

THE MEDIATING ROLE OF PSYCHOLOGICAL WELLBEING IN THE RELATIONSHIP BETWEEN WORK ENVIRONMENTS ON EMPLOYEE PERFORMANCE OF ACADEMIC STAFF IN SELECTED HIGHER INSTITUTION OF YOBE STATE.

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Abstract

The work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and all inclusive workplace environment will boost the employees' performance hence boosting the organizational performance. Psychological wellbeing is a very subjective concept meaning, contentment, satisfaction with all elements of life, the objectives of the study were is to investigate the extent to which work environment affects employee performance, psychological wellbeing and their relationship. 285 questionnaires were administered to staff of FUGA, YSU & M. POLYTECHNIC and 163 were returned. This study used the Statistical Package for Social Sciences (SPSS) version 23 and Structural Equation Model (Smart PLS) for data analysis. Descriptive research design was adopted for the study. The researcher used stratified sampling technique in selecting the employees. The study used primary data and was analyzed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. Findings revealed that work environment has positive influence on employee performance and psychological wellbeing of academic staff and there is a significant relationship between employee psychological wellbeing and employee performance of Academic Staff. There is need to create a conducive work environment that will enhance psychological wellbeing of employees and in turn improve their performance. It was therefore recommended that the government and management of HEI's should focus on the psychological wellbeing of their employees' and also to ensure they have conducive work environment so as to be more dedicated and more productive.

Keywords: Work Environment, Employees Performance, Academic Staff.

1. INTRODUCTION

Employee performance and productivity are major concerns in the global economy. This has made the effort and performance of the workforce become the soul and the heart of every growing organization (Shammout, 2021). The aggregation of the performance of the employees greatly influences the success of the organization. Hence, a great difference can be noted even with a slightest of change in the employees' performance, an exceptional performance leads to exceptional performance of the organization (Shammout, 2021). Every organization a made of people, hence, it is logical that people's performance is, as a consequence, organizational performance (Huselid, 1995; Bin Dost, Shafi & Shaheen, 2011; Solomon, Hashim, Mehdi & Ajabe, 2012). In other words, poor performance, or the failure of people who undertake diverse tasks in the four-walls of work is logically the reason for institutional failure (Temesgen, 2020). As stated in the study of Tella, Ayeni, & Popoola (2007) that well-managed organizations usually see median workers as the root sources to gain quality and productivity. Performance level of an employed individual has constantly been a tasking challenge in management of an organization, devising operational methods to motivate an individual employee to succeed and deliver qualitative job performance as well as surge the organizational competency level is the central objective of every business organization (Lee & Wu 2011). Ogbulafor, (2011) cited in Inuwa, (2015), suggested that the deteriorating level employee performance in Nigerian tertiary institutions is fast becoming a serious threat to survival of universities in Nigeria which needs to be addressed urgently. This might as a result of government failure in developing countries like Nigeria to improve the skills and knowledge of their civil servants through effective human resource

development programs that can boost employee performance as well as in ability to exploit the capability of well experienced and trained employees (Tessema, Tesfayohannes-Beraki & Tewolde 2015). For that motive it is alleged that employee performance is contributory to organizational progression and lucrativeness (Poole, 2019). The employees are considered as the foremost business assets that expedite the regular accomplishments and tasks of an establishment (Mudah, Rafiki & Harahap 2014). Similarly, Oluwafemi (2010) proclaimed that managerial usefulness and competence hinge on how effective and efficient the employees in the organization are.

One of the aspects that play an essential role in the organization and affect the performance of employees is the work environment (Kuswandi, 2004). Several studies on deviance work environment and employee performance have been conducted in different countries and few in Nigeria. For example, (Rahman, Ferhman, & Karan 2016; Rahman, Shabudin & Nasrudin, 2012 and Baghini, Pourkiani, & Abbasi, 2014) in Bangladesh, Malaysia and Kuwait respectively are relevant studies conducted outside the shore of Nigeria. The studies on deviant work environment and employee performance in Nigeria is relatively few despite its important, if work environment is not managed it can have negative effect on employee performance. For instance, in terms of work environment of Academic staff in institutions, the percentage of total work environment to psychological wellbeing of academic staff contributed by academic staff in African countries like South Africa is 52.1%, Malawi is 71%, Tanzania is 82.6%, while in European countries like Hungary is 40.2%, Germany is 39.6%, Czech Republic is 47.8% respectively (World Development Indicators, 2022).

Empirical studies have also shown a consistent positive relationship between work environment and employee performance (Shammout, 2021; Kasule, 2016; Dabara et al. 2020; Nzewi & Augustine, 2018; Kitole, Idua, & Matata; Calvin et al. 2020). The consistency in the findings of empirical studies gave credence to the introduction of other mechanisms to sustain the relationship; hence the introduction of an intervening variable, 'psychological wellbeing' which serves as frameworks through which the link between work environment and employee performance could be explored. To address this gap, this study tests the mediating role of psychological wellbeing in the relationship between work environment and employee performance of academic staff. A search of the literature has also found that happy workers are more productive than less happy or unhappy workers (DiMaria et al., 2020), this position was also reiterated in the study on psychological wellbeing and job performance relationship (Salgado et al., 2019; Turban and Yan, 2016). The term "psychological wellbeing" refers to a person's perspective on life, which includes not only perceptions of their physical health but also of their self-worth, self-efficacy, interpersonal relationships, and level of life satisfaction (Bansal, 2022). Psychological wellbeing covers the state of psychological health and happiness, which includes feelings of accomplishment and life satisfaction. Very little is known about the processes that link psychological wellbeing to job performance. Enriching our understanding of the consequences and processes of psychological wellbeing in the workplace, the present study examines the relationship between work environment, psychological wellbeing and job performance in the workplace setting. Such knowledge will not only help managers to attain higher organizational performance during the uncertain times but will uncover how to keep employees happy and satisfied (DiMaria et al., 2020).

On the global scene, Educational sector is seen to have contributed to the economic transformation of countries like United Kingdom, United State of America, China, India, Germany, and Malaysia (World Bank, 2020). This economic transformation is as a result of advancements in Higher Educational Institutions (Ameh & Aluko, 2019), which places them ahead of the less developed ones, particularly Nigeria. Nigerian Higher educational sector, despite international organizations and governments' concerted effort, initiatives and policies such as World Bank vision 2030, UNESCO national education sector strategy 2006, ETF 1998, TETFund 2011 for staff training and development and NUC 1962 for establishing credible staff training institutions (Fatuzzo, 2017). But yet the performance of this sector has not been quite impressive (Agbionu, Anyalor, & Nwali, 2018). This

unimpressive performance is reflecting on poor ranking of the Higher institutions in terms of research outputs, frustrating work conditions, meager salaries, unfavorable policies and poor job security (Ogunode, Jegede, Olabisi, Nelly & Tope, 2022), and eventually closing down of many departments as a result of staff shortage (Sulaiman, 2018). Worse, Yobe state has one of the worst health indices in Nigeria; and as well falling among the states that are backward educationally and economically which is well below National figure of 43% (National Bureau of Statistics, 2020). Insecurity in the state worsened the social and economic situations, work environment, educational institutions and workers (National Bureau of Statistics, 2020). This affirmed the report of United Nations Educational, Scientific and Cultural Organization (UNESCO, 2019) that claimed Nigeria gives less than 25% to education. Hence, this requires urgent intervention from government at every level of education (Ameh & Aluko, 2019). Higher institutions in Nigeria particularly Yobe State needs to survive and compete favorably with their counterparts in the developed countries through a conducive work environment to produce a positive employee performance. Therefore, this study seeks to contextualize the work environment and employee performance within higher educational Institutions in Yobe State, particularly by testing the mediating role of Psychological wellbeing.

2. Statement of the Problem

Absence of clearly defined career development for academic staff with low concern of government and management seems to indict the literal meaning of work environment. Work environment is the surroundings in which people work in for achieving goals of the organization. This includes tools, systems, structures, and procedures which includes all things affecting performance of the employees, it may either impact negatively or positively (Satyvendra, 2019). The incentives and physical set up is just one factor of the workplace environment, the workplace environment also includes the intangible factors that have a vital role in the success of any organization which cannot be seen but can be measured via success and results of those intangible facts for example policies, incentives, rules, work culture, work relationship, supervisor's support, compatibility with colleagues feedbacks are no found (Genzorova, 2017 cited in Nisa, Malik & begum, 2023). Opperman (2012) referred work environment as systems, procedures, tools, rules, policies, resources, culture, work relationship, locations, internal and the external factors of environment all are included under the umbrella of work environment influencing job functions and performances.

The performance of employees in firm is a significant asset for sustaining productivity level and performance of employees at work. Unfortunately, the main organizational and/or industries work environment in considered unhealthy and unsafe. Borman (2004) stated factors that affect work environment and influencing employees' performances. An excellent working condition can stimulate a sense of satisfaction which may provide a positive influence on employee performance while the bad working condition will not cause employee satisfaction. A comfortable work environment will let the employees work harder and more concentrated on finishing their duties on time. Also, good working conditions will help reduce boredom and fatigue, so the performance of employees can improve (Wijaya & Susanti, et al 2017)

Researchers have paid increasing attention to the quality of the work environment in and its impact on the performance of the academic staff but none have domesticated it to HEI's (Federal university Gashua, Yobe state university and Mai Idris Aloomu polytechnic Geidam) in Yobe state.

Yobe state and also none has solidify the relationship by introduction of psychological wellbeing (Young, 2012; Akram, et al. 2016). Therefore, this study looks at the mediating role of psychological wellbeing in the HEI's in Yobe State. This answers the call by Ojeleye, Bakere & Kareem (2020) for future research to be investigated on the mediating variable in the relationship between work environment and employee performance.

1.1 Objectives of the Study

The broad objective of this study is to examine work environment and employee performance of academic staff in some selected higher institutions in Yobe state, specifically however, the study seek:

- To determine the extent to which work environment affects employee performance of Academic Staff in Yobe State.
- To examine the extent to which work environment affects psychological wellbeing of Academic Staff in Yobe State.
- To ascertain the extent to which to psychological wellbeing affects employee performance of Academic Staff in Yobe State.
- To determine the mediating role of psychological wellbeing mediates on the relationship between work environment and employee performance of Academic Staff in Yobe State.

1.2 Research Questions

Based on the above problems, the following research questions were outlined:

- To what extent does work environment stimulate employee performance of academic staff in Yobe State?
- To what extent does work environment promote psychological wellbeing of academic staff in Yobe State?
- To what extent does psychological wellbeing influence employee performance of academic staff in Yobe State?
- What is the role of psychological wellbeing on the effect of work environment and employee performance of academic staff in Yobe State?

1.3 Statement Hypotheses

In line with the research objectives, the following hypothesis were tested in this study

- **Ho1:** There is no significant relationship between work environment and employee performance of Academic Staff in Yobe State.
- **Ho2:** There is no significant relationship between work environment and psychological wellbeing of Academic Staff in Yobe State.
- **Ho3:** There is no significant relationship between psychological wellbeing and employee performance of Academic Staff in Yobe State.
- **Ho4:** Psychological wellbeing does not mediate the effect of work environment and employee performance of Academic Staff in Yobe State.

2. LITERATURE REVIEW

2.1 Concept of Employees Performance.

Employees' performance is a result of their ability, efforts, and ways of viewing tasks, according to (Diamantidis & Chatzoglou, 2018) cited by Ahmadzader, Ahmadi and Rajabpour, 2021. As further explained by Al Mehrzi and Singh (2016), performance is defined as a person's success in achieving goals and standards of work in a certain period of time with mutual agreement. Performance is also defined as employees' effort in completing tasks set by the company or organization (Razak, Sarpan & Ramlan 2018).

The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas 2010).

Employee Performance According to (Dakhoul, 2018) employee Performance is the cumulative outcome of the talents, actions and abilities of employees that have led to increased organizational efficiency contributing to their target achievement. Employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas & Sahin, 2017).

2.2 Concept of Psychological Wellbeing.

Definitions of psychological wellbeing vary, currently, several measures relate to different conceptual models, and most researchers agree that psychological wellbeing is best understood as a

positive assessment of one's work-life (Xin, Li, Tang, Zhou & Wang 2019; Xu, Xie, Tang, 2020). Sahir & Cankir (2018) cited Deci & Ryan (2008) note a common thread is an assumption that happy workers have higher performance, with mutual benefits for employees and organizations. Psychological wellbeing is above and beyond the absence of psychological ill-being and it considers a broader spectrum of constructs than what is traditionally conceived of as happiness (in Adler (2002) as cited by Sahir & Cankir (2018). This study focus on the psychological wellbeing dimensions as "happiness (positive) and health (negative)".

The employees' psychological wellbeing approach defines wellbeing in terms of subjective experience and functioning, the physical approach defines wellbeing in terms of bodily health and functioning, and the social approach defines wellbeing in terms of relational experience and functioning (Krishantha, 2018).

2.3 Concept of Work Environment

Bushiri, (2017), defined work environment as an entity which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work.

Sedarmayanti, (2009) cited in Supriyanto and Ekowati, (2020) defined that work environment is all circumstances around the workplace that will affect the employees, both directly and indirectly. A conducive work environment will stimulate the work spirit of the employees and will improve the performance and discipline in any job (Supriyanto & Ekowati, 2020). A working condition covers a physical and non-physical environment which can lead to a fun, safe, and peaceful impression. An excellent working condition can stimulate a sense of satisfaction which may provide a positive influence on employee performance while the bad working condition will not cause employee satisfaction. A comfortable work environment will let the employees work harder and more concentrated on finishing their duties on time. Also, good working conditions will help reduce boredom and fatigue, so the performance of employees can improve (Putra, Susanti & Wijaya, 2020).

According to Kishiwa (2017), this environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work.

2.4 Review of Related Studies

In order to empirically investigate work environment and employee performance of academic staff in some selected higher institutions in yobe state, the following studies were reviewed.

Gachui, Were & Namusonge (2020), The study sought to establish the effect of work environment and career progression on employee performance at the Ministry of Education in Kenya. The study found that work environment positively and significantly influences employee performance at the ministry of education headquarters in Kenya and career progression positively and significantly influences employee performance at the ministry of education headquarters in Kenya. Organizations should upgrade their efficiency by improving the structure of their working environment, the study thus recommends ministry of education to improve its working environment by ensuring that it is modernized, comfortable for its employees and is secure.

Kateřina, Iva, Jiri, Petr, Marek & Katerina (2014), addresses the relationship between the work environment and the well-being of academic faculties in public Czech universities. It presents findings from a pilot study conducted at a Faculty of Arts at a major Czech university. The aims of the study were to describe the Faculty's work environment and to examine the impact of specific work environment variables on the well-being of academic employees. In total, 236 academics participated in the study. The results showed relatively high job satisfaction and high work engagement at all academic levels.

Alvi (2017), the Effect of Psychological Wellbeing on Employee Job Performance: Comparison between the Employees of Projectized and Non-Projectized Organizations. The study aims towards

verifying the effects of the level of psychological wellbeing (mental health) and its relationship with the employee job performance. It further explores the understanding of psychological wellbeing through comparisons between projectized and non-projectized organization structures. The study is based upon the self-assessment of 84 employees' psychological wellbeing and the evaluation by their superiors of their job performance from 17 Information Technology companies. The study validated that higher psychological wellbeing is useful for the increased employee job performance in the organizations and this relationship is equal in projectized and non-projectized organizational structures. Furthermore, the study shows that the psychological wellbeing and employee job performance levels are same for both projectized and non-projectized organizations.

According to Devonish (2013) workplace bullying, employee performance and behaviors. The mediating role of psychological wellbeing. The purpose of this paper is to examine whether two factors of affective psychological wellbeing, job satisfaction, and work-related depression, play a role in mediating the relationship between workplace bullying as a social stressor at work and three forms of employee performance or behaviors: task performance, individual-targeted citizenship behavior (OCB-I), and interpersonal counterproductive work behavior (CWB-P). The paper adopted a cross-sectional survey research design which captured a sample of 262 employees across a number of organizations in a small developing country in the Caribbean region. The findings revealed that job satisfaction alone partially mediated the relationship between workplace bullying and task performance, whereas work-related depression alone partially mediated the relationship between workplace bullying and OCB-I. Both job satisfaction and work-related depression partially mediated the relationship between workplace bullying and CWB-P. The paper utilized a cross-sectional self-report survey research design which does not permit causal inferences to be made. Longitudinal research is needed to further investigate these relationships reported here. Management must seek to deal with the emergence of workplace bullying through their human resource management policies and practices as well as encouraging positive interpersonal work climates and cultures among employees.

2.5 Theoretical Framework

The underpinning theory guiding this study is Goal setting theory.

2.5.1 The Goal Setting Theory

The goal-setting theory was proposed by Edwin Locke & Gary Latham in the year 1968. This theory explains the mechanisms by which goals influence behavior, and how the latter can be moderated by goal characteristics (difficulty and specificity), the level of commitment, the importance of the goal, and levels of self-efficacy, feedback and task complexity (Salaman, Storey, & Billsberry, 2005). The theory assumes that an individual is committed to the goal. Commitment is most likely when goals are made public and self-set (Latham, 1968). It also assumes that goals give individual a purpose, focus and measurable outcomes that can be used to define what needs to be done (Kapp, 2014). Emotional responses are results of automatic, subconscious value appraisals (Locke & Latham, 1990). According to the theory, individual goals established by an employee play an important role in motivating him for superior performance. The five (5) principles of Goal Setting are: clarity, challenge, commitment, feedback and complexity (Edwin Locke, 1968). The most common limitations are conflicting or ineffective goals, lack of commitment, tunnel vision or increase in unethical behaviour (Robbins & Judge, 2016).

The goal setting theory is used to understand how work environment is designed, and how it affects people psychologically, their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2010).

Thus the theory has wide-reaching implications for employee morale, emotions efficiency, performance, productivity and turnover. It also shows why employees see themselves the way they are treated in terms of their surrounding environment, teams, systems, etc.

3. METHODOLOGY

The aim of the research is to examine the role of employee performance, psychological wellbeing and work environment of employees in the Higher Educational Institutions in Nigeria.

In this chapter, the researcher presents the most appropriate methods employed for conducting the present study. After a critical review and relevant considerations, the study proposes the most suitable design to conduct the present survey research. In this chapter also, the researcher determines the population of the study, as well as the instruments and measures that were adapted from some previous studies. More so, the chapter explains how validity and reliability of the measurements have been assessed, how the pilot test has been conducted, as well as the procedure for data collection.

3.1 Research Design

This research adopted a stratified random sampling technique to choose institutions located in Yobe state where by each selected Higher educational institutions (HEI's) represents the Higher educational institution in the 3 zones (A, B, C) of the state. This design gives a clear picture of a situation and serves as a basis for most researchers in assessing the situation as a prerequisite for drawing conclusion. The population of study included all the employees of yobe state, Nigeria. These selected institutions have been in operation for several years. They are good-sized and have lots of employees.

More so, the chapter explains how validity and reliability of the measurements have been assessed, how the pilot test has been conducted, as well as the procedure for data collection. The population of the study include 1099 employees of the three selected HEI's in Yobe State (FUGA, YSU and M. POLY) and the justification for including Polytechnic is because the study covers higher educations' academic staff and performance. The unit of analysis used is the individual employees. Krejcie & Morgan table for sample size determination was used with a 5% margin of error to determine the sample size (S) of 285 from total population (N) of 1099 (see appendix for Krejcie & Morgan table). The researcher used stratified random sampling technique in selecting the employees.

Table 1: Population Distribution of FUGA, YSU & M. POLY in Yobe State, Nigeria.

Target population	number of employee	Percentage (%)	Samples Allocated
FUGA	375	34%	97
YSU	422	38%	108
M. POLY	305	28%	80
Total:	1099	100%	285

Research Computation, 2023

3.2 Method of Data Collection.

This study used quantitative method using closed ended questionnaires to gather data from respondents because the researcher finds the approach to be suitable for this study since the purpose of this research is to test hypotheses (Sarantakos, 2005)

Table 2: Operationalization and Measurement of Variables

Variable	Measures	Operationalization	Dimension(s)	No. of items	Source
Work Environment	Supervisor support, employee feedback and workplace incentive.	This captures the work environment used variables to influence respondents' behavior to employee performance.	3	9	Kishiwa (2017), (Tsai & Tai, 2003; Chiaburu & Takleab, 2005; Tai, 2006; Ismail et al., 2007) and Al-Shehri (2019).
Employee Performance	task performance, contextual performance.	This captures performance of employees.	2	9	Koopmans, Bernaards, Hildebrandt, De Vet, & Van Der Beek, (2014b).
Psychological wellbeing	Positive and Negative.	This captures the ability of the respondents to express his/her emotions towards their current job duties and also use current knowledge to perform their duties.	2	9	by Diener, Wirtz, Biswas-Diener, Tov, Kim-Prieto, Choi, (2009). The Harris poll (2021).

Source: Research Computation, 2023

3.2 Method of Data Collection

Primary source of data was used in the study to examine the work environment and employee performance of academic staff in some selected institutions in yobe state, The mediating role of psychological well-being. The questionnaire was structured as section A and B. Section A contains information on the demographic distribution of the respondents while the section B contains information on variables of the study.

3.3 Method of Data Analysis

Data analysis method entails editing, coding, and tabulation of data collected into manageable summaries. To ease the stress of analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis. This analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 23, and Smart PLS. The SPSS provided the descriptive analysis results and help with the data cleaning while Smart PLS provided direct analysis of the convergent validity and composite reliability. Similarly, the Smart PLS was also be used to run the mediation analysis in the study of which the SPSS was not suitable for that purpose.

Table 4.1: Response rate of respondents

Item	No. of questionnaires
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Distributed	285
Received	163
Discarded	0
Usable	163
Total response rate	89.3%

(Source: Field survey, 2023)

Table1 shows that out of the 285 questionnaires issued, 163 were retrieved from the respondents. However, the researcher did not discard any of the questionnaires returned with the issue of not properly filled by the respondents

8.4 Descriptive Statistics

This section dwells on the measures of central tendencies that explain the nature of data collected in terms of its mean, standard deviation, skewness and kurtosis, being a basic requirement in a parametric analysis. The result is presented on Table 4.2

Table 8.4.1: Descriptive Statistics

Name	No.	Missing values	Mean	Standard deviation	Excess kurtosis	Skewness
WE1	163	0	3.739	1.065	-0.767	-0.728
WE2	163	0	3.868	1.124	-0.621	-0.856
WE3	163	0	3.879	1.178	-0.712	-0.808
WE4	163	0	3.768	1.181	-0.833	-0.689
WE5	163	0	3.861	1.122	-0.485	-0.853
WE6	163	0	3.721	1.143	-0.989	-0.626
WE7	163	0	3.479	1.102	-1.143	-0.612
WE8	163	0	3.693	1.123	-0.953	-0.612
WE9	163	0	3.761	1.071	-0.681	-0.735
PW1	163	0	3.711	1.122	-1.041	-0.588
PW2	163	0	3.713	1.117	-1.314	-0.496
PW3	163	0	3.738	1.261	-0.568	-0.728
PW4	163	0	3.731	1.103	-0.908	-0.647
PW5	163	0	3.613	1.161	-1.332	-0.419
PW6	163	0	3.712	1.121	-1.043	-0.586
PW7	163	0	3.506	1.140	-1.541	-0.242
PW8	163	0	3.601	1.222	-1.292	-0.430
PW9	163	0	3.693	1.178	-0.954	-0.611

EP1	163	0	3.761	1.125	-0.681	-0.735
EP2	163	0	3.614	1.128	-1.311	-0.418
EP3	163	0	3.714	1.201	-1.323	-0.485
EP4	163	0	3.738	1.065	-0.567	-0.717
EP5	163	0	3.760	1.084	-0.681	-0.725
EP6	163	0	3.741	1.121	-1.042	-0.587
EP7	163	0	3.723	1.206	-1.214	-0.486
EP8	163	0	3.718	1.057	-0.568	-0.718
EP9	163	0	3.721	1.116	-0.909	-0.648

Psychological Wellbeing (with indicators PW1, PW2, PW3, PW4, PW5, PW6, PW7, PW, PW9); Work Environment (with indicators WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9) and Employee Performance (with indicators EP1, EP2, EP3, EP4, EP5, EP6 EP7, EP8, EP9)

4. PRESENTATIONS AND DISCUSSION OF RESULT

Table 1: Result of hypotheses tested

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	Standard Error	t-Statistic	P-Value	Decision
Ho ₁ :	WE -> EP	0.221	0.094	2.410	0.000	Not supported
Ho ₂ :	WE - > PW	0.746	0.044	17.040	0.016	Not supported
Ho ₃ :	PW - > EP	0.643	0.079	8.157	0.000	Not supported

Note: WE = Work Environment, EP = Employee Performance, PW = Psychological Wellbeing. T-statistic greater than 1.96 at 0.05% level of significance. β value of .10 to 0.29, .30 to .49 and .50 to 1.0 are weak, moderate and strong correlations, respectively (Cohen, 1988)

Table 2: Mediating effect of Psychological Wellbeing.

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	Standard Error	T-Statistic	P-Value	Decision
Ho ₄ :	WE-> PW ->EP	0.480	0.061	7.856	0.000	Not Supported

Note: WE = Work Environment, EP = Employee Performance, PW = Psychological wellbeing. T-statistic greater than 1.96 at 0.05% level of significance. β value of .10 to 0.29, .30 to .49 and .50 to 1.0 are weak, moderate and strong correlations, respectively (Cohen, 1988).

Table 3: Results of Coefficient Determination (R²)

Exogenous Variable	Endogenous Variable	Predictive Accuracy R ²	Adjusted R ²
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Work**Environment****Employee Performance**

0.681

0.675

Note: Reference Values for R^2 : 0.19 = Weak; 0.33 = Moderate; 0.67 = Substantial, Chin (1988).

It indicates that the model Employee performance = (Work environment) recorded a positive R^2 of 0.493. This means that all the independent variable of work environment jointly explained 68.1% of the variance of employee performance, while other unidentified variables are responsible for the remaining 31.9%. Thus, the model has a substantial predictive accuracy.

4.1 Discussion of Findings**4.1.1 Hypothesis One: Work environment has no significant relationship with employee performance of Academic Staff in Yobe State.**

Hypothesis (1) revealed that work environment has significant relationship with employee performance ($\beta=0.221$ T-value=2.410, $P<0.5^*0.000$) The null hypothesis was not supported while the alternate hypothesis was supported. The P-value is 0.000 with Path Coefficient (β) 0.221 and Level of significance is 0.05, this indicates that P-Value < 0.05 and t-value > 1.69 therefore null hypothesis was rejected. The outcome of the research signifies that work environment is positively related to employee performance. This portrays that the environment boost employee performance. This finding supported the findings of (Chiang, & Birtch, 2010) which states that it is crucial for organizations to offer a working environment that will shape and direct the attitude of employee in line with higher productivity and performance and (Gachur, Were & Namusonge, 2021). By implication, this suggests that work environment has positive influence on employee performance.

4.1.2 Hypothesis Two: Work environment has no significant relationship with psychological wellbeing of Academic Staff in Yobe State.

Hypothesis (2) revealed that work environment has significant relationship with psychological wellbeing ($\beta=0.746$ T-value=17.040, $P<0.5^*0.016$). The P-value is 0.016 with Path Coefficient (β) 0.746 and Level of significance is 0.05, this indicates that P-Value < 0.05 and t-value > 1.69 therefore null hypothesis was rejected and alternate hypothesis was supported. The outcome of the research signifies that work environment is positively related to psychological wellbeing. This finding is in agreement with the work of (Koposa & Srideri, 2010), firms that provide a psychologically secure workplace increase employee engagement. This finding is consistent with the findings of (Harshitha, Senthil & Arual, 2021). By implication, this suggests that work environment has positive influence on psychological wellbeing of Academic Staff in Yobe State

4.1.3 Hypothesis Three: Psychological wellbeing has no significant relationship with employee performance.

Hypothesis (3) revealed that there is significant relationship between psychological wellbeing and employee performance. Statistically, ($\beta=0.643$ T-value=8.157, $P<0.5^*0.000$). The P-value is 0.000 with Path Coefficient (β) 0.643 and level of significance is 0.05, this indicates that P-Value < 0.05 and t-value > 1.69 therefore null hypothesis was rejected and alternate hypothesis was supported. This result is in conformity to the studies by (Bakker and Oerlemans, 2011; Mäkikangas, et al., 2015). Conducted on psychological wellbeing and work engagement have shown that burnout, work engagement, workaholic, and job satisfaction are involved among the indicators of psychological wellbeing. In their study, Shimazu et al., (2009, 2012) investigated the relationship between psychological wellbeing and work engagement and found a significant and positive correlation between both variables. Accordingly, the third hypothesis of the study. This result indicates that there is significant relationship between psychological wellbeing and employee performance.

4.1.4 Hypothesis Four: Psychological wellbeing does not mediate the effect of work environment and employee performance of Academic Staff in Yobe State.

Hypothesis (4) revealed that there is a significant mediation of psychological wellbeing in the relationship between work environment and employee performance ($\beta=0.0480$ T-value=7.856, $P<05$ “0.000”) and thus, the null hypothesis was not supported while the alternate hypothesis was supported. The P-value is 0.000 with Path Coefficient (β) 0.480 and Level of significance is 0.05, this indicates that $P\text{-Value} < 0.05$ therefore null hypothesis was rejected and alternate hypothesis was supported. This result agrees with the works of Baron and Kenny (1986) four-step procedure for testing mediation effects was adopted. The statistical analysis confirms that employee wellbeing mediates the relationship between physical environment and employee commitment. The call centre industry need to make employees more autonomous by reducing the level of scripting, encouraging greater involvement and participation in work systems and setting targets and the organization of regular team events. This answers our fourth hypotheses. This finding supported the findings of (Nisa, Malik & Begum, 2023). By implication, psychological wellbeing serves as mechanism that holds the relationship between work environment and employee performance of Academic Staff in Yobe State.

5. CONCLUSION AND RECOMMENDATION

Firstly, this study gives insight into the literature by applying goal setting theory in explaining the relationship among the variables used in the study. The application of the goal setting theory in harmonizing work environment, psychological wellbeing and employee performance is relatively new. This creates more understanding on the applicability of the theory to new frontiers and adds to the existing literature on work environment, psychological wellbeing, and employee performance.

Secondly, this study responds to academic calls for more research to be conducted on inclusion of a mediator to the relationship between work environment and employee performance. In this regard, this study contributes by filling a literature gap with respect to work environment as antecedents, psychological wellbeing as mediator and employee performance as consequence. Also, it contributes to theory on work environment by providing more empirical evidence which is still new in the employee performance literatures.

The findings suggest that the higher education academic staff with conducive work environment leads to improved employee performance and increases the institution's overall efficiency and effectiveness in service delivery. As a result, the alternate theory is accepted. The data also imply that the psychological wellbeing favorably mediates the association between the work environment and employee performance.

This demonstrates that the academic staffs are dedicated to the institution, which leads to improved morale and positive job performance to the point where even a difficult working environment cannot prevent their performance.

This study also recommended that Employee performance is an essential component of organizational success; thus, managers should focus crucial motivating aspects that will result in excellent work environment in order to obtain the greatest level of employee wellbeing, study focuses on academic employees of tertiary institutions in Yobe State, limiting the number of replies. Furthermore, the study is restricted to three variables: the work environment as the independent variable, employee performance as the dependent variable, and psychological wellbeing as the mediating variable, implying that these are the only variables tested in this study, whereas other motivating variables can also be tested to determine employee performance.

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APPENDIX.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

ACCRONYMS:

HEIs²- Higher Educational Institutions

FUGA- Federal University Gashua

YSU- Yobe State University

M.POLY- Mai Aloomo Polytechnic Geidam

