

MODERATING ROLE OF ORGANIZATIONAL AFFECTIVE COMMITMENT IN THE RELATIONSHIP BETWEEN WORKPLACE ENVIRONMENT AND EMPLOYEES' PERFORMANCE

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Abstract

This study examines the moderating role of organizational affective commitment in the relationship between workplace environments, and employee's performance among academic staff of Niger State Polytechnic. A cross-sectional survey design was employed in the study. Primary data was collected through self-administered questionnaire distributed to the respondents using census sampling (saturated) technique. The data was collected from a population of 363 academic staff of Niger State Polytechnic. The data collected is analyse using Statistical Package for Social Sciences (SPSS) version 2.0 and Partial Least Squares Structural Equation Modeling (PLS-SEM) version 4.0. Findings revealed that workplace environment significantly affect employee performance, Conversely, the interaction between organizational affective commitment and workplace environment positively predict employee performance. Work place environment and employee performance have a Beta coefficient of 0.571. With a standard error of 0.09, The T-statistic of 5.767 indicates that this effect is statistically significant at the 0.05 level ($p = 0.000$), leading to the decision to reject the null hypothesis (Decision: 0.000). Similarly, the interaction between Organizational affective commitment and workplace environment has a Beta coefficient of 0.395 with a standard error of 0.046. The T-statistic of 8.749 indicates that this effect is statistically significant at the 0.05 level ($p = 0.000$), leading to the decision to reject the null hypothesis (Decision: 0.000). The study recommend that the policy makers and management of Niger State Polytechnic should create and maintain a Conducive workplace environment, investing in training programmed targeted at career development and communication effectively to strengthen employee engagement.

Keywords: Work Place Environment, Affective Commitment, and Employee's Performance

1. Introduction

The need to maintain competitiveness and ensure survival in this global world necessitates organizations to invest in their human resources, as emphasized by researchers (Burbar, 2021; Arrasyid, Elvina, Limbong, 2022; Niati, Siregar, & Prayoga, 2021). Within the context of tertiary institutions, particularly polytechnics, academic staffs play a crucial role in achieving the aims and objectives of polytechnic (Atah, 2018). The quality of graduates and the overall success of polytechnics hinge significantly on the performance of academic staff, specifically in their teaching and research responsibilities (Afolabi, Abiola, Olaiya, & Emeje, 2020).. Consequently, investing more in academic staff leads to improved performance and ultimately contributes to organizational growth and effectiveness (Akinseye, 2019 & Salau et al., (2020).

However, polytechnic institutions face numerous challenges in today's competitive landscape, including factors like changing business dynamics, emerging technologies, increased competition, varying productivity, and subpar job performance (Chahar, Jain, & Hatwal, 2021).

The low level of polytechnics academic staff performance has adversely affected the ranking of the Nigerian education system. According to the human development index of the United Nations Development Plan (UNDP, 2025), the ranking of Nigeria in the world educational ranking was 161 out of 193 countries.

But, Some African countries like Rwanda, South Africa, and Namibia recorded very good and high-quality performance for their polytechnics academic staff as rated 84%, 73%, and 71% respectively. Nevertheless, the situation in Nigeria by the Human Development Report of UNDP (2025) was 51% which remains unfavorable. As such Nigerian polytechnics have no choice than improving on the performance of academic staff to catch up with other polytechnics in advanced countries for enhanced performance (Ismail et al., 2017).

Yakpe, Woru, & Isah (2023) View some related challenges faces by Niger state polytechnic which include: inadequate funding, which affects its ability to provide modern facilities and equipment. Despite funding challenges, prioritizing staff training and development is crucial to enhance productivity and performance. Improving the work environment can positively impact staff performance and productivity.

According to Falola, et al (2020) Various factors, such as a Conducive work environment, adequate equipment, training, commitment, performance feedback, rewards, standard operating procedures, knowledge, skills, and attitudes, play a vital role in enhancing employee performance.

Job performance is determined by how effectively and efficiently an employee completes their tasks (Calvin, Mutiu, & Falola (2020). Management plays a pivotal

role in improving employee job performance by creating a positive work environment, maintaining high morale, training, and providing the necessary resources for task completion.

Research has shown that a pleasant workplace environment significantly contributes to employee comfort and convenience, thereby boosting their performance (Afolabi et al., 2020). Conversely, a poor workplace environment can demoralize academic staff and hinder their effectiveness. For example, overcrowded classrooms and inadequate facilities can negatively impact the job performance of academic staff in polytechnics, institutions (Atah, 2019).

Organisational Affective commitment, which reflects an emotional attachment between employees and their organization, is another crucial factor influencing employee performance. It involves strong beliefs, acceptance of organizational goals and values, and a willingness to work for the organization (Ivanov and Usheva, 2021). Affective commitment is highly desirable as it fosters a sense of belonging among workers and has significant benefits for organizations (Meyer, & Allen 1990). Research suggests that affective commitment can interact with workplace environment to improve employee performance (Donkor & Zhou, 2020).

Polytechnic lecturers' performance is essential in Nigerian HEIs as it plays a

significant role in the development of the Nigerian educational system (Yusuf and Ogbudinkpa, 2017), the realization of education for all goals, and the accomplishment of socio-economic growth of Nigeria. However, the performance of lecturers in the Nigerian polytechnics is at low ebb (Onoyase, 2017), despite several educational policies initiated by the government and professional bodies regulating polytechnics to maintain standards in teaching and research (Fareo, 2013).

Prior studies have reported mixed findings between workplace environment and employees performance, eg, Numerous studies (such as those by Sari et al., 2021; Muslih & Hardani, 2022; Sudarjati & Yani, 2019; Daniel, 2019; Ikechukwu, Achori, Uchenna, & Okechukwu, 2019) in the existing body of literature have consistently highlighted that the performance of employees is positively influenced by a favorable workplace environment.

On the contrary, research conducted by Erawati, Sitiari, and Indiani (2019) and Rahman, Arifin, Firdausi, Safril, and Tanujaya (2022) found a negative and statistically insignificant correlation between the workplace environment and employee performance. Suggesting that a conducive workplace environment may not consistently enhance performance in all organizational context.

Given the above mixed findings from previous studies, this study, in line with Baron and Kenny (1986), and Hayes (2018), suggested that where there is a mixed or inconsistent finding, a typical moderator may be introduced to strengthen or change the direction of the relationship. In view of this suggestion, this study introduced organisational affective commitment as an interacting (moderating) variable between the endogenous (DV) and exogenous (IV) variables of the study. This is because if a conducive and friendly workplace environment is provided to academic staff, they will become effectively committed to their work, and it will lead to increased performance.

Justification of choosing organizational affective commitment as a moderator is because it has been tested as both mediator and moderator in prior literature, this study position organizational affective commitment as a moderator based on social exchange theory (Cropanzano 2017). SET posit that the quality of the social exchange relationship determine reciprocation. Organizational affective commitment captures the emotional quality of that relationship and is theorized to condition, not carry, the effect of organisational investment on performance (Meyer 2023).

The study bridged the gap between expected and actual job performance among academic staff of Niger State Polytechnic by addressing factors such as Conducive workplace environment, standardized training, and organizational affective

commitment. These elements are essential in enhancing the performance of academic staff, particularly in the face of new educational challenges and the evolving demands of polytechnic institutions (Chukwurah & Atah, 2019).

Despite extensive literature on workplace environment and employee's performance, as well as organizational affective commitment as a predictor of performance, few studies have examined organizational affective commitment as a moderator of workplace environment and employees performance link. Most existing evidence is from private-sector or western context and treats commitment as a mediator rather than a boundary condition. In Nigerian public polytechnics where workplace infrastructure and funding are often inadequate, it is unclear whether employee's emotional attachment to the institution can compensate for, or amplify, the effect of workplace environment on teaching, research and administrative performance.

In this regard, the present study therefore address the gap by investigate the moderating role of affective commitment in the relationship between workplace environments and employees' performance among academic Staff of Niger State Polytechnic

2. Literature Review

2.1 Conceptual Review Employee performance

Performance, in this study, refers to the process of converting inputs into outputs to achieve specific outcomes (Ameen, 2019).

Job performance is determined by how effectively and efficiently an employee completes their tasks (Calvin et al., 2020). Employee performance can be measured as tangible achievements resulting from their contributions (Pahos, Nicolaos, Galanaki, and Eleanna, 2018). It is closely tied to individual or group (team) work carried out within a specific time frame (Dwi, Putri, Yuwono, and Amir, 2021). Moreover, employee performance is positively influenced by employee awareness and sincerity in fulfilling their responsibilities (Tambak, Nasution, & Limbong, 2022). Various factors, such as a Conducive work environment, adequate equipment, training, commitment, performance feedback, rewards, standard operating procedures, knowledge, skills, and attitudes, play a vital role in enhancing employee performance (Nnamani, 2014).

Performance in this study has been conceptualized as the effectiveness and efficiency of employees' skills, strengths, zeal, creativity, etc, to complete their tasks based on the standard set in accordance with the objectives.

Employee performance and workplace environment

Rivai (2006) Define workplace environment as encompassing physical and infrastructural elements surrounding employees as they carry out their work, this environment encompasses various aspects such as workspaces, facilities, tools, cleanliness, lighting, and overall tranquility. Kohun (2002) shares a similar perspective, viewing

the workplace environment as the collective interplay between employees and the context in which they perform their tasks. This definition includes tools, materials, the physical surroundings in which work occurs, work methodologies, and the arrangement of tasks, both for individuals and groups within the organization (Sedarmayanti, 2001). Siswanto and Yuniawan (2012) further expand on this notion, characterizing the working environment as the sphere in which people conduct their work and how this environment influences their task execution. Workplace variables mean both physical and psychosocial conditions, serving as the backdrop for employees to efficiently and effectively achieve their predefined objectives. Nitisemito (1992) emphasizes that the workplace environment is an entity that exists around employees, exerting an impact on their task execution.

In this study, the workplace environment is conceptualized as all things inside and outside premises, surroundings, or area where individuals and groups of employees work that can encourage effective and efficient performance. This encompasses facilities, tools, materials, cleanliness, lighting, equipment, rules, cultures, and the cordial relationships that exist within the organization.

2.2 Empirical Review

Empirical studies that examined the relationship between workplace environment and employees' performance found divergent and inconclusive results,

example, Sari, Ribhan, and Erlina. (2021) examine the effect of the workplace environment on employee performance with motivation as a mediating variable. The study population comprises of all employees of Bandar Lampung City DPRD, totalling 267 employees. A Likert scale is used for measurement. Data was analysed using AMOS (Analysis of Moment Structure). The results found that the work environment has a positive and significant effect on employee performance, and work motivation does not mediate the direct influence of the workplace environment on employee performance. The study suggested that a good workplace environment make employees feel comfortable.

This study used small sample size (267) and weak soft ware (AMOS) is utilized for analysis, used of likert scale for measurement is extremly good.

The present study utilised larger sample size (363) and PLS SEM for analysis, which are more sufficient in predicting viability of employee's performance.

Muslih, and Hardani. (2022) determined the effect of the work environment and workload on employee's performance. The population of the study included all employees of PT. Perkebunan Nusantara IV (Persero) Medan. slovin formula sample was used and arrive at 81 employees. Interview, observation, and questionnaires techniques are used to collect data. Data were analysed using version 24.00. The results revealed that partially and simultaneously work

environment and workload have a significant effect on employee performance. This study used small sample size (18), Interview, observation, and questionnaires techniques were used to collect data which is more reliable. Used of mediator or moderator may add more value or effect to the study.

On contrary, the study of Erawati, Sitiari and Indiani (2019) examined the effect of stress and work environment on employee performance through motivation mediation at international restaurants in Badung Bali. Data was collected by 80 employees which was analysed using partial least square analysis (PLS). The results of the study indicate that stress has negative and insignificant effect on employee performance, workplace environment gives negative and insignificant effect on employee performance, motivation is not a mediation between stress and employee performance, motivation is a perfect mediation between work environment and employee performance. The study recommends that more attention should be giving to the performance of their employees such as workload so that the employees do not experience excessive levels of stress. And also non-physical working environment that is still below the total average, such as: the use of technology should be giving concentration.

This study also used small sample size (80), Used of mediator add more value or effect to the study, analysing data using partial least square (PLS) is very good.

H01: Workplace environment does not have a significant effect on employee's performance among academic staff in Niger State Polytechnic, Zungeru.

Organizational Affective Commitment as a Moderator

As a result of the inconsistency of previous empirical studies, findings reported in the previous Section, this study looked at the possibility of introducing a moderator to strengthen the inconsistency as suggested by Baron and Kenny (1986), and Hayes (2018).

Justification of choosing organizational affective commitment as a moderator is because it has been tested as both mediator and moderator in prior literature, this study position organizational affective commitment as a moderator based on social exchange theory (Cropanzano 2017). SET posit that the quality of the social exchange relationship determine reciprocation. organizational affective commitment captures the emotional quality of that relationship and is theorized to condition, not carry, the effect of organizational investment on performance (Meyer 2023).

Specifically, Commitment in the workplace, particularly organizational affective commitment, plays a crucial role in influencing employee's performance and mitigating the impact of a poor workplace environment. It installs a sense of obligation and emotional attachment, encouraging employees to persevere through challenging situations. Additionally, organisational affective commitment can enhance the

effects of training, as emotionally invested employees are more likely to apply newly acquired knowledge and skills. The study assumed that Organizational affective commitment will play a moderating role in the relationship between workplace environment and employee performance.

Affective commitment is highly desirable as it fosters a sense of belonging among workers and has significant benefits for organizations (Allen & Meyer, 1990). It involves strong beliefs, acceptance of organizational goals and values, and a willingness to work for the organization (Ivanov and Usheva, 2021). According to Robbins and Judge (2008), affective commitment encompasses an employee's deep emotional connection to an organization and their strong belief in its core values. This dimension of commitment evaluates the level of emotional attachment and active engagement an employee has towards the organization. In essence, it reflects the extent to which individuals wholeheartedly identify with the organization in terms of their dedication, involvement, and emotional bond.

Similarly, previous studies confirm that affective commitment is related to employee

Performance. For example, Astuty, and Udin, (2020) examine Effect of Perceived Organizational Support and Transformational Leadership on Affective Commitment and Employee Performance in the Stone Milling Companies in Central

Java, Indonesia. The result revealed that Perceived Organizational Support (POS) had a significant effect on affective commitment and employee Performance, as well as transformational leadership, on affective commitment and employee Performance. Furthermore, affective commitment also had a significant effect on employee Performance. In the same vein, Raveendran, and Gamage , (2019) purposely examine the Mediating effects of organizational commitment on the relationship between transformational Leadership style and employees' job performance in the Divisional Secretariats in Jaffna.

The results revealed that transformational leadership has a positive impact on job performance and on affective commitment. It was also found that affective commitment doesn't have a mediating effect in the impact of transformational leadership on employee performance. The findings further revealed that affective commitment doesn't have an impact on employee performance. In line with this, the following null hypothesis was formulated.

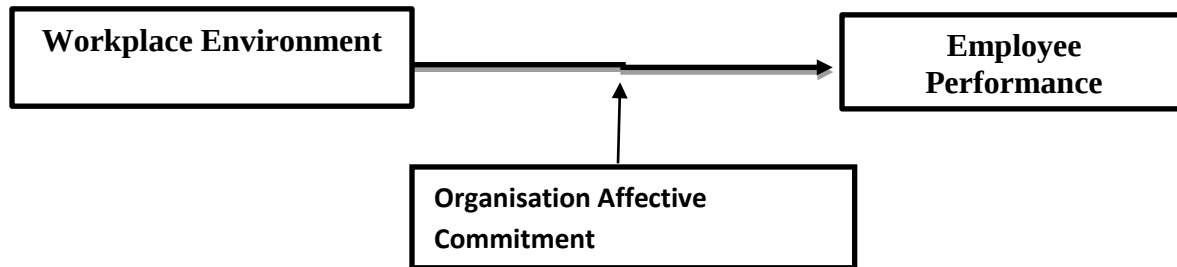
Ho2: Organisational Affective commitment does not moderate the relationship between workplace environment and employees'

performance among academic staff in Niger State Polytechnic, Zungeru.

2.3 Research Framework/Model and Underpinning Theory

The conceptual framework presents an integrated way of looking at a problem under study (Liehr & Smith 1999). Based on the prior empirical evidences and theoretical gaps identified in the proceeding sections, this study developed a conceptual framework that will show how organizational affective commitment moderates the effect of workplace environment, and employee's performance. Conceptual Framework described the research framework of the study. It consists the independent variables; workplace environment, dependent variable; performance, and the moderating variable; organisational affective commitment, showing a direct relationship between workplace environment and employee performance. This means workplace environment is associated with employee performance. The figure further showed that organizational affective commitment is moderating the direct relationship between workplace environment and employee performance.

Figure 2: Conceptual Framework



Social exchange Theory

The present study is underpinned by the social exchange Theory. Social exchange theory, as highlighted by Murdvee (2014), is built on a fundamental principle that the exchange of both tangible and social resources constitutes a fundamental aspect of human interactions. Emerson (1981) further observed that social exchange entails a dynamic involving two individuals, or more parties, each contributing benefits to the other, with actions and rewards reciprocated in a mutually beneficial manner. This theory underscores the importance of reciprocity, wherein participants in an exchange relationship rely on each other for outcomes they value.

For instance, within any organization, management places a high value on achieving optimal performance from its employees and is committed to taking measures to enhance performance continually. Conversely, employees place value on various job-related resources, such as a Conducive work environment, opportunities for training and development, positive working relationships, support from supervisors, backing from the organization,

equitable reward systems, feedback through performance appraisals, and opportunities for job crafting, and access to job aids, among others.

Also, employees become highly committed when most of the various job-related resources and care is granted to them by the Organization. Both parties in this exchange relationship share a common need for trust, a critical element for the relationship to flourish. Without trust, one party may hesitate to reciprocate the benefits they receive (Schroeder, n.d.). Holthausen (2013) further emphasizes that trust plays a pivotal role in determining commitment within a relationship. In the context of a trustful exchange relationship, the likelihood of its continuation is significantly higher, particularly when there is a strong and sincere commitment from both the organization and management and the employees involved.

Social exchange theory is related to the Conceptual Framework as follows:

Workplace environment and employees' performance: good physical and psychosocial conditions are social emotional

resources from the organization, staff reciprocate with effort and commitment (Yin, 2023).

Organisational affective commitment as a moderator: exchange is not automatic; employees only reciprocate if they value the relationship

This study bridged the gap between expected and actual job performance among academic staff of Niger State Polytechnic by addressing factors such as a conducive workplace environment, standardized training, and organizational affective commitment. These elements are essential in enhancing the performance of academic staff, particularly in the face of new educational challenges and the evolving demands of polytechnic institutions (Chukwurah & Atah, 2019).

Thus, this study investigates the moderating role of organizational affective commitment in the relationship between workplace environment, training, and employee's performance among academic staff of Niger State Polytechnic Zungeru.

3. Methodology

The cross-sectional survey design was employed, and a quantitative research approach was used. The population of this study comprises all academic staff of Niger State Polytechnic. They are 363 in number; this was obtained from the Registry and the MIS Department of Niger State Polytechnic since 2021. The use of a cross-sectional survey design and quantitative approach is

consistent with previous empirical research that employed cross-sectional survey methods to collect quantitative data from defined populations (Suleiman et al., 2021). Similarly, Bello and Dantsoho (2025) employed a survey approach involving 300 customers of selected commercial banks and applied descriptive and inferential statistical analyses to examine the relationship between digital banking and customer satisfaction. The study utilized a census (saturated) sampling technique in selecting the sample of the study. Justification of choosing census sampling is that it is more useful when decisions require exact figures for all staff in an institution; it ensures all groups are represented by providing a complete and accurate picture (Saunders et al., 2023).

The quantitative orientation of the study is also consistent with previous Nigerian research that employed a quantitative approach and panel regression to examine relationships among variables (Bello, 2025). Although the analytical technique and data structure differ from the present study, this provides a methodological precedent for applying quantitative statistical analysis to investigate empirical relationships. The instrument of this study's Cronbach alpha coefficient value is within the range of 0.70 and above, which, according to Cohen and Swerdlik (2010), is an acceptable range.

The instrument for measuring the variables of the study was obtained from previous studies. In particular, this study has three (3)

variables; workplace environment, organisational affective commitment and employee's performance. These variables are measured using 5-Point Likert scale with an option between 1 = "strongly disagree", 2 = "disagree", 3 = "neutral", 4 = "agree", and 5 = "strongly agree".

Workplace environment: The scale used in this study was adopted from the general workplace environment scale developed by Debbie, Ang, Yazid, and Meor (2021). It consists of 12 items, measured in 5 point Likert scale.

Employee performance: There are a number of measures that can be taken into consideration when measuring performance, for example, using of productivity, efficiency, effectiveness, quality, and profitability measures (Noe, et al., 2024; Richard et al., 2023). This study takes efficiency and effectiveness as measures of employee performance. The scale used in this study was adopted from Koopman (2014) individual performance scale. It consists of 5 items also measured in 5 point Likert scale with the Cronbach alpha coefficient value of 0.79.

organisational affective commitment: The focus of this study is organisational affective commitment, which is noted as being the most maturely developed of the work commitment family of constructs (Morrow & McEvoy, 1993). The study utilized the affective commitment scale to measure organizational affective commitment. The scale was adopted from Allen and Meyer

(1996) affective commitment scale. Allen and Meyer (1996) reported reliability coefficient of 0.85 Cronbach alphas. It consist of 8 items, the scale was measured in 5 point Likert scale. The current study maintained this scale so as to conform to scale adopted in other constructs of the study.

Justification for adaptation of instrument: the workplace environment was adapted from Debbie, Ang., Yazid, and Meor (2021). To reflect the physical and psychosocial condition of Nigerian polytechnics, also because their scale was developed for academic staff in public universities within a developing country context which is similar to Nigerian polytechnics. The organisational affective commitment was adapted from Allen and Meyer (1996) by contextualizing organisation to Niger state polytechnic to ensure relevance while maintaining construct integrity, also due to its global validation and theoretical alignment with this study. The employee performance was adopted from Koopman (2014). To reflect the teaching, research, and service function of polytechnics also because their individual work performance questionnaire provide robust multidimensional framework that can be contextualized to academic duties. The adaptation is justified based on established validity, contextual relevance, comparability with prior studies, and resource efficiency.

This study as a self-administered survey is concerned with method bias because it gathered data from a single source (Spector & Brannick, 2010), and thus CMV needs to

be examined. Consequently, to control and examine method bias, the study employed two fundamental approaches (procedural and statistical) as suggested by a number of researchers (Podsakoff, MacKenzie & Podsakoff, 2012). Specifically, procedural approach refers to the several measures taken into cognizance during the designing and administration of questionnaires to prevent the damaging effects of erroneous responses (Podsakoff *et al.*, 2012).

Some of the remedies employed in this study are; firstly, the questionnaire design avoided complicated wordings, as well as double-barreled questions. This followed the recommendation of Tourangeau *et al.* (2000) that items developed for a study should be clear, concise and as specific as possible to measure the constructs they are intended to measure. Secondly, the researcher provided clear instructions on how to complete the questionnaire. Thirdly, the respondents were clearly informed that there is no preferred or correct answer; all that is required of them is their candid and objective responses. Fourthly, the researcher ensured anonymity and confidentiality of the respondents by avoiding questions that ask them of their identity. Lastly, the study used similar scale format of Likert-scale that is the scale anchor was similar across all constructs. Similar scale was used because Tourangeau *et al.* (2000) argued that scale format and anchors can systematically influence responses. The study thus put in place the necessary procedural control measures against occurrence of common method variance prior to the data collection process.

Even though the use of the procedural remedies often minimizes or even eliminate the damaging effects of method bias, Podsakoff *et al.* (2012), argued that it is usually difficult if not impossible for research to find procedural remedies that meet all its needs. Hence, the statistical remedies might also have to be considered (Podsakoff *et al.*, 2012) to serve as a complement rather than an alternative method to the procedural method (Podsakoff, MacKenzie & Podsakoff, 2012). Unlike the procedural approach that is suitable prior to data collection, statistical approach can only be employed after the data have been gathered.

Validity and Reliability

Validity and reliability are important concepts in research as they are used for enhancing the accuracy of the assessment and evaluation of a research work (Tavakol & Dennick, 2011),

Validity: According to Kothari (2004), validity is about establishing the results which are linked with the condition. According to Thatcher, (2010). A measurement to be reliable but invalid, however, where a measurement is unreliable, and then it cannot be valid (Thatcher, 2010). Four validity approaches exist, and these are face validity, content validity, criterion validity, and construct validity. For the purpose of this study, content validity and construct validity were utilized.

3.10.1 Content validity

Content validity is the extent to which an empirical measurement reflects a specific domain of content (Thatcher, 2010). For example, in arithmetic operations, the test problem will be content valid if the researcher focuses on addition, subtraction, multiplication and division but will be content invalid if the researcher focuses on one aspect of arithmetic alone says subtraction. The instruments were validated by two experts in the field.

3.10.2 Construct validity

Construct validity is concerned with the validity of empirical measures and hypothesis testing of theoretical concepts. It is the extent to which a particular measure relates to other measures consistent with theoretically derived hypotheses concerning the concepts that are being measured (Thatcher, 2010). Construct validity can be determined using correlation analysis, factor analysis, and multi trait or multi method matrix. For the purpose of this study, construct validity is established using both correlation analysis and confirmatory factor analysis. Specifically, the average variance extracted (AVE) was used to measure the convergent validity of the constructs of the study, whereas Fornell and Lacker criterion and cross-loadings were employed for discriminate validity. All the three are adopted.

Common Method Bias

Common method bias appears to be a potential problem of behavioral research that has been

an issue of discussion among researchers for over four decades now (Podsakoff, et al., 2012). Researchers generally see method bias as a potential problem because it is the primary source of measurement error (Podsakoff *et al.*, 2003) which threatens validity of the conclusions and the results of relationships between measures of two or among measures of more than two constructs (Bagozzi & Yi, 1991), and such an error consists of random and systematic measurement errors.

This study as a self-administered survey is concerned with method bias because it gathered

data from a single source (Spector & Brannick, 2010), and thus CMV needs to be examined. Consequently, to control and examine method bias, the study employed two fundamental approaches (procedural and statistical) as suggested by a number of researchers (Podsakoff, MacKenzie, & Podsakoff, 2012). Specifically, procedural approach refers to the several measures taken into cognizance during the designing and administration of questionnaires to prevent the damaging effects of erroneous responses (Podsakoff *et al.*, 2012).

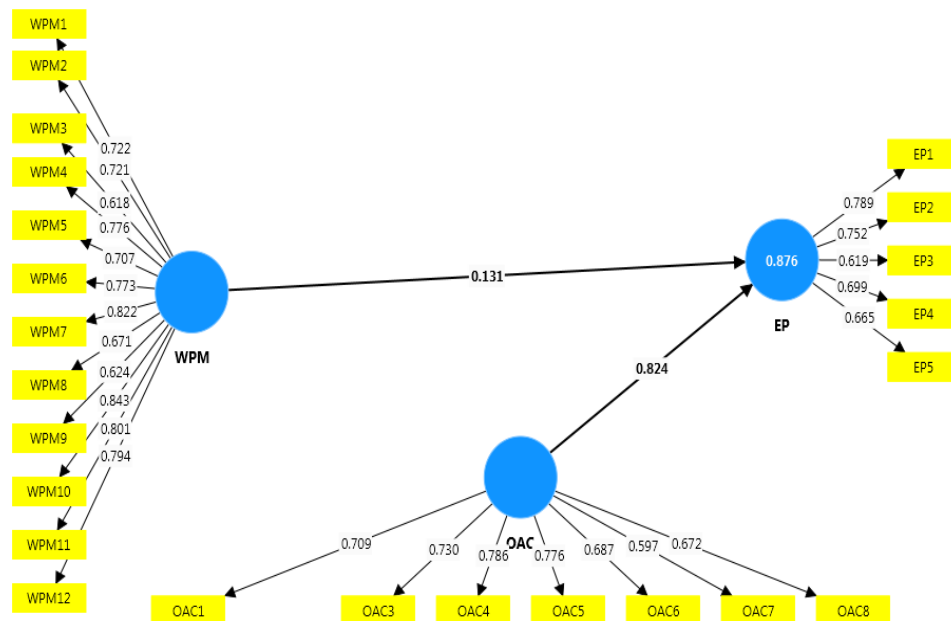
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4. Result and Discussion

The study utilized partial least square structural equation modeling (PLS-SEM) using Smart-PLS version4 statistical software to run the data collected.



Measurement model

From the loadings of the respective indicators for the constructs and hence, it's reported by the reliability and validity and discriminate validity.

Validity and Reliability

Validity: Content validity and construct validity were utilized in this study, construct validity is established using both correlation analysis and confirmatory factor analysis. Specifically, the average variance extracted (AVE) was used to measure the convergent validity of the constructs of the study, whereas Fornell and Lacker criterion and cross-loadings were employed for discriminate validity.

Reliability: To determine the internal consistency reliability and validity of all the constructs of this study, composite reliability (CR) and average variance extracted (AVE) were calculated using PLS-SEM algorithm. Therefore, the reliability and validity of questionnaire are determined from the score of each measurement (Hair, Black, Babin, Anderson & Tatham, 2022). Composite reliability (CR) coefficient of 0.5 and above is considered as reliably good (Streiner & Shannon, 1998).

In order to ascertain the above mentioned validity and reliability of the adapted scales, Questionnaires were administered to academic staffs' (lecturers) of Niger state polytechnic. The following tables showed the reliability and validity values of this study.

Table 1: Construct Reliability and Validity

Construct	Items	Loadings	AVE	CR
Work place environment	WPE1	0.766	0.600	0.947
	WPE2	0.710		
	WPE3	0.817		
	WPE4	0.857		
	WPE5	0.724		
	WPE6	0.579		
	WPE7	0.806		
	WPE8	0.787		
	WPE9	0.837		
	WPE10	0.729		
	WPE11	0.804		
	WPE12	0.837		
Organisational affective commitment	OAC1	0.672	0.552	0.895
	OAC3	0.766		
	OAC4	0.816		
	OAC5	0.750		
	OAC6	0.626		
	OAC7	0.746		
	OAC8	0.805		
Employee performance	EP1	0.799	0.500	0.832
	EP2	0.744		
	EP3	0.598		
	EP4	0.697		
	EP5	0.683		

Note: Item OAC 2 i.e. organisational affective commitment was deleted because it failed the test.

Analysis:

Workplace environment:

Average Variance Extracted (AVE): 0.600

Composite Reliability (CR): 0.947

The AVE for Work Place environment is 0.600, which is above the acceptable threshold of 0.50, indicating that the construct explains more than half of the variance of its items. The CR of 0.947

indicates excellent internal consistency and reliability.

Organizational Affective Commitment:

Average Variance Extracted (AVE): 0.552

Composite Reliability (CR): 0.895

The AVE for Organizational Affective Commitment is 0.552, which meets the

minimum acceptable value, suggesting adequate convergent validity. The CR of 0.895 indicates good reliability.

Employee Performance:

Average Variance Extracted (AVE): 0.500

Composite Reliability (CR): 0.832

The AVE for Employee Performance is exactly 0.500, which is the minimum acceptable value, indicating that the

construct explains half of the variance in its items. The CR of 0.832 suggests good reliability.

The constructs exhibit satisfactory reliability and validity, with AVE values indicating good convergent validity (above 0.5) for all constructs. The CR values are all above 0.7, demonstrating strong internal consistency. The constructs are, therefore, reliable and valid for further analysis.

Table : Discriminant Validity using Fornell-larcker criterion

	1WE	2 OAC	3EP
1. Work place environment	0.775		
2. Organizational affective commitment	0.736	0.743	
3. Employee performance	0.654	0.675	0.707

Analysis of Discriminate Validity

Work Place environment (WPE)

The square root of AVE (0.775) is greater than its correlations with other constructs (0.724 with OAC, 0.654 with EP). The Work Place environment construct has good discriminate validity.

Organizational Affective Commitment (OAC)

The square root of AVE (0.743) is greater than its correlations with other constructs (0.689) with WPE, 0.675 with EP). The Organizational Affective Commitment construct has good discriminate validity.

Employee Performance (EP)

The square root of AVE (0.707) is greater than its correlations with other constructs (0.649 with WPE, 0.675 with OAC). The Employee Performance construct has good discriminate validity. The analysis using the Fornell-Larcker criterion demonstrates that all constructs (Training, Work Place environment, Organizational Affective Commitment, and Employee Performance) exhibit good discriminate validity. This indicates that each construct is distinct and captures unique aspects of the variables being measured.

Table : **Multicollinearity Test**

Construct	Tolerance	VIF
Workplace environment => Employee performance	0.326	3.07
Organizational affective Commitment => Employee performance	0.515	1.94

All VIF values are below 10 (Kutner, et al, 2004) and all Tolerance values are above 0.1, indicating that there is no significant multicollinearity among the independent variables.

Typically, a VIF value above 10 and a Tolerance value below 0.1 indicate multicollinearity, which is not observed here.

Based on the VIF and Tolerance values obtained from the regression analysis, it can be concluded that multicollinearity is not a problem for the variables training, Workplace environment, and Organizational affective Commitment in predicting Employee Performance. This means that these variables can be reliably used together

in a regression model without significant issues related to multicollinearity.

Similarly, this study assessed the discriminate validity of the construct using the Fornell and Larcker's (1981). To achieve discriminate validity with this criterion, the square root of the AVE of each reflective construct should be higher than its correlations with any other construct (Hair, Black, Babin, Anderson, 2014).

R square

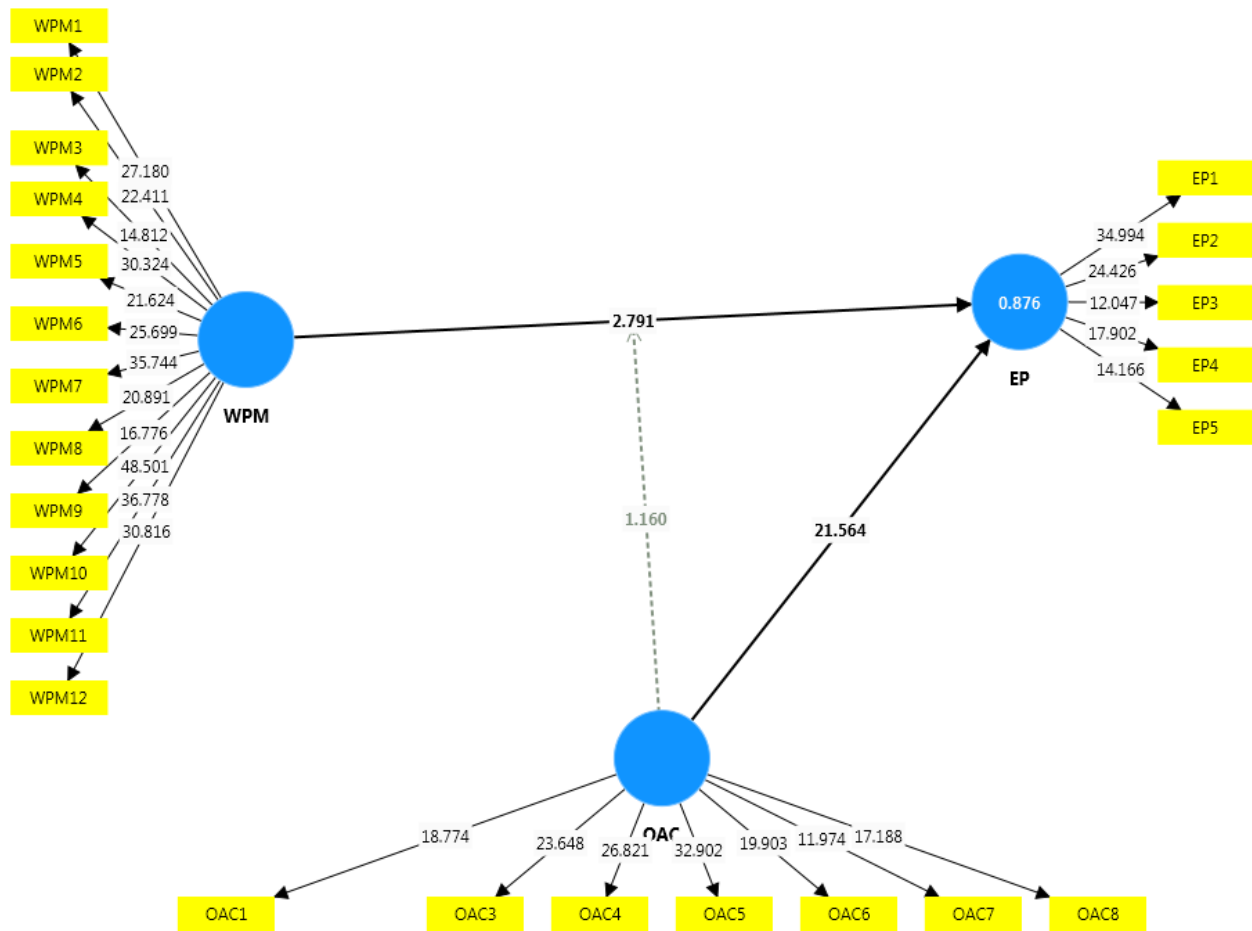
The coefficient of determination (R square) illustrates the amount of variance in the endogeneous constructs. It indicates that the threshold value of 0.25(weak), 0.5(moderate) and 0.7 (large) Coefficient of determination.

R square	R square	R square adjusted
Employee performance	0.876	0.875

The table shows the R square value explains 87% of the variation in the independent variables of the study.

Assessment of Structural Model/Inner loading

This section explains the assessment of the structural model; it also completes the SEM model, which describes the correlations among latent variables that make up the SEM model.



The result of bootstrapping of the direct relationship between the independent variables and the dependent variable of the study and it shows the test of hypotheses.

Test of Hypotheses of the Study

The study examines the moderating role of organizational affective commitment in the relationship between workplace environment, and employee performance.

Table 4.9: Direct Path Coefficient

Hypotheses	Beta Value	Standard Error	T Stat	P Value	Decision
H ₀₁ : WPE-EP	0.571	0.099	5.767	0.000	Rejected

Analysis of Direct Path Coefficient Results

The direct path coefficient analysis provides insights into the relationships between the constructs in the study. This analysis includes beta values, standard errors, t-statistics, and p-values to determine the significance and strength of these relationships. Additionally, the R Square value indicates the proportion of variance in the dependent variable (Employee Performance) explained by the independent variables (Work place environment).

Hypothesis 1: Work place environment and Employee Performance (WPE-EP)

Beta Value: 0.571

The beta value of 0.571 indicates a positive relationship between work place environment and employee performance. Specifically, for each unit increase in work place environment, employee performance increases by 0.571 units.

Standard Error: 0.099

The standard error is relatively small, suggesting that the estimate of the beta value is precise.

T Statistic: 5.767

A t-statistic of 5.767 is significantly greater than the critical value (typically around 1.96 for a 95% confidence level), indicating that the relationship is statistically significant.

P Value: 0.000

The p-value of 0.000 is less than 0.05, indicating that the null hypothesis (no relationship) can be rejected. Therefore, there is a statistically significant positive effect of work place environment on employee performance.

Decision: The hypothesis H₀₁ is rejected. There is a significant positive relationship between work place environment and employee performance.

Effect Size of Exogenous Variables

Table 4.10: Effect Size for Direct Relationships

Construct	f^2	Effect Size
Work place environment	0.19	Medium

Effect Size of Exogenous Variables

The effect size (f^2) is a measure of the strength of the relationship between exogenous (independent) variables and the endogenous (dependent) variable. In this context, we are evaluating the impact of 'Work Place Environment' on the dependent variable, which we can infer as 'Employee Performance' based on previous analyses.

Effect Size of Exogenous Variables

Interpretation of Effect Size (f^2)

According to Cohen's guidelines, the interpretation of f^2 values is as follows:

Small effect: 0.02

Medium effect: 0.15

Large effect: 0.35

Analysis

Table 4.11: Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	$Q^2 = 1 - SSE/SSO$
Employee Performance	0.877	0.352	0.278

The table presents the result of cross-validated redundancy of the relationships between workplace environment, and employees' performance. Q^2 is greater than zero which shows the predictive relevance of the path model. The model has high degree of predictive relevance on performance (Cohen, 1988).

Work Place Environment

$f^2 = 0.09$: The effect size of 0.09 indicates a Medium effect of the work place environment on the dependent variable. This suggests that changes in the work place environment do contribute to employee performance, but not to a large extent, Although Medium, the effect is meaningful and should be considered in the broader context of workplace improvements. Organizations should continue to invest in enhancing workplace conditions.

Predictive Relevance of Exogenous Variables

The study utilized the Stone-Geisser's Q^2 value to evaluate the predictive relevance of the exogenous variables.

Test of Hypotheses of Moderating Relationships

The study examines the moderating role of organizational affective commitment in the relationship between workplace environment, and employee performance.

Table 4.12: Structural Model: Bootstrapping Results for Moderating Effect

Hypotheses	Beta	S. Error	T-Stat	P-Value	Decision
H ₀₃ OAC x WPE->EP	0.395	0.046	8.749	0.000	Rejected

The table presented outlines the bootstrapping results for testing the moderating effects in a structural model. Specifically, it examines the interaction effects of Organizational affective commitment (OAC) with workplace environment (WPE) on Employee Performance (EP).

H₀₃ (OAC x WPE -> EP): The interaction between Organizational affective commitment and workplace environment has a Beta coefficient of 0.395 with a standard error of 0.154. The T-statistic of 8.749 indicates that this effect is statistically significant at the 0.05 level ($p = 0.000$), leading to the decision to reject the null hypothesis (Decision: 0.000).

Table 4.13: Assessment of the Effect Size of the interaction terms: F-Square

Construct	f ² (PRF)	Effect Size
OAC x WPE->EP	0.40	Large

The interaction between OAC and WPE (OAC x WPE -> EP) shows a relatively strong effect size ($f^2 = 0.40$),

indicating that this interaction significantly contributes to explaining the variance in EP beyond the main effects.

Table 4.14: Construct cross validated Redundancy

Construct	Q ² (=1-SSE/SSO)
Employees Performance	0.271

The study utilized the Stone-Geisser's Q² value to evaluate the predictive relevance of the exogenous variables. This Q² value of 0.271 indicates the proportion of variance in employee performance that is predicted by the model beyond what would be predicted by chance. Q² = 0.271 indicating that the model reasonably predicts Employee

Performance based on the included constructs.

5. Conclusion

The study aimed to examine the impact of Workplace environment (WPE) on employee's performance and the interaction between Organizational Affective Commitment (OAC) and Workplace

environment (WPE) on Employee Performance (EP). The hypothesis testing results revealed that Workplace environment significantly influences Employee Performance, as indicated by a path coefficient of 0.125, a T-value of 2.791, and a P-value of 0.000. This suggests that providing a very good, standard, and conducive workplace environment will positively affect employee performance outcomes. Conversely, the interaction between Organizational Affective Commitment and Workplace environment have a positive and significant effect on Employee Performance, with a path coefficient of 0.015, a T-value of 1.160, and a P-value of 0.245. The finding revealed as follow:

Workplace environment significantly impact employee performance, aligning with literature emphasizing its role in enhancing employee motivation, job satisfaction and performance..The interaction between organizational affective commitment and workplace environment positively predicted employee performance, highlighting the synergistic effects of emotional attachment and a supportive workplace environment. These findings highlight the importance of fostering a Conducive work environment while suggesting that the combined effect of organizational Affective commitment and workplace environment motivation significantly enhance performance to a higher level. These findings underscore the complexity of factors influencing employee performance and suggest avenues for

optimizing organizational strategies to foster employee engagement and productivity. The findings from the hypotheses testing provide valuable insights into the factors influencing Employee Performance within the organizational context studied. Acceptances indicate the varying impact of different organizational factors on employee outcomes.

Limitations Study

Just like any other research, the findings of this study should be interpreted bearing in mind the following limitations and ought to be address by future study;

- i. The first limitation of this study is in the scope which considered only employees performance among academic staff of Niger state polytechnic zungeru. It therefore suggests for future study to consider performance of academic and non academic staff of polytechnic and other tertiary institution in other State of the country.
 - ii. The second limitation of the study is in area of design in which it utilized cross-sectional survey design were data was collected over a single period of time from academic staff of Niger state polytechnic. It there for suggest future study to conduct longitudinal study by collecting data over two or more period of time.
- The third limitation of the study is in the area or unit of analysis which considered employees performance among academic staff only, of Niger state polytechnic zungeru. It therefore suggest

for future study to consider both academic staff and non academic staff as unit of analysis in order to deeply understand the nature of their performance and provide areas of improvement that will assist to achieve higher employees performance.

The study is limited to only two independent variables (workplace environment and Training) with one moderator (affective commitment) as predictors of Employees performance. It therefore suggests for future studies to extend the research model which was able to explain 24.3% of the total variance by considering other independent variables like financial incentive and non financial incentive with the moderator of affective commitment in order to have robust findings. In other words, the remaining 76% of the variance for employee's performance could be explained by other factors like financial incentive, non financial incentive and organisational affective commitment.

Further Research Directions

Future research could explore additional moderators or mediators that may influence the relationships identified in this study, Example, the role of leadership style, organizational culture, or industry specific

factors in shaping employee performance outcomes. Longitudinal studies could provide insights into the sustainability and long-term impact of organizational interventions on employee performance metrics.

The findings from this study provide valuable implications for organizations aiming to enhance employee performance through strategic investments in workplace environment, training programs, and organizational affective commitment. By understanding the nuanced relationships between these factors, organizations can tailor their policies and practices to create a conducive work environment that promotes employee engagement, satisfaction, and productivity. Through continuous evaluation and adaptation of organizational strategies based on empirical evidence, organizations can position themselves for sustained success in a competitive marketplace while fostering a positive work culture that supports employee well-being and professional growth. This comprehensive discussion integrates the findings, implications, limitations, and recommendations based on the hypotheses testing results, offering a robust framework for understanding and optimizing employee performance within organizational contexts.

Summary of Findings

Table 4.15: Summary of Findings: Hypotheses Testing Results

Hypotheses	Findings
1. Work place environment->Employee performance	Rejected
3. Organisational affective commitment x Work place environment -> Employee Performance	Rejected

6. Implications/Recommendations

Theoretical implications

Extension of job demand-resources model:

The study finding support job demand-resources model which posit that workplace environment is a critical factors influencing employees performance (baker & demarouti, 2007)

The study result extended the JD-R model by highlighting the moderating role of organizational affective commitment in relationship between workplace environment and employees performance.

Organizational affective commitment as moderator

The study finding demonstrated that organizational affective commitment play a significant role in explaining the relationship between workplace environment and employees performance. This suggested that employees who are affectively committed to their organisation are more likely to perform better in a more supportive workplace environment.

Contribution to the literature on workplace environment

The study finding contributes to the literature on workplace environment by highlighting its impact on employee's performance. Particularly in the context of Nigerian polytechnics

Practical implications

Importance of workplace environment:

The study findings emphasized the need for niger state polytechnic to provide supportive workplace environment that fooster employees performance. This can be achieve by investing in infrastructure technology and resources that promote employees comfort, safety, and well-being.

Fostering organizational affective commitment:

The study findings suggest that Niger state polytechnic should focus on Fostering organizational affective commitment among its academic staffs. This can be achieve by promoting a positive work culture, recognizing and rewarding employees contribution and providing opportunity for career development and growth

Implication for human resources management:

Niger state polytechnic should prioritize employees well-being, provide opportunity for training and development, recognize and reward employee's contributions to promote organizational affective commitment and improve employee's performance.

Recommendations

Based on the findings, several recommendations can be made for organizations aiming to enhance employee performance:

1. **Enhance Workplace environment:** Organizations should prioritize strategies to provide a conducive workplace environment that motivates, such as implementing recognition and reward programs, offering career development opportunities, and fostering a supportive and inclusive work environment. These initiatives are likely to lead to improved employee performance.

2. **Re-evaluate Interaction Effects:** Since the interaction between organizational affective commitment and workplace environment was not significant, organizations should reconsider how these factors are integrated into performance enhancement strategies. Further research should explore other potential interactive effects and conditions under which these interactions may become significant.

3. **Expand Research Scope:** Future studies should incorporate qualitative methods to gain deeper insights into the dynamics of workplace environment and organizational affective commitment. Additionally, researchers should examine other potential moderating or mediating variables that might influence the relationship between these factors and employee performance.

4. **Address External Influences:** Organizations should consider the broader external factors that may impact employee performance, such as changes in the labor market, organizational culture, and regulatory environments. Understanding these influences can help in crafting more comprehensive strategies for performance improvement.

5. **Investing in Training and Development:** Continuous investment in training and development programs tailored to organizational needs and employee growth areas is crucial. Training should not only focus on technical skills but also on soft skills and leadership development to enhance overall performance outcomes.

6. **Integrating Organizational Commitment:** Strategies to foster and sustain organizational commitment among employees should be integrated into HR policies and practices. This can include recognition programs, career development opportunities, and transparent

communication to strengthen employee loyalty and engagement.

By addressing these recommendations, organizations can develop more effective policies and practices to enhance employee performance and achieve greater overall success.

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