

Impact of Working Conditions on Administrative Efficiency of Skyline University, Nigeria

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Abstract

The effectiveness of a university depends not only on academic quality but also on the efficiency of its administrative system. The university's administrative arm provides support services that sustain teaching, research, and community engagement. The ability of the administrative staff to perform optimally is largely influenced by the conditions under which they work. Poor working conditions may result in low levels of job satisfaction, absenteeism, delays in service delivery, and reduced institutional performance. Therefore, this study was conducted to examine the Impact of Working Conditions on Administrative Efficiency in Skyline University, Nigeria. In this study, working conditions are considered the independent variable (IV), while administrative efficiency serves as the dependent variable (DV). A sample size of 59 administrative staff was selected from a population size of 68 administrative staff of Skyline University Nigeria (SUN). The sample size was captured using Krejcie and Morgan's 1970 table of sample size determination. The Stratified Sampling technique was used and a structured questionnaire was designed for data collection. Simple linear Regression analysis was used in testing the relationship between the IV and DV. The findings of the study revealed that working conditions have a positive and significant impact on administrative efficiency in Skyline University, Nigeria. Therefore, based on the findings, it was recommended that the university authorities should create pleasant and supportive working conditions such as provisions of physical facilities and should review their service conditions and regulations to be less stringent and worker friendly.

Keywords

Working Conditions, Work Environment, Administration, Efficiency, University.

1. Introduction

Administrative staff workers play a vital support function for all employees in an organization, including executives at different levels. Due to the difficult nature of their employment, individuals frequently find themselves working under extreme pressure (Ngcobo & Mhlana, 2022). It is for this reason important that administrative employees' office physical environment is comfortable if they are to deliver the maximum support expected throughout the organisation. Their comfort should positively impact how they perform their duties and provide the necessary administrative support to different structures of an organisation (Putri et al., 2019). It is one of the essential human resource management (HRM) practices to satisfy the employees' work environment for organizations' performance to be at its best (Gastearna-Balda et al., 2021).

In the contemporary rapidly changing work environment, the continued success of any organisation depends on its performance which invariably is determined by the productivity of its personnel. Therefore, job satisfaction significantly relates to human resources management (HRM) and significantly affects organisational performance. Employers need to know the factors that affect the level of their Employee's job satisfaction because it also affects

the performance of their organisation (Awang, Ahmad, & Zin 2010). It is timely now because employees are concerned about their welfare and level of job satisfaction because of the current economic hardship being faced in Nigeria. Job satisfaction combines five facets each of which can cause job satisfaction at low or high levels. These factors included working conditions, coworker relations, supervision relations, pay, and promotion. Other studies used work life balance, employee engagement, Job competency, Company policy and support, Promotion, Work content, Leadership satisfaction, Job safety and security, Job autonomy in explaining employee's job satisfaction (Khera & Gulati, 2012). Whereas, this study chooses to use 1 dimension which is; working condition, to be different from the foregoing studies. Job satisfaction can be described as the degree of need satisfaction derived from an employee's evaluation of the intrinsic and extrinsic aspects of his or her job. Such intrinsic and extrinsic aspects of job satisfaction include working conditions, (Herzberg, 1959). Several studies were conducted on the Impact of Working Conditions on job satisfaction and organizational efficiency, in Tanzania, Taiwan, Indonesia, Pakistan, Saudi Arabia, etc. thus: (Samwel, 2018; Obiekwe Onyebuchi, Obibhunun, Lucky 2019); Adam, & Musnadi, Ariyanto, (2023); Imran et al., 2021; Ricardianto, et al., 2021; Mziwao, 2021; Agubosim, et al. 2023; Thakur, Kaur, & Chawla, (2023).

Globally, Administrative efficiency of higher education institutions has been extensively investigated. For example, Agasisti and Berbegal-Mirabent (2021) completed a cross-country study of universities in eight European countries for the period 2011–2013 and estimated the average efficiency score at 0.571, thereby implying there was significant scope for productivity gains. Similarly, Andersson and Sund (2022) investigated technical efficiency and productivity in universities in Nordic countries for the period 2011–2016. They found that the average inefficiency score was 10.1%. Staff turnover was identified as being positively correlated with inefficiency scores. Other studies considered the Administrative efficiency of higher education institutions in England (Papadimitriou & Johnes, 2019), Southern European countries (Martínez-Campillo & Fernández-Santos, 2020), Slovakia (Kubak et al., 2019), South Africa (Myeki & Temoso, 2019), and India (Johnes et al., 2020). An appropriate administrative practice absolutely influences the level of employer and employee commitment. The Administrative practices in all the educational institutions such as, training & development of the employees and their effective & positive appraisal performance enhance the confidence level of the employees which leads to the development of the educational institutions. The work task and responsibilities of the employees depends upon the effective administrative practices. In any educational institution. A well-defined responsibilities is the best tool from the enhancement of the whole process.

Limited empirical research focusing specifically on Nigerian universities, and even more specifically on Skyline University Nigeria, regarding how working conditions affect administrative efficiency. Most existing studies might be generalized or focused on other sectors or countries. Insufficient exploration of how various dimensions of working conditions (e.g., physical environment, work hours, job security, interpersonal relationships) uniquely influence administrative staff's efficiency in higher education institutions.

Given this gap in the empirical literature, in this article, empirically investigate the impact of working conditions on administrative efficiency in Nigerian universities, particularly at Skyline University Nigeria. Existing research highlights the significance of work environment factors, such as physical workplace, psychosocial workplace, and work-life balance, on employee performance. Most studies focus on state universities in North East Nigeria, leaving a gap in understanding private universities like Skyline University Nigeria. There exist Limited research explores the specific relationship between working conditions and administrative efficiency in Nigerian universities. It is against this backdrop that this study investigates the Impact of Working Conditions on Administrative Efficiency: An Empirical Study of Skyline University Nigeria.

Research Hypotheses

Ho: Working conditions have no significant Impact on Administrative Efficiency of Skyline University, Kano Nigeria.

2. Literature Review

2.1 Concept of Working Conditions

The concept of working conditions has been widely examined across disciplines such as organizational psychology, human resource management, labor economics, and occupational health. Broadly, working conditions refer to the circumstances, environment, and arrangements under which employees perform their duties (International Labour

Organization [ILO], 2019). Early scholarship often emphasized physical aspects of work such as safety, ventilation, and lighting, reflecting the industrial-era concerns with occupational hazards (Mayo, 1933). Over time, however, the concept expanded to include contractual, psychosocial, organizational, and work–life balance elements (Eurofound, 2021). Gerber, Nel and Van Dyk (1998) state that the working conditions are created by the interactions of the employees with their organisational climate. Working conditions include psychological work conditions and the physical layouts of the job. However, Greenslade and Paddock (2007) believe that working conditions generally encompass a range of issues from workload and scheduling to systems-wide issues like professional identity to scope of practice. Therefore, for this study, working conditions should be seen in the light of facilities that aid employees while at work for their convenience and comfort in their job performance. The workplace environment comprises the employee's work location and everyday activities. Depending on the nature of the working environment, the workplace environment has a good or negative impact on employee satisfaction levels. Employees might perform better in a comfortable setting. The office atmosphere has a direct impact on an employee's performance. Employee satisfaction is critical to an organization's success. Employees will perform better if the physical working environment is friendly. Several factors, such as the physical environment, influence employee satisfaction in the workplace. According to Carlopio (1996) employees who are satisfied with their work environment have a lower turnover rate. Turnover is reduced when an employee receives a higher level of satisfaction.

Working circumstances are "the workplace and all contemporary factors influencing labour, such as work hours, physical requirements, legal rights and obligations, corporate culture, workload, and training. The phrase "working conditions" refers to the workplace and the terms of an employee's contract (Manu, 2015). According to Armstrong and Baron (1998), various factors influence performance, including the following: A person's ability, confidence, motivation, and devotion are personal factors, other factors include;

Leadership factors: the level of encouragement, counsel, and support Managers and team leaders offer this information while Coworker assistance this represents the amount of help given by coworkers. Internal and external environmental pressures and changes in the System affect the organization's work environment and facilities (labour instruments) that need to be considered (Charles et al., 2014; Ali, 2013).

Physical Work Environment. Pracyo et al. (2022) found that the physical work environment affects employee performance. However, their study interrogated a broad range of factors such as "a clear job description, challenging work targets, effective work communication patterns, work climate, and relatively adequate work facilities" (Pracyo et al., 2022). In this sense, their study did not focus on one type of work environment. Hence, the current article seeks to report only on the physical work environment. The article is guided by the distinction that has been made between physical and non-physical environmental factors in the workplace. On the one hand, physical environment refers to objects, situations, atmosphere and appearance in which employees work. On the other hand, the non-physical work environment can include relationships with colleagues and superiors (Prasastia, 2019; Arilaha et al., 2020; Siti et al., 2020). This distinction is different and more valuable than a definition of workplace environment which is everything surrounding the workstation that can influence various aspects of administrative staff productivity, job satisfaction, and morale (Vimalanathan & Babu, 2014; Chandra & Priyono, 2016).

2.2 Dimensions of Working Conditions

The literature commonly identifies several interrelated dimensions:

1. Physical Conditions – The tangible and environmental aspects of the workplace, including safety, ergonomics, noise, ventilation, and exposure to hazards. Poor physical conditions are strongly linked to accidents, fatigue, and reduced productivity (Cooper, 2015).
2. Contractual and Employment Conditions – This refers to job security, employment contracts, wages, and benefits. Scholars note that precarious work arrangements, including casual or temporary contracts, create insecurity and negatively affect employee motivation and career development (Standing, 2011).
3. Psychosocial Conditions – Workplace culture, interpersonal relationships, autonomy, recognition, and exposure to stressors such as bullying and workload imbalance are considered central in modern literature (Schaufeli & Bakker, 2004).
4. Organizational Conditions – These involve managerial practices, decision-making processes, governance structures, promotion systems, and career advancement opportunities. Supportive organizational conditions enhance commitment and retention (Kalleberg, 2011).

5. Work–Life Balance Conditions – The ability of workers to harmonize professional and personal life has emerged as a critical aspect of working conditions, especially with the rise of remote and flexible work patterns. Poor balance often leads to burnout and turnover intentions (Greenhaus & Allen, 2011).

Empirical Review of the Related Studies

Carolyn-Thi Thanh Dung Tran Brian Dollery and Subba Reddy Yarram (2023) examine the Influence of Administrative Intensity on Efficiency: An Empirical Analysis of Australian Universities. In this article, we seek to contribute to the empirical literature by examining the relationship between operational efficiency and administrative intensity in the Australian higher education sector over the period 2009/10–2018/19 using a second stage bootstrapping Data Envelopment Analysis (DEA) fractional regression model. We find that administrative intensity positively affects the performance of universities for both the standard and bias-corrected efficiency models. Moreover, administrative intensity exhibits an inverted U-shaped relationship with university efficiency. We also find that administrative intensity has a differential impact on the efficiency of the different types of university. Various public policy implications are considered.

Syed Muhammad Imran Jafri1, Rubel Ahmed, Amna Ali1 (2023) examine Impact of Administrative Practices and Effective of Employee Performance: An Empirical Study among Public University Employees in Pakistan. The study is descriptive in its nature. Population consist of. 180 respondents, stratified random sampling approach employed Data was collected through questionnaire. The main dimensions included in administrative practices were compensation, training & development, career planning and recruitment selection. On the other hand, the main dimensions in job performance questionnaire were quality of work, productivity, knowledge of job and interpersonal relations. The result of the study showed that there was strong and positive effect of administrative practices on job performance of the employees at university level.

Sandiso Ngcobo and Jabulani Samuel Mhlanga, (2024) University Administrative Employees' Perceptions of Their Offices' Physical Environment Comfort. Questionnaire was used to collect data from 81 administrative staff of a public university in South Africa. The findings indicated that many respondents generally perceived a comfortable physical environment necessary to increase performance. These were, however, not always matched by their perceptions of what transpired at their offices. For instance, 63% of respondents viewed comfortable furniture as critical for the performance of their duties. Nevertheless, only 55% of respondents agreed that their university furniture was comfortable, with 24% disagreeing and 21% taking a neutral stance. The split in perceptions makes it imperative for the university to attend to areas of weakness and inequality in providing physical environment resources. A future study could examine whose offices are more comfortable than others in university contexts. In addition, a promising direction of future research should be the reconciliation of employees' perception of the comfort of the physical environment in offices with the results of observations.

This will enrich the obtained results.

Ebi Emmanuel Kereotubo PhD & Ogboka Binaebi Amatare (2024) examine the Impact of Working Condition on Academic Staff Job Performance in The Niger Delta University. The researcher adopted the descriptive survey design as data were collected from a representative sample of the population. The research work was guided by three (3) research questions. A twelve item questionnaire titled The Impact of Working Condition on Academic Staff Job Performance in the Niger Delta University (TIWCASJPNDU) structured in a modified Likert Scale was used for the study to elicit for information from respondents. The population of the study comprised all (872) academic staff in the Niger Delta University. The sample size of the study was one hundred and seventy four academic staff representing 20% of the entire population. The random sampling technique was used to arrive at this figure. Frequency count and simple percentage were the statistical tools used in analyzing the data. The study discovered that good working condition significantly and positively impact on the job performance of academic staff in the Niger Delta University and as such recommended that academic staff should be provided with conducive working environment, motivation and regular training and development for them to be able to carry out their job effectively and efficiently.

2.3 Underpinning Theory

Frederick Herzberg's (1950s) Two-Factor theory is that motivation is influenced by two factors: hygiene factors (salary, benefits, etc.) and motivator factors (recognition, growth opportunities, etc.). The theory suggests that job satisfaction and dissatisfaction arise from two different sets of factors: hygiene factors (which prevent dissatisfaction) and motivators (which enhance satisfaction). It emphasizes that improving motivators will increase job satisfaction, but hygiene factors need to be addressed to prevent dissatisfaction. Herzberg's two-factor theory is a

motivation theory that suggests that satisfaction and dissatisfaction at work are influenced by two sets of factors: hygiene factors and motivators and Hygiene factors are basic job necessities, such as working conditions and salary that, if not met, can cause dissatisfaction. While Motivators, such as recognition and achievement, drive job satisfaction and motivation. The theory asserts that to improve job satisfaction and motivation, managers must not only provide adequate hygiene factors but also focus on motivators. Herzberg's theory suggests that there are two types of factors that affect employee satisfaction and motivation: hygiene factors and motivators. When employees have high levels of both hygiene factors and motivators, they are more likely to be highly engaged and motivated in their work. On the other hand, when employees have low levels of hygiene factors and motivators, they may experience low motivation, high dissatisfaction, and turnover (Charlotte Nickerson 2023).

The Herzberg suggests that maintenance factors should be followed in every workplace to create a suitable working environment for employees. Without these factors, employees will be dissatisfied and there may be a high staff turnover. Therefore, the theory emphasized on how coworker relationship, salary, and working condition can be a yardstick of Employee's job satisfaction which led to improvement in Administrative Efficiency which leads to efficiency.

Assumptions of the Herzberg's Two-Factors Theory

The theory has two key assumptions summarized in the intrinsic and extrinsic factors discussed as follows:

Intrinsic Factors

Herzberg's Two-Factor Theory, proposed in 1959, identified intrinsic factors they are related to the content of the work and have the potential to positively influence job satisfaction and motivation these include factors such as achievement, recognition, the work itself, responsibility, advancement, and growth. They are related to the content of the work and have the potential to positively influence job satisfaction and motivate. Moreover, Herzberg's (1959) Intrinsic Factors refer to the aspects of a job that contribute to employee satisfaction and motivation, as identified by Frederick Herzberg's Two-Factor Theory. These factors are:

1. Recognition: Feeling appreciated and valued for one's work.
2. Achievement: Sense of accomplishment and pride in one's work.
3. Growth: Opportunities for learning, development, and advancement.
4. Responsibility: Sense of ownership and accountability for one's work.
5. Work itself: Enjoyment and fulfillment from the work itself.
6. Advancement: Opportunities for promotion and career progression.

Herzberg's theory suggests that these intrinsic factors are more influential in motivating employees than external factors like salary, benefits, and working conditions. By focusing on these intrinsic factors, organizations can increase job satisfaction, motivation, and productivity.

2.4 Extrinsic Factors

Herzberg's extrinsic factors refer to the hygiene factors in the Two-Factor Theory proposed by Frederick Herzberg. These factors are related to the work environment and can lead to job dissatisfaction if they are not adequate, but they do not necessarily motivate employees to perform better. Extrinsic factors include:

1. Salary and benefits
2. Company policies and administration
3. Supervision and management
4. Interpersonal relationships
5. Working conditions
6. Status and security
7. Recognition (though this can also be an intrinsic motivator)

Herzberg argued that these extrinsic factors can only prevent dissatisfaction, but they do not lead to long-term satisfaction or motivation.

The two-factor theory is one of the most widely applied job satisfaction theories in designing jobs. The jobs were specifically designed to include motivating factors to improve the motivation potential of the job and ensuring the presence of hygiene factors to prevent job dissatisfaction. The two-factor theory also has its applications in job enlargement, job rotation and job enrichment Schultz & Schultz (2010). The two-factor theory also significantly influences the later job satisfaction theories like job characteristics model Hackman JR, Oldham GR (1976).

The two-factor theory postulated that job satisfaction was made of two different continuums. One continuum controlled by hygiene factors represented dissatisfaction at one end of the continuum and no-dissatisfaction at the opposing end of the continuum. The second continuum, controlled by motivating factors, represented no-dissatisfaction at one end and satisfaction at the opposing end. It was postulated that hygiene factors, when present in a job, caused no dissatisfaction.

2.5 Research Model

This study seeks to determine The Impact of Working Conditions on Administrative Efficiency: An Empirical Study of Skyline University Nigeria. The independent variable of this study is working condition, with dimensions such as; Physical Conditions, Organizational Conditions, Contractual and Employment Conditions while administrative efficiency is the dependent variable. In accordance with the literature, theories that support the research work and to develop the research model, and it is shown below in Figure 1.

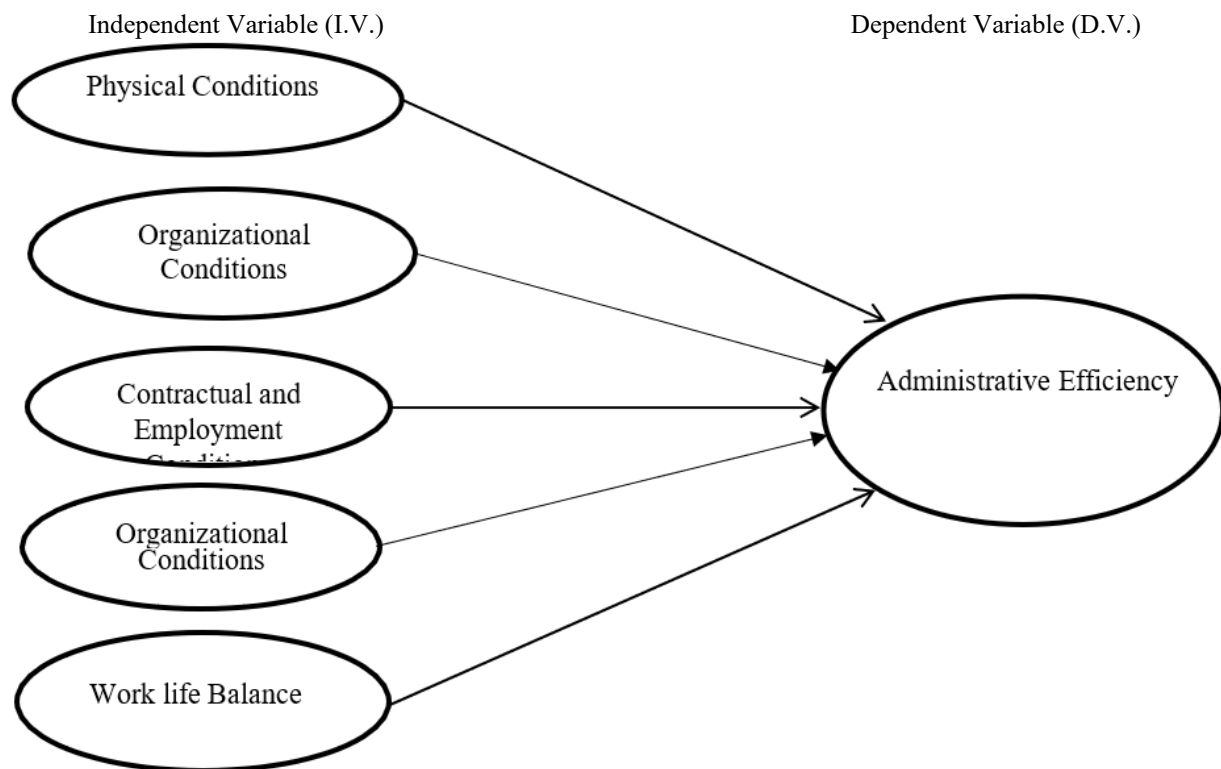


Figure 1. Research Model

3. Methods

This study adopted descriptive research design. A Sample size of 59 respondents was captured from a population of 68 administrative staff of Skyline University Nigeria Using Krejcie and Morgan table of sample size determination (1970). The study is based on Simple Random Sampling technique. The data for the study is collected using primary and secondary source. The data collected from these sources was analyzed using SPSS software version 22. The analytical statistical tools will be used to test the null hypotheses at a 5% (0.05) level of significance.

The secondary source of data consists of knowledge-based academic materials which will be sourced through accessing related academic materials by reviewing academic journals, textbooks, relevant theses, and dissertations.

4. Data Presentation and Analysis

In this study, reliability test was conducted to measures the extent to which items are consistent with the latent construct that they should measure, and it is about how the construct is measured by the items (Hair et al., 2006).

The reliability test was conducted using Cronbach's Alpha to check for the internal consistency of the items in the construct that was be used in this study. All the Cronbach's Alpha values were above the recommended value of 0.70 (Zainudin, 2014), indicating an acceptable internal consistency was adequately obtained. The above results and analysis, clearly show that the items of the construct of the study were reliable and recommended for this study.

Test of Hypothesis

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.327 ^a	.107	.047	4.12478	.107	1.775	5	74	.129

a. Predictors: (Constant) WORKING CONDITION

b. Dependent Variable: EFFICIENCY

Table 2. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	150.967	5	30.193	1.775	.129 ^b
Residual	1259.020	74	17.014		
Total	1409.988	79			

a. Dependent Variable: EFFICIENCY

b. Predictors: (Constant), WORKING CONDITION

Table 3. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.404	6.944		2.506	.014
	CONDITION	.276	.121	.262	2.285	.025

a. Dependent Variable: EFFICIENCY

Ho1: Working conditions have no significant Impact on Administrative Efficiency in Skyline University Nigeria.

From the analyses it was found that working conditions had a statistically significant and positive impact on administrative efficiency (P = 0.025, Beta = 0.262, Table value = 2.285). This suggests that well-equipped and clean environments with technological support systems foster academic productivity at and administrative efficiency in SUN (Table 1- Table 3).

5. Result and Discussion

The regression coefficient result is positive as the (P value = 0.025, β =0.262, t = 2.285). This indicates a significant and positive Impact of working conditions on organisational efficiency at Skyline University Nigeria at the significant level of (P<0.05). The coefficient shows how much change in working conditions occurs in corresponds to the change in Administrative Efficiency. Therefore, the null hypothesis was not supported, hence it can be rejected that working condition has significant and positive Impact on Administrative Efficiency at Skyline University Nigeria.

6. Conclusion and Recommendations

Conclusively from the result section, the results showed that the research questions were answered, and the research questions met the objectives of the study, with regards to employee's job satisfaction on Administrative Efficiency of Skyline University, Nigeria. The Research recommend that the university should provide enabling environment for its workers such as physical and psycho-social'. Physical working conditions include all what employees requires to make his work easy, fast with efficiency and effectiveness, the psycho-social which include work life balance, recognition, opportunities, and organisational culture. it will boost their performance which at the same time will improve Administrative Efficiency.

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