakly related to financial

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outcomes. Furthermore, training appears to be more strongly related to organisational outcomes when it is matched with key contextual factors such as organisation capital intensity and business strategy, in support of the contingency perspective.

Further, training is related independently to organisational outcomes in support of the universalistic perspective of strategic human resource management rather than a configurationally perspective[42]. A researcher collected data from each of the 9439 permanent, salaried employees of a large high technology manufacturing firm to assess the effects on employee turnover of the organisation's investment in employee development via a tuition reimbursement program. Investment in training via tuition reimbursement decreased turnover while employees were still taking classes. A scholar conducted a study to determine if productivity is a driving force for investment in training and management development in the Banking Industry in Nigeria. The study relied on both qualitative and quantitative analysis of data, using descriptive and inferential statistics. The entire staff of the 25 commercial banks as at 2007 in Nigeria was the population of the study and a total of 320 questionnaires were administered. The study found that productivity is really one of the driving forces for investment in training and management development[43].

A scholar studied the effects of training on employee productivity. The paper provides a review of the current evidence of such a relationship and offers suggestions for further investigation. They reviewed extensive the literature in terms of research findings from studies that had attempted measuring and understood the impact that training have on employee productivity across various sectors. The focal point of their review was on training practices and employee productivity and their relationship[44]. The outcome of their findings varied. While some studies reported a positive

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association between training and employee productivity, some reported negative and some had no association whatsoever. Some negative impacts were identified about training on firm performance, and they outline possible reasons for their finding. According to them, responses to the survey were given during a period of financial difficulty, as reflected in the tendency to reduce training budgets as a relatively easy way to cut expenses in periods of slack demand. Where firms offer more training, they may be doing so in an inadequate manner, either because they train in the wrong areas or because they do not follow up on the training to ensure good results. They argue further that it is clear that the link between training and productivity is a complex one, and there may be many external variables which interplay to determine the nature of the impact that investment in training has on business performance. The missing link may be in linking training investment to other business performance mechanisms, such as ensuring the delivery of training that is matched to overall business objectives. They concluded that it may be that the training-productivity link is weak because it has not been understood in a broader context. A researcher conducted a study on the effect of on-the-job training on Intercontinental bank workers. The study revealed that training brings greater confidence in workers, enriches employees' knowledge and increased performance skills, creates greater efficiency and effectiveness, increases productivity and leads to higher profitability. The study further revealed that there exists a direct relationship between manpower training and the productivity of Bank workers[45]. A scholar examined the role of training and development on workers' productivity in both public and private organisations in Nigeria. The study also pointed out the problems of human resource management and personal manager.

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The study concluded that training and development is a long-term and very sensitive function of an organisation. Finally, the paper recommended that proper implementation of training enhances individual performance and productivity[46]. A researcher conducted a study on human resource training, organisational strategy and firm performance in Vietnam. First, the study confirms that a positive relationship between training and firm performance exists, not only at the level of the individual employee, as demonstrated in previous studies but also at the company level. More specifically, training will improve the knowledge, skills, abilities and behaviour of employees leading to positive organisational performance. The major findings indicate that companies that implemented training in 2006 have increased sales, and productivity of manufacturing companies by 0.18 percent. The manufacturing companies that implemented training programmes after 2005 found it lead to an increase of 0.32 percent in total sales and productivity per year between 2005 and 2006[47]. They concluded that companies should pay more attention to human resource training policy if they wish to succeed. In Cross River State, Nigeria, the impact of the work environment on employee commitment in agro-based sectors was explored. Participants in the study were from the state's two major agriculture industries. One thousand one hundred and ninety-four (1194) people were chosen for the study on purpose. A four-point Likert scale questionnaire was used to get information from participants. Pearson Product Moment Correlation was used to examine the data (r). Employee commitment and, as a result, performance are positively connected with work environment factors such as constant communication flow, reasonable workload, electricity availability, and a work environment devoid of known hazards, according to the findings. Management of agro-based companies in Cross River State should build and support positive work environments in their organisations, according to the

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study, to enhance employees' commitment, wellbeing, and overall performance and productivity[48].

Another study looked at the impact of two aspects of the workplace (physical and psychosocial) on job satisfaction, performance, and organisational effectiveness in a group of 360 technical supervisors and operating core personnel[49]. Participants who thought their work environment was acceptable and favourable scored higher on measures of job satisfaction, performance, and perceived organisational effectiveness, according to the findings. Employees' job behaviour and perceptions of organisational success were also found to be affected by the two components of the work environment. Regression analysis found that among the numerous components of the workplace, working conditions, welfare provisions, interpersonal ties, and trust and support all have a significant role in employees' job behaviour and organisational effectiveness. The findings also revealed that the workplace's psychosocial environment has a greater impact on employee job behaviour and organisational effectiveness than the physical environment.

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Another major empirical evidence to evaluate the effect of office environment elements on employee performance was supplied by a related study[51]. The information was gathered through a survey, in which 139 employees from Miyazu (M) Sdn. Bhdthree's main locations took part. Based on the findings, it appears that solely supervisor assistance has no bearing on employee performance. In the meanwhile, job aid and the physical workplace environment have a substantial impact on employee performance. The quality of an employee's workplace environment, which includes job help, supervisor support, and the actual workplace environment, determines their level of performance. The three elements influence how employees become involved or attached to the company. The researcher may be able to determine the aspects that contribute to the workplace environment and effect employee performance by completing this assignment. As a result, the primary goal of this study is to analyze and gain a better understanding of the elements that influence employee performance at three separate Miyazu Malaysia Sdn. Bhd. locations. Miyazu Malaysia Sdn. Bhd locations include Miyazu's head office, Miyazu's stamping facility, and Miyazu's tooling plant.

The findings of this study equally aligned with the expectation of Social Learning Theory. According to Bandura’s social learning theory, events such as why employees describe their thought processes as they demonstrate effective skills, and why employees who self-regulate, achieve higher than their peers who don't[52]. This self-regulation is fascinated by self-efficacy which is defined as the belief in one’s

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capabilities to organize and execute the courses of action required to manage prospective situations, or a person's belief in his or her ability to succeed in a particular situation[53]. These beliefs begin to form early in their work environment as employee deal with a wide variety of experiences, tasks, and situations. In addition, the findings aligned with the outcome of Dawes and Lofquist created the Work Adjustment Theory. According to the theory, TWA is also called Person-Environment Correspondence Theory because of this. When employees see certain aspects of the physical office environment as unconducive, the environment may be regarded as unhealthy and unsafe, according to this hypothesis. As a result, for an environment to be considered favourable, the person-environment relationship must be compatible (i.e. the requirement of person and environment must be met). When there is a lack of correspondence, commitment may be harmed. Therefore, on the strength of the support found in prior existing studies with this present study's result, the study can conclude that organisational culture and work environment have a positive and significant influence on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria.

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, and conclusion and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The main objective of this study is to investigate the influence of organisational culture and work environment on the job performance of Federal Tertiary Institutions, Niger State. The study has five chapters to achieve its main objective. Chapter one presented the background to the study which affirms that adherence to organisational culture and appropriate work environment enhances the duty of secretaries in Federal Tertiary Institutions, Niger State. Several studies have been done on organisational culture, work environment and job performance. Also, empirical submission has been made about organisational culture, and work environment to enhance the job performance of secretaries in tertiary institutions and to be motivated them to work diligently however scholars have recommended the need for more studies on organisational culture, the work environment in tertiary institutions especially to tackle the matters arising from the non-profitable attitude towards work. etc...

The data generated were sorted, coded, and analyzed to establish the statistical significance of the influence of organisational culture and work environment on the job performance of secretaries of Federal Tertiary Institutions, Niger state, Nigeria,

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and final acceptance of the hypotheses were made. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

i. The level of Job Performance of Secretaries is moderately high in Federal Tertiary Institutions, Niger state, Nigeria.

ii. The level of organisational culture is moderately high in Federal Tertiary Institutions, Niger state, Nigeria.

iii. The level of work environment in Federal Tertiary Institutions, Niger State is moderately high.

iv. Organisational culture used by secretaries of Federal Tertiary Institutions, Niger state significantly influence the job performance of secretaries in the institutions.

v. The work environment provided for secretaries of Federal Tertiary Institutions, Niger state significantly influenced the job performance of secretaries in the institutions.

vi. Work environment and organisational culture used by secretaries of Federal Tertiary Institutions, Niger State, Nigeria significantly influenced the job performance of secretaries in the institutions.

5.2 Conclusion

Many institutions have in principle that job performance is important for academic success. The essence of performance is significant when it comes to defining the success of an institution, the need to enhance training among employees and improve both the physical and behavioural environment of the institutions is critical because it is key to better job performance. On the other hand, training experience influences job performance by helping to enhance employee skills, knowledge and abilities to achieve the institution's set out objectives. Improving the environment both physically

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and behaviour-wise made them be attractive to work and will eventually result in improved job performance among secretaries of Federal Tertiary Institutions, Niger State, Nigeria. Also, adherence to the culture of the institutions will improve the performance of secretaries in the institutions.

5.3 Recommendations

Based on the findings of this study, the following recommendations were made:

i. Management of Federal Tertiary Institutions, Niger state needs to ensure that all factors that aid the timely response of secretaries while on duty should be made available for the secretaries to improve their performance.

ii. Management of Federal Tertiary Institutions, Niger State, Nigeria should train their secretaries on the importance of adhering to the culture of the institutions.

iii. Physical and behavioural environmental factors like good hygiene should be enhanced to encourage secretaries to work effectively and efficiently.

iv. Since organisational culture positively and significantly influences the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria management of these institutions should focus on seminars that remind the secretaries of the importance of adhering to the culture of the institutions to enhance the administrative performance of the secretaries.

v. Since the work environment positively and significantly influences the job performance of secretaries, the management of Federal Tertiary Institutions, Niger State, Nigeria should make their work environment attractive and hygienic to improve performance.

vi. A strong positive of organisational culture and work environment influenced job performance of secretaries. Therefore, management of Federal Tertiary

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Institutions, Niger State, Nigeria must continue to adopt appropriate measures towards improving the work environment for them to improve performance.

5.4 Contributions to Knowledge

This study offers a significant contributions to the literature conceptually, theoretically, and empirically.

Conceptually, the study focused on identifying gaps in the literature about organisational culture, work environment and job performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher to analyze the gaps identified in the literature. The model combined independent variables (organisational culture and work environment) and dependent variable (job performance) with measures ranging from dimensions of the work environment (physical and behavioural environment organisational culture measures (values, beliefs, norms and customs) and job performance (professionalism, responsiveness and time management). The model also can be adapted to suit future studies.

From the theoretical standpoint, the Social Learning Theory was strengthened. The theory posits that events such as why employees describe their thought processes as they demonstrate effective skills, and why employees who self-regulate, achieve higher than their peers who don't. This self-regulation is fascinated by self-efficacy which is defined as the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations, or a person's belief in his or her ability to succeed in a particular situation. These beliefs begin to form early in their work environment as secretaries deal with a wide variety of experiences, tasks, and situations. This study's results are is following these theoretical perspectives.

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Empirically, the study can add to recent literature on the interaction among organisational culture, work environment, and job performance. Though studies on organisational culture, work environment and job performance abound in develop economic context, however empirical study from developing countries like Nigeria seems to be few in this regard. This means not much is known about using organisational culture and work environment to reinforce the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. Hence by the findings of the three null hypotheses examined, the study becomes a basis for reference for future study on the work environment, training experience and job performance. Moreover, the study provides findings which later scholars can use to buttress the empirical submissions in their study.

Overall, these above-mentioned points emphasize the fact that this study offers a significant contribution to knowledge and has practical implications for the management of Federal Tertiary Institutions, Niger State, Nigeria.

5.5 Areas of Further Research

This study focused on the influence of organisational culture, and work environment on the job performance of secretaries in Federal Tertiary Institutions, Niger State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

i. A cross-sectional survey design was used in the course of the study, and this means evidence of causality cannot be established hence, future study may consider the longitudinal survey design to explain causality on a long period of time.

ii. The present study was carried out in only Federal Tertiary Institutions, Niger state, Nigeria, further research work may look into the state tertiary institutions

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and private tertiary institutions to examine organisational culture, work environment and job performance.

iii. This study employed primary data for collection of information from the selected tertiary institutions, same study may be carried out in the nearest future using the secondary data of the tertiary institutions.

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Appendix I

Research Instrument (Questionnaire)

Lead City University, Ibadan
Faculty of Communication and Information Sciences (FCIS)
Department of Information Management

Dear Respondent,

I am a Master's student of the above-named institution gathering data for the purpose of academic research on '**Work Environment and Performance of Secretaries in Federal Tertiary Institutions, Niger State, Nigeria**'. To achieve this, your optimum cooperation is needed; there is no right or wrong answers. All your responses will be kept confidential and used for academic research purpose only.

Thank you.

Abdullahi Abdulkadir Ndawancin
08032884602

Section A: Demographic Information

1. Gender: Male ( ), Female ( )
2. Age: 20 – 25 ( ), 26 – 30 ( ), 31 – 35 ( ), 36 – 40 ( ), 41-45 ( ), 46 and above ( )
3. Educational Level: NCE ( ) Bachelor's degree ( ) Master's degree ( ) Ph.D ( )
4. Years of experience: 5 – 10 ( ), 11 – 15 ( ), 16 – 20 ( ), 21 – 25 ( ), 26 - 30 ( )

Section B: Level of Performance of Secretaries of Federal Tertiary Institutions, Niger State, Nigeria.

The statement in this section concerns job performance as observed by the Federal Tertiary Institutions, Niger State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on level of performance in your institution.

Very High (VH) =4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1

S/N	**To what extent does you secretary exhibit the following?**	**VH 4**	**H 3**	**L 2**	**VL 1**
	Professionalism				

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1	Uses a formal system for organizing weekly work plan.	4	3	2	1
2	Makes fresh new "to do" list each workday	4	3	2	1
3	Sets priorities according to their importance.	4	3	2	1
4	Seeks quality work in the office	4	3	2	1
5	Maintain good telephone etiquette	4	3	2	1
	Responsiveness				
1	Possess ability to perform swiftly in all roles assigned	4	3	2	1
2	Processes student results promptly	4	3	2	1
3	Offer direction to address student complain	4	3	2	1
4	Disseminates departmental messages promptly	4	3	2	1
	Time Management				
1	Reduces interruptions to work	4	3	2	1
2	Understands time management as a good resource in the office	4	3	2	1
3	Uses prime work times to complete important tasks	4	3	2	1
4	Gives undivided attention to one task at a time	4	3	2	1
5	Clears distraction almost immediately	4	3	2	1

Section C: Organisational Culture of Federal Tertiary Institutions, Niger State, Nigeria.

The statement in this section is concerned with organisational culture as observed in Federal Tertiary Institutions, Niger State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on organisational culture orientation of your Institutions.

S/N	**In what way has the culture of your institution influenced your work?**	**SA 4**	**A 3**	**D 2**	**SD 1**
	Values				
1	My school always emphasize humanity and respect to all employees regularly.	4	3	2	1
2	The coherent power of my school is high emphasize on job performance is encouraged in my department.	4	3	2	1

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3	My department do allow timely vision adjustment depending on development.	4	3	2	1
4	I am allowed to make self-examination about my job performance on the job.	4	3	2	1
5	On my job, I can firmly remember my faults and those of others to improve my capability.	4	3	2	1
	Beliefs				
1	I feel respected in my place of work	4	3	2	1
2	My boss provides me with timely feedback of my job	4	3	2	1
3	My institution welcome diversity	4	3	2	1
4	I impacted my institution with my job effectively	4	3	2	1
5	I am scared of losing my job due to some external powerful influences.	4	3	2	1
	Norms				
1	My school always emphasize on development of human resource being kind to employees and encouraging teamwork cooperation.	4	3	2	1
2	The coherent power of my school is employees' loyalty and devotion to the school and high emphasis on team cooperation.	4	3	2	1
3	Respectful treatment is the norm in my unit/groundwork.	4	3	2	1
4	Angry outbursts are not tolerated in my place of work.	4	3	2	1
5	Angry outbursts are not tolerated by anyone in my unit/groundwork.	4	3	2	1
	Customs				
1	I pay close attention to job performance and maintain good level of achievement orientation.	4	3	2	1
2	Obeys all work codes for daily tasks severally	4	3	2	1
3	Ensures my office is vested with the spirit of innovation and adventure.	4	3	2	1
4	Even under opinion disagreement, I treats my counterpart as best work partner.	4	3	2	1
5	Trust my coworkers mutually.	4	3	2	1

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Section D: Work environment of the selected tertiary institutions

The statement in this section concerns work environment of the secretaries of Federal Tertiary Institutions, Niger State, Nigeria. Using the four-point Likert Scale provided below. Pleases tick the appropriate choice that indicates your opinion.

S/N	Please indicate your level of agreement with the following	SA 4	A 3	D 2	SD 1
	Behavioural				
1	I am happy with my chosen career	4	3	2	1
2	My relationship with my boss is cordial	4	3	2	1
3	My salary is commensurate to my job	4	3	2	1
4	I procrastinate work goals.	4	3	2	1
5	The nature of my work gives me pressure at times.	4	3	2	1
	Physical				
1	I am provided with the necessary work materials, tools & equipment.	4	3	2	1
2	There is a desire to improve internal operating efficiency of staff at my workplace.	4	3	2	1
3	I have no difficulty in using my work tools and equipment to improve my performance.	4	3	2	1
4	There is no unnecessary last-minute rush to do jobs.	4	3	2	1
5	Workload at my office is normal.	4	3	2	1

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Appendix II

Research Project Attestation Form

Lead City University, Ibadan
Faculty of Communication and Information Sciences
Department of Information Management

Dear Sir Madam,

Research Project Attestation Form

The bearer is a student of the above named University and Department. He/she is conducting a research and your establishment has been selected as one of his/her research samples. Kindly grant him/her all necessary assistance to make the exercise a success.

Please complete the following attestation form for the student on completion of the exercise. The completion of the form serves as evidence that the student actually carried out part of the study in your establishment.

Thanks for your anticipated assistance.

LEAD CITY UNIVERSITY, IBADAN.
HEAD OF DEPARTMENT
DEPARTMENT OF INFORMATION
MANAGEMENT

Head of Department (Signature, Date and Stamp)

Student's (Researcher) Surname Abdullahi **Other Names** Abdulkadir Ndawancin
Matriculation Number LCU/PG/001595 **Programme (Degree, PGD, Masters and Ph.D)** M.Sc Degree
Project Topic: Organisational Culture, Work Enviromment and Job Performance of Secretaries in Federal Tertiary Institutions in Niger States, Nigeria
I hereby attest that the above named student conducted a study on the above named topic in my institution/establishment

Date(s) (Days) the Research was Conducted.....14th January, 2022 - 27th Jan.
Names of Attester..... Designation...Deputy Registrar
Name and Address of the Institution....Federal University of Technology, Minna
Phone No 08036850596..... E-mail Address:.....

Federal University of Technology
SECRETARIAT
SECRETARY

Signature, Date and Stamp

Lead City University, Ibadan
Faculty of Communication and Information Sciences
Department of Information Management

Dear Sir/Madam,

Research Project Attestation Form

The bearer is a student of the above named University and Department. He/she is conducting a research and your establishment has been selected as one of his/her research samples. Kindly grant him/her all necessary assistance to make the exercise a success.

Please complete the following attestation form for the student on completion of the exercise. The completion of the form serves as evidence that the student actually carried out part of the study in your establishment.

~~Thanks for your anticipated~~ assistance.

LEAD CITY UNIVERSITY, IBADAN.
HEAD OF DEPARTMENT
DEPARTMENT OF INFORMATION MANAGEM...

Head of Department (Signature, Date and Stamp)

Student's (Researcher) Surname Abdullahi **Other Names** Abdulkadir Ndawancin
Matriculation Number LCU/PG/001595 **Programme (Degree, PGD, Masters and Ph.D)** M.Sc Degree
Project Topic: Organisational Culture, Work Enviromment and Job Performance of Secretaries in Federal Tertiary Institutions in Niger States, Nigeria
I hereby attest that the above named student conducted a study ~~on the above~~ named topic in my institution/establishment

Date(s) (Days) the Research was Conducted. 3rd-10th January 2022
Names of Attester HUSSAINI MUHAMMAD WAZI Designation. DEPUTY REGISTRAR
Name and Address of the Institution. FED. POLY. BIDA, NIGER STATE
Phone No 09094129876 E-mail Address: hussainiwazi@gmail.com

19/01/2022.

Signature, Date and Stamp

FEDERAL POLYTECHNIC BIDA
DATE
REGISTRY

FEDERAL POLYTECHNIC BIDA
APPROVED
SIGN
DATE 19/01/22
REGISTRY

Lead City University, Ibadan
Faculty of Communication and Information Sciences
Department of Information Management

Dear Sir/Madam,

Research Project Attestation Form

The bearer is a student of the above named University and Department. He/she is conducting a research and your establishment has been selected as one of his/her research samples. Kindly grant him/her all necessary assistance to make the exercise a success.

Please complete the following attestation form for the student on completion of the exercise. The completion of the form serves as evidence that the student actually carried out part of the study in your establishment.

~~Thanks for your anticipated~~ assistance.

LEAD CITY UNIVERSITY, IBADAN.
HEAD OF DEPARTMENT
DEPARTMENT OF INFORMATION MANAGEMENT
SIGN ..... DATE 12/12/2022

Head of Department (Signature, Date and Stamp)

Student's (Researcher) Surname Abdullahi **Other Names** Abdulkadir Ndawancin
Matriculation Number LCU/PG/001595 **Programme (Degree, PGD, Masters and Ph.D)** M.Sc Degree
Project Topic: Organisational Culture, Work Enviromment and Job Performance of Secretaries in Federal Tertiary Institutions in Niger States, Nigeria
I hereby attest that the above named student conducted a study on the above named topic in my institution/establishment

Date(s) (Days) the Research was Conducted.....
Names of Attester ALH. YUSUF AHMED DOMA Designation REGISTRAR
Name and Address of the Institution F.C.E. KONTAGORA
Phone No 08029340835 E-mail Address:.....

REGISTRAR
SIGN
DATE 05/01/2023
FCE EDU KONTA

Signature, Date and Stamp

Biodata

Personal Details

Full Name	-	Abdulkadir Ndawancin, **ABDULLAHI**
Date of Birth	-	2nd February, 1969
Place of Birth	-	Emi-Etsu-Ndadan
Local Government	-	Lavun Local Government
State of Origin	-	Niger State
Nationality	-	Nigerian
Sex	-	Male
Marital Status	-	Married with children
Home Address	-	No. S-804, Late Alh. Nma Badan House, Emi-Ndakpayi, Hajiya Lolo Road, Bida, Niger State, Nigeria.
Postal Address	-	Office Tech. & Management Department, Federal Polytechnic, Bida P.M.B. 55, Bida, Niger State, Nigeria.
Telephone Number	-	08032884602, 08059396939
E-mail Address	-	aawancin@yahoo.com or aawancin@gmail.com
Language Spoken	-	English, Hausa, Nupe, etc.

Academic Qualifications Obtained with Date

1.	Lead City University, Ibadan	-	M.Sc Office & Info. Management		(In view)
2.	Nat. Open University of Nig.	-	PGD Information Technology	-	2015
3.	Federal Polytechnic, Bida	-	HND Secretarial Studies	-	2004
4.	Federal Polytechnic, Bida	-	ND Secretarial Studies	-	2000
5.	West African Exam Council	-	Senior School Certificate	-	1994

Certificate Courses Obtained with Dates

1.	Fed. Poly., Bida	-	Advance Cert. In Computer Science	-	2000
2.	ARMTI, Ilorin	-	Intr. to Computer for Data Proc.	-	1990
3.	Staff Dev. Center Bida		Typist Grade III, II & I	-	1991

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National/International Workshops Attended:

National

Ten (10) National Seminars/Workshops

International

One (1) International Seminar/Workshop

Work Experience

Federal Polytechnic,
Bida, Niger State, Nigeria - 1991 – Date

1. Chief Instructor
   Department of Office Technology and Management,

   Salary Grade Level: CONPCASS 08/5

Awards

Four (4) awards

Responsibilities

Saddled with many administrative responsibilities /Community Services

Membership of Professional Bodies

1. Member,
   Association of Business Educators of Nigeria (ABEN) Oct., 2017

2. Professional Member,
   National Institute of Office Admin. & Inform. Managers (NIOAIM) Dec., 2020

Publications:

Journal Publications

Ten (10) publications

Conference Papers

Eighteen (18) Conference Paper

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Name and Address of Referees

1. Chief Maurison C. Nwanewezi,
   Deputy Rector (Academics),
   The Federal Polytechnic, Bida.
   (08033902123)

2. Mr. Kolo Joshua,
   HOD, Office Technology & Management Department,
   The Federal Polytechnic, Bida.
   (08032618217)

3. Prof. Abdullahi Mann,
   HOD, Chemistry Department,
   Federal University of Technology, Minna.
   (08034295656) - abdumann@yahoo.com

_____ _____

Signature **Date**

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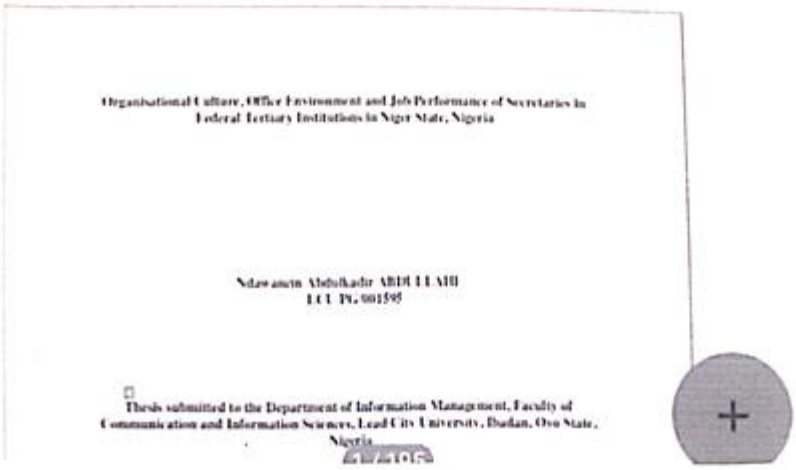

Organisational Culture, Office Environment and Job Performance of Secretaries in Federal Tertiary Institutions in Niger State, Nigeria

Ndawaanin Abdulkadir ABDULLAHI
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Thesis submitted to the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, Nigeria

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