

## **EFFECT OF WORK ENVIRONMENT ON THE PERFORMANCE OF ACADEMIC STAFF OF UNIVERSITY OF ABUJA, FCT, NIGERIA.**

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### **Abstract**

*This study examines the Effect of work Environment on the performance of academic staff of University of Abuja in Nigeria. The main objective of the study is to evaluate the Effect of work Environment on the performance of academic staff of University of Abuja in Nigeria. The problem of providing the right and appropriate directing function to continuously have employees, including academic staff to perform at acceptable level has remained a major challenge to the different employers, researchers and consultants. The population size used for this study was six hundred and seventy-eight (678) which represent the entire academic staff of the University of Abuja; categorized into Senior and Junior academic staff. The sample size was 252 and was determined using the Taro Yamane's formula. Descriptive statistical tool was used adopting Regression and correlation were used for hypothesis testing, while data were analyzed using SPSS version 22. The first findings revealed that the result shows that work environment has positive and significant effect on the performance of academic staff of University of Abuja in Nigeria. This effect is significant since the P-value is less than 5%. In conclusion therefore, the performance of academic staff plays an important role in the lives of students as it affects the quality of education they receive. This study recommends that an enabling environment such as ensuring that will enhance the reduction of workload, and provision of research grants should be provided to ensure that all the academic staff of university of Abuja are well equipped with better education, training, workload management, and access to research grants because, it will positively enhance the needed skills for the academic staff to better carryout their duties.*

**Keywords:** *Academic Staff, Performance, and Work Environment.*

### **INTRODUCTION**

Human beings are usually prejudiced by actions around their respective operational environment which could be perceived to be either positive or negative; a work environment can be recognised as the dwelling that one works, which means it is the surrounding of a person. It is the social and specialised environment in which a person is imaginary to interact with the people within it.

Bello (2015) similarly opined that, work environment includes a friendly, well-designed, safe physical space, good apparatus and inspiration actual communication, which will increase productivity on the job. Universities just like any other institute, depends practically on the performance of its workers to accomplish their set strategic goals, which in the field of education, it is mostly conveying knowledge to its learners (Ali et al., 2014). The job fulfilment or satisfaction of

lecturers will be low if their working environment does not enable satisfaction of their respective needs while on the job. Giving the lecturers more motivation, independence and a sense of empowerment seems to make them more professional and to increase job performance. The hinge or function of an organization's achievement, pivots totally on how the constituted management uses their employees' competences in attaining the set organizational goals and objectives who are usually happy in their engagement invariably help and sustain or withstand organizational growth (Armstrong & Taylor, 2014, Ogbodo & Nwaoku 2017).

University academic staff usually grasps the most crucial place in any society they find themselves because, they are seen as a source of transformation of knowledge. In any organization, the behavior of an employee is reliant on on the illustrious performance because a flexible and dynamic behavior fluctuates from one organization to another subject on the administrative styles and systems adopted for the purpose of attainment the work finished through their staff and the process of decision making and way of decisions implementation which do have a positive impact on the motivational level of employees working in the organization. (Razak, 2011). The set university education goals may not be attained without appropriate job performance of academic staff working in such university. (Ogbodo & Nwaoku 2017). Human resources in the universities often want to be well and systematically managed so as to improve their respective job performance. However, it is observed that there are many reasons that regulate the job performance of academic staff in every university scheme. The apparent factors that regulate academic employees' job performance may be due to the fact that in some cases, the good and capable candidates may not be employed to the university system who can deliver on the set objectives. Job performance of any university will always reflect in the quality and competence of its staff.

Academic staff associates are the key resource of academic excellence in sophisticated education organizations and plays a vigorous role in attaining the organisations goals (Alfagira, 2017). The optimum performances of academic staff in any advanced institution of learning such as consistent

attendance to lectures or delivery of lectures, undertaking of research, incessant development and development of self, students' supervision and guidance, etc is a non-negotiable issue notwithstanding the fact that these staff are part of the society and their performances may be pretentious by the dynamics of both the internal and external business environments. The concept 'environment' factually means the environs, internal, intermediate and external objects, inspirations or circumstances under which somebody or something exists.

Rees and French (2010) defined job performance as the skills that an employee owns in accomplishment or performance the job mandatory by the employer to which such employee is employed to do. Javed et al. (2013) further clarifies that the management of any organization, the job itself or even the staff's own in net behaviour influences their set job performance. In essence, good job performance does not automatically drive the desired productivity in organizations but rather, it directly influences employee extrinsic and intrinsic self-accomplishment in a setting. A conducive work environment has been recognised as one of the perilous factors that can permit any organization, irrespective of setting can practically attract, organise and retain gifted employees (Ruchi & Surinder, 2014). The excellence of the employee's workplace environment that greatest influences on the level of his motivation and consequently productivity. Ajala (2012); Amir (2010) and Abdullah (2010) perceived that a well-designed office environment positively adds more standards or value to staff and spurs or inspires them to put in their best while on the job. This study evaluated the factors affecting the performance of academic staff of university of Abuja.

To get the employees or staff to steadily perform at optimum level has been and is still the anxieties of organizations, specialists and practitioners from time immemorial. Bature, (2013) discovered that these worries have noticed, subsequently the era of industrial revolution in Europe led to evolution of diverse theories and models to help decrease these uncertainties or advance this condition, but it is motionless continuing. North house, (2014) observed that providing the right and suitable leading function in order to unceasingly have

staffs, including academic staff to achieve at acceptable and satisfactory level has continued a major issue to the dissimilar employers, researchers and consultants alike.

The study conducted by Ezeani (2012) reveals that the vital and important component or element in the management process is based on engaging the human capital to do the job, which is done through some forms of communication. The study also established out that the success of principal's administrative action depends to a large magnitude on the actual use of communication procedure. Another study by Muraina (2014) determines that no employer can meet the numerous needs of his or her employees without adopting the proper communication processes. Consequently, the fact that the diverse employees like the academic staff in the Universities of Abuja who were engaged seems to be fronting emerging physical and social environmental challenges that may abbreviate their efforts as a result of increased workload, inadequate research grant, job stress and lack of satisfactory training and re-training which could affect the performances of Academic staff of University of Abuja in the areas of adequate and regularly delivery of lectures, and scientific research and publications. The anxieties and worries have sustained unabated because of the complex, unpredictable and unpredictable nature of humans or employees as well as the dynamic nature of the society. This study exposed the aforementioned structural problem.

### **Objectives of the Study**

The main objective of this study is to evaluate the Effect of work Environment on the performance of academic staff of University of Abuja. The specific objectives are:

- i. Examine the effect of workload on delivery of lectures by the academic staff of the University of Abuja.
- ii. Assess the effect of research grant on research and publications achievement by academic staff of the University of Abuja.

### **Scope of the Study**

The study focused on the effect of work environment (independent variable) proxied by workload, and research grants, while Academic

Staff Performance (dependent variable) measured by delivery of lectures, and research and publications respectively. This study covers a period of five (5) years beginning from 2018-2023. Due to the ownership nature and location of the University, University of Abuja was chosen because it is a federal institution and it's located in the federal capital territory that houses the 36 states of the federation.

## **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **2.1 Conceptual Issues**

#### **Work Environmental factors affecting the Performance of Academic Staff (Internal Environmental Factors)**

The Work Environmental factors affecting lecturers' performance are of two types, the external factors and the internal factors. There are many external factors affecting how often a teacher makes decisions in the classroom (Kurata, et al., 2015). The contest between individuals' beliefs about teachers are best teaching practice and whether it personally meet these demands in the classroom is important. Khan (2011) investigated the influence of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance. The internal environment of the university system is made up of both physical and socials factors within the boundaries of the university system, which usually impact strengths or cause weaknesses of a strategic nature and are occupied directly into deliberation in the decision-making behaviour and process in the university system (Rees & French 2010, & Javed et al., 2013). Physical environment as a feature of the work environment has directly or indirectly affected the human sense and has always altered interpersonal collaborations and productivity by extension. This is so because the characteristics of a room or a place of meeting for a group have penalties concerning productivity and satisfaction level, (Bello, 2018).

#### **Workload**

Kurata, Bano and Matias (2015) elucidated that Workload components are those key tasks

characteristics that influences human performance which usually define how people accomplish a obligatory work and in whatever method an employee understands a given task. Task demand is the ratio between time desired to complete a given task and the accessible time to satisfy it and pointed out that workload is a combination amongst the existing resources of a functioning system, task demand, and people's capability. According to Lavigna (2016) there is a relationship between the performance and the workload of the operators; performance can be affected by the workload being too high or too low. Sustained low workload would be boredom, loss condition of consciousness and reduced alertness as the result.

### **Research Grant**

Collins dictionary, (2020) opined that a grant is a specified amount of money that a government or institution gives to an individual or a group of individuals in an organization for a specific purpose such as education or home improvements. Preuss, (2016) also specified that grant-funded activity was defined as an undertaking for which a scope of work, timeline, and performance objectives have been defined and a sum of money has been provided by a third party for expenditure only on a particular undertaking by an individual or organization.

### **Performance of Academic Staff of University of Abuja**

The concept of academic staff performance was understood as employees' performance. The concept of performance is derived from the word *par four men*, which simply means 'to do' or 'to carry out' or 'to render'. As simple as that may be seem, overtime, the conceptualization has created a lot of debates. Albu and Albu, (2005) revealed that it is not easy to define, because it is an uncertain and integrative concept. Eniola, (2015) opined that to properly conceptualize performance, the index or criteria requires a relationship between inputs, process, outputs and outcomes, and should be directed with the objective that resources are being managed rightly.

### **Delivery of Lectures**

A lecture is regularly a one-way procedure unaccompanied by discussion (McIntosh 1996). In

support of the lecture method, Vella (1992) recommends the use of dynamic learning activities including analysis of case reports, problem-solving exercises, student performances and students group works. Diseth (2010), as the primary purpose of the lecture is to offer a framework of knowledge, thus students should hunt for extra information on a subject matter in order to accomplish better in their examination. However, it is also necessary for the lecturers to pay close consideration on issues associated to effective teaching and learning.

### **Research Articles Publications**

Narita (2018) stated that, concerning the list of publications to be provided throughout the application for Grant-in-aid for scientific research ('KAKENHI' in Japanese), which points are appraised. Is the impact factor or the number of citations focused on as the evaluation criteria? If yes, should the publications at journals with lower indexes (i.e., lower impact factor or number of citations) be absent or omitted from the list? Often, the impact factor of the journal in which you have published is given preference as an advanced impact factor indicates a superior excellence of research and impact factor delivers the relative importance of a journal within its field. However, that does not necessarily mean that you should exclude articles published in lower impact factor journals. This is because the probabilities of receiving a grant are greater when you have a longer publication list, even if some of the articles are published in low impact factor journals.

### **Theoretical Framework**

This study is supported by the following theories:

#### **Porter's Theory of Competitive Advantage**

According to this theory, the objective of corporate strategy should be to manage the competitive forces in a way that improves the present position of the organization. Porter defined these five forces as 1) Bargaining power of customers 2) Bargaining power of suppliers 3) Intensity of existing competitive rivalry 4) Threat of new entrants and 5) Threat of substitute products. These frameworks can be regarded as the major analytical frameworks of the competitive positioning paradigm and remains at the heart of most business



school strategy courses to this day. The five forces framework (Porter, 1980) allows a firm to assess both the attraction (potential profitability) of its industry and its competitive position within that industry through an evaluation of the strength of the threat of new entrants to the industry; the threat of substitute products; the power of buyers or customers; the power of suppliers (to firms in the industry); and the degree and nature of rivalry among businesses in the industry (Porter, 2011).

### **Systems Theory**

Grunig (1976) and Grunig and Hunt (1984) developed a systems theory of Business Administration. Infante, Rancor, and Womack (1993) states that a system theory is a set of interdependent units which work together to adapt to a changing environment. Theorists frequently identify systems as closed and open. In open systems, resources are exchanged with other subsystems in the environment through a penetrable or semi permeable boundary. In closed systems, the border between other subsystems in the environment is sealed and exchange of resources is unbearable. In order to survive or subsist, organizations obtain a resource with and external the organization because no department can live in separation, they all depend on each other, which mean the organization must interrelate with others department who control those resources that mean customer relationship management is everybody business in University system.

### **Theoretical Base**

This study adopts “Systems Theory” as theoretical base because the University needs to be run like a system that carries every unit along. Grunig (1976) and Grunig and Hunt (1984) developed a systems theory of Business Administration. Infante, Rancor, and Womack (1993) states that a system theory is a set of interdependent units which work together to adapt to a changing environment. In order to survive, organizations acquire a resource with and outside the organization because no department can live in isolation, they all depend on each other, which mean the organization must interact with others department who control those resources that the management of the university of Abuja needs to provide an enabling workplace environment that will motivate the academic staff

to put in their best while on the job. This will illustrate the relationship between the management and the academic staff as not operating in isolation in achieving set goals of the university.

### **Empirical Review**

In a study by Agba and Ocheni, (2017) on the effects of work environment on job performance of academic staff in Nigerian public and private universities in the Northern Nigeria, the study discovered challenges of infrastructures facing the higher institutions in the country especially power supply.

Osakwe, (2014) in a related study on factors affecting motivation and job satisfaction of academic staff of universities in South-South Geopolitical Zone of Nigeria employed an expost-facto research design with a sample size of 450. Three research questions and two hypotheses were raised for the study.

Naseer, (2010) in his study on factors affecting the role performance of academic staff in the Maldives College of Higher Education Bangkok, Thailand explored the job performance of lecturers in the college using the questionnaire instrument.

Salem, Abdul, Khairunneezam and Othman, (2017) investigated the factors influencing academic staff performance using a conceptual approach in order to explore the factors that influence academic staff performance. The study recommended that to produce competent employees, the university needs to ensure that the academic staff are consistently motivated.

### **Existing Study Gap**

From the review of different related descriptive and exploratory studies by Agba, et al, (2017); Salem et al (2017) Osakwe, Winda (2015), and Naseer, (2010) etc. it was observed that rarely any related study was done in the University of Abuja focusing on effect of major environmental factors as related to increase workload, research grant, job stress and regular delivery of lectures, scientific and publications achievement and students' research supervision.

## METHODOLOGY

In this study, the researchers adopted the descriptive survey design in this study. This involves using data which can be gathered from human objects through questionnaire from which certain values are to be analyzed and used to explain a given phenomenon (Real & Parker, 2014). The reason for this research design is to ensure that our methods meet the research aims set

and to also help in the collection of quality data for this study.

The population of this study is defined on finite. The population of this study was based on the academic staff strength figures obtained from the personnel department are as follows:

Table 3.1 shows the population distribution table of academic staff in University of Abuja, Abuja

CATEGORY OF STAFF	POPULATION	PERCENTAGE (%)
SENIOR ACADEMIC STAFF	485	55
JUNIOR ACADEMIC STAFF	256	29
ADJOURN STAFF	146	16
TOTAL	887	100

Source: Field Survey (2023)

The population size used for this study was eight hundred and eighty-seven (887) which represent the entire academic staff of the University of Abuja; divided for our purpose into senior academic staff were 485 representing 55%, junior academic staff were 256 representing 29% while the Adjourn academic staff were 146 representing 16% of the staff of the organization.

The study adopted Stratified Random Sampling as the technique for sampling where the entire population was stratified into different strata. This is because the technique captures responses from different cadres. Probability sampling technique (simple random sampling) was adopted to select the respondents for the study. The reason for using research sampling method is to help reduce bias, and to accurately present the population and its more cost-effective for a study of this nature.

Accordingly; the Taro Yamane's formula for sample size determination for a finite population characteristic is hereby adopted in this study (Okeke. 2005)

The formula is stated thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where: N = Population figure

n = Sample size

e = Error Margin.

The study shall adopt the above formula to estimate the study's sample size as follows:

n = sample size (to be determined)

N = 100, being the estimated population of the study.

e = 5% = 0.05

$$\begin{aligned}
 \text{Hence, } n &= \frac{887}{1 + 887(0.05)^2} \\
 &= \frac{887}{1 + 887(0.0025)} \\
 &= \frac{887}{1 + 2.2175} \\
 &= \frac{887}{3.2175} \\
 n &= 276
 \end{aligned}$$

This study requires the use of primary source of data. This approach was chosen to enable the researchers to reach out to a reasonable number of the population within the available resources and time, this is because, data source can help with all the needed research information needed to answer the asked research questions.

The structured Questionnaire designed for this study was administered to the senior and junior staff categories of the academic staff of the University of Abuja. The questionnaire was divided into two sections (. i.e. section A and section B) Section A contained personal data questions; Section B contained questions of the area of research topic. The simple random sampling technique was adopted in selecting the respondents.

Data collected for this study was analyzed statistically with the use of Statistical Package for Social Sciences (SPSS) and equally represented in the frequency tables, and percentages. The Regression and Correlation Analysis were used to test the relationship that existed between the dependent and the independent variables in the study.

The study variables comprised of both the dependent variable and independent variables. The dependent variable (performance of academic staff) was proxied by Delivery of Lectures, and Research and Publications while Workload, and Research Grant was measured as the independent variables (factors).

Model

$$Y = \alpha + \beta_i X_i + \epsilon \dots \dots \dots 3.1$$

Where: Y =dependent variable (i.e. Delivery of Lectures, and Research and Publications)

$\alpha_0$  =intercept,

$\beta_i$ = coefficient of the independent variables

X = independent variable (Workload, and Research Grant)

$\epsilon$  =random error term. The models are specified as:

$$DL = \alpha + \beta_i WL + \beta_i RG_i + \epsilon \dots \dots \dots 3.2$$

$$RP = \alpha + \beta_i WL + \beta_i RG_i + \epsilon \dots \dots \dots 3.3$$

Where: WL= Workload, RG= Research Grant, DL= Delivery of Lectures, RP= Research Articles Publications,  $\alpha$  = is the constant or intercept;  $\beta_1$  =is the regression coefficients which determine the contributions amongst the variables,  $\epsilon$  = error term, Y = dependent variable, X = independent variable.

The validity and reliability of the instrument for the questionnaire test according to Sekaran and Bougie, (2010) is 0.7 Alpha values for each instrument under study. The researcher tested the validity of these variables under study by conducting a pilot test at Turkish Nile University in Abuja where, 20 copies of questionnaire were administered to staff using stratified method and the result showed that, the instruments used are valid. See table 3.9 below:

Table:3.9 Cronbach's Alpha Computation table

Variables	Pre-test	Cronbach's Alpha
Workload	0.54	0.86
Research Grant	0.46	0.84
Delivery of Lectures	0.44	0.78
Research Articles Publications	0.42	0.77

Source: Researcher's Computation (2023)

The Alpha values are reliable in this study because, the pilot study was tested and the values gotten were not significant but a pre-tested was

conducted, it gave us alpha values that were above 0.7 from both the dependent and the independent variables.

## RESULTS AND DISCUSSION

The researcher adopted regression analysis statistical tools specified using SPSS (Version 26) to analyze the results as thus:

### Hypothesis testing

**Hypothesis One:** Workload has no significant effect on Delivery of Lectures by Academic Staff of University of Abuja.

Table 1 shows Multiple Regression analysis of Workload has no significant effect on Delivery of Lectures by Academic Staff of University of Abuja.

Table 4. 1: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 <sup>a</sup>	.675	.622	.65242

a. Predictors: (Constant) DL, RP.

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	233.762	4	63.126	136.236	.000 <sup>b</sup>
Residual	125.145	325	.451		
Total	364.922	342			

a. Dependent Variable: Performance of Academic Staff (Delivery of Lecture)

b. Predictors: (Constant): Delivery of Lectures (DL), Research Articles Publications (RP)

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.526	.164		3.064	.002
DL	.254	.145	.343	2.163	.030
RP	.342	.147	.382	2.352	.015

a. Dependent Variable: DL

Source: SPSS version 20.00, 2024

Decision Rule 5% level of significance

The f-statistic value of 136.236 is significant at a p-value of 0.00 which indicate that there is an evidence of existence of linear effect of Work Environment (Work Load) and the Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria.

This is in corroboration with the correlation coefficient (r) of 0.675 indicates that 67.5% of

variation in performance in terms of Delivery of Lecture. From the regression result, Work Load (WL) coefficient is negative and significant in enhancing performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria. The  $WL = 0.52 + 0.25DL$  which indicates that performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria will decrease by 28% for every



1% increase in Work Load. The p-value of 0.03 is more than the t-statistic value of 2.15. This implies that there is a negative and significant effect of

### Hypothesis testing

Hypothesis Two: Research Grant has no significant effect on Research and Publications by Academic Staff of the University of Abuja.

Work Load (WL) on performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria.

Table 2 shows Multiple Regression analysis of Research Grant has no significant effect on Research and Publications by Academic Staff of the University of Abuja.

**Table 4. 2: Regression Result**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 <sup>a</sup>	.936	.945	.36541

a. Predictors: (Constant), DL, RP

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	324.157	4	82.234	653.467	.000 <sup>b</sup>
	Residual	34.414	337	.128		
	Total	356.363	341			

a. Dependent Variable: Performance of Academic Staff (Research and Publication)

b. Predictors: (Constant): Delivery of Lectures (DL), Research Articles Publications (RP)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.652	.094		7.415	.000
	DL	.451	.072	.437	6.144	.000
	RP	.345	.075	.372	4.452	.000

a. Dependent Variable: RP

Source: SPSS version 20.00, 2024

Decision Rule 5% level of significance.

The f-statistic value of 653.467 is significant at p-value of 0.00 which indicate that there is a evidence of existence of linear effect of Work Environment (Research Grant) and the Research Publications (RP) of academic staff of University of Abuja in Nigeria.

This is in corroboration with the correlation coefficient (r) of 0.636 indicates that 63.6% of variation in performance in terms of Research Publications. From the regression result, Research Grant (RG) coefficient is negative and significant in enhancing performance in terms of Research

Publications (RP) of academic staff of University of Abuja in Nigeria. The  $RG = 0.65 + 0.45RP$  which indicates that performance in terms of Research Publications (RP) of academic staff of University of Abuja in Nigeria will decrease by 42% for every 1% increase in Research Grant (RG). The p-value of 0.000 is more than the t-statistic value of 6.19. This implies that there is a negative and significant effect of Research Grant (RG) on performance in terms of Research Publications (RP) of academic staff of University of Abuja in Nigeria.

## Discussion of Findings

The analysis in hypothesis 1, From the regression result, Work Load (WL) coefficient is negative and significant in enhancing performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria. The  $WL = -0.52 - 0.25DL$  which indicates that performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria will decrease by 28% for every 1% increase in Workload. The p-value of 0.03 is more than the t-statistic value of -2.15. The study rejects the Null Hypothesis and accepts the alternative that states that Workload has a significant effect on Delivery of Lectures by Academic Staff of University of Abuja. This implies that there is a negative and significant effect of Workload (WL) on performance in terms of Delivery of Lecture (DL) of academic staff of University of Abuja in Nigeria. This study is in agreement with the research conducted by Agba, et al, (2017). It however disagrees with the studies of Salem et al (2017). This study also agrees with the Systems Theory. Infante, Rancor, and Womack (1993) states that a system theory is a set of interdependent units which work together to adapt to a changing environment. Theorists usually identify systems as closed and open.

The analysis in hypothesis 2, From the regression result, Research Grant (RG) coefficient is negative and significant in enhancing performance in terms of Research Publications (RP) of academic staff of University of Abuja in Nigeria. The  $RG = 0.65 + 0.45RP$  which indicates that performance in terms of Research Publications (RP) of academic staff of University of Abuja in Nigeria will decrease by 42% for every 1% increase in Research Grant (RG). The p-value of 0.000 is more than the t-statistic value of 6.19. The study rejects the Null Hypothesis and accepts the alternative that states that Research Grant has a significant effect on Research and Publications by Academic Staff of the University of Abuja. This implies that there is a negative and significant effect of Research Grant (RG) on performance in terms of Research Publications (RP) of academic staff of University of Abuja in Nigeria. This study is consistent with the studies conducted by Osakwe, Winda (2015) and Naseer, (2010). This study agrees with the Systems theory which emphasizes customer relationship management helps organizations to

recognize the interdependent relationship of an organization and its environment (Grunig, & Ehling, 1992).

## CONCLUSION AND RECOMMENDATION

In conclusion therefore, the workload can be used to explain the level of research articles and publications made by the Academic Staff of University of Abuja can be explained by other factors. The regression result shows that Workload has positive and significant effect on the research articles and publications in the Academic Staff of University of Abuja in Nigeria. Thus, we concluded that Workload has positive and significant effect on the research articles and publications in the Academic Staff of University of Abuja in Nigeria. The following recommendations are considered for this study:

- i. The government should ensure the formulation of policies that when implemented will ease the available workload on the Academic Staff of University of Abuja. This will reduce necessary pressure on staff and can enhance a successful or time of delivery of lectures.
- ii. The management of the University should ensure that, all mechanisms necessary to aid in the successful mobilization of available research grants for the purpose of promoting research amongst academic staff of the university. This will lead to continuous research especially in the area of article and book publication.

## Suggestions for Further Studies

This study recommends that more studies should be done on the effect of workload, by both private and public Universities in Nigeria and how it influences employee performance. A study may also be carried out to find out how both senior and junior academic staff are affected by work environment and how it affects the academic performance of the University. A detailed study of ways to maintain and academic problems should be carried out. Similar studies can be carried out in other tertiary institutions to compare findings as this study as the case may be.

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