

**EFFECT OF WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN DENNIS
OSADEBAY UNIVERSITY: EMPLOYEE TRAINING AND EMPLOYEE BENEFITS.**

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ABSTRACT

This study investigates the impact of the work environment on employee productivity, focusing on Dennis Osadebay University. It explores how various elements of the work environment such as training and employee benefits contribute to promote employee productivity levels. The Herzberg Two-Factor theory was used to support the argument in this study. Two research questions and two null hypotheses were raised and formulated for the study and the study adopted descriptive survey design. The generated data from the questionnaire instrument was analyzed using simple percentage and chi-square with the aid of SPSS analytical tool. The study lucidly revealed that there is significant relationship between training and development of employee and employee productivity; there is significant relationship between employee benefits and employee productivity. The study recommend among others that training and development is a panacea for employee efficiency and as such Dennis Osadebay University should endeavor to provide the needed training that would help their staffs develop their career and improve their productivity, employee benefits should be given particular attention in Dennis Osadebay University as a way of improving job satisfaction which will translate into employee productivity.

Keywords: Work, Environment, Employee, Productivity, Training, Benefits.

INTRODUCTION

Employee efforts and performance are the soul and heart of any firm. Employee performance has a substantial influence on the organization's success. Even the tiniest change in an employee's performance can have a significant impact; exceptional performance results in fantastic performance for the firm. Important measures must be taken in order to reach the organization's ultimate goals. The work environment, which demonstrates efficacy and efficiency, influences employee behavior (Bushiri, 2017).

Humans are influenced by their surroundings, which may include both physical and non-physical variables. The exact definition of "work environment" is the context in which employees attempt to achieve the company's objectives. This encompasses everything that influences employee performance, including tools, processes, structures, and procedures, which can have a positive or negative impact (Satyendra, 2019). Bushiri (2017) defines a work environment as one in which a group of people works together to execute a task. The physical environment of the workplace includes tangible amenities such as parking lots, ventilation, noise levels, and air quality, as well as tangible benefits such as lunch, tea, and coffee, office buildings, and office layout (Ohavwie, Sokoh, & Okereka, 2023).

The workplace has a significant impact on employee efficiency, productivity, and overall job happiness. Creating an ideal work environment has become a top goal for firms looking to increase performance levels in an era marked by rapid organizational changes, competitive challenges, and changing worker dynamics (Aiken, Clarke & Sloane, 2002).

The concept of a work environment encompasses both psychological and physical variables that influence how employees perform their jobs. Physical characteristics include office layout, lighting, temperature, noise levels, equipment, and workplace design (Aiken, Clarke, and Sloane, 2002). On the other hand, psychological factors include motivation, recognition, managerial style, interpersonal interactions, and company culture. Employee productivity is likely to increase when they work in an environment that supports their occupations and meets their needs.

OBJECTIVE OF THE STUDY

The general objective of this study is to examine the effect of work environment on employee productivity in Dennis Osadebay University and Delta State Ministry of Economic Planning. While the specific objectives are to:

- i. examine the impact of training and development on employee productivity in Dennis Osadebay University.
- ii. evaluate the impact of employee benefits on employee productivity in Dennis Osadebay University

RESEARCH HYPOTHESIS

- i. There is no significant relationship between training and development of employee and employee productivity in Dennis Osadebay University.
- ii. There is no significant relationship between employee benefits and employee productivity in Dennis Osadebay University.

CONCEPTUAL CLARIFICATION

Work Environment

The term "work environment" refers to daily productivity and efficiency at work, including how, where, and when work is completed, as well as other related components required to complete that task (Jena, 2016). Any employee's career growth can be accelerated if they seek out suitable opportunities in a positive, healthy workplace that is enjoyable to work in and promotes organizational and individual success while adhering to its core values. The word "work environment" refers to the physical surroundings, social characteristics, and any other element that either directly or indirectly influences an employee's performance at work (Orhero, Okereka & Okolie, 2023). It also includes the entire organization. These workplace features can have a wide range of consequences, including an individual's well-being, relationships with coworkers, teamwork, productivity, employee health, and more (Awan, 2015).

A few aspects that define the work environment at any organization are the company culture, the physical workspace, and the working circumstances (Ali, 2016). People with a positive and healthy mental state at work are more driven to attain the desired organizational objectives when provided with a pleasant and cheerful work environment, and they may perform better than expected. An employee's ability to stay motivated is viewed as a critical factor in achieving goals with satisfaction and passion (Bushiri, 2014). Individual and group performance is measured, and the success of goals is evaluated, using a contribution process that assesses perseverance, intensity, and direction in achieving objectives and targets (Okereka, Orhero, & Okolie, 2023).

Okereka and Aliogo (2023) identify two dimensions of the workplace. The physical state of the workplace comes first, followed by the social situation. According to the findings, the poorest outcomes occur in businesses that place a low priority on the workplace. Furthermore, the working environment is consistent with job security, employee safety, performance recognition, motivators, and maintaining strong communication between supervisors and coworkers. According to Parvin and Kabir (2011), when employees are given suitable levels of significance by their employers, their connection to them grows. Pay rates, flexible work schedules, and employee engagement in decision-making are all important components of a healthier workplace.

Overview of Human Capital Development

Human capital refers to an individual's whole experience, skills, education, training, aptitude, initiative, perception, and cognitive capacity (Srivastava & Das, 2015). Egbiremolen and Anaduaka (2014) define it as the capacity and expertise of the country's human resources. Lanre-Babalola et al. (2023) define human capital as an organization's knowledge, expertise, experience, skills, and talents, as well as its potential to innovate and invent. Human capital refers to all investments made in personnel's professional growth, education, and training combined. These programs are designed

to improve employees' knowledge, abilities, talents, values, and social connections, ultimately improving individual performance, satisfaction, and organizational performance (Marimuthu et al. 2009).

In the context of an organization, human capital development refers to the process by which businesses assist their employees in realizing and utilizing their full potential, as well as acquiring the skills needed to perform tasks related to their current or anticipated job duties (Lekan-Akomolafe, 2023). Lanre-Babalola et al. (2023) define human capital development as any effort to increase employee resourcefulness, efficiency, human knowledge, and capacities. "Human capital development" refers to the process of gaining and extending the number of people with the skills, education, and employment experience needed for a country's economy to grow and thrive (Eigbiremolen & Anaduaka, 2014). Human capital development is an intentional effort by an individual or organization to improve or expand staff members' skills, knowledge, abilities, and competencies in order for them to contribute more to the organization and society, whereas human capital refers to a person's inherent skills, abilities, creativity, and expertise. Investing in human capital leads to human capital development (Lekan-Akomolafe, 2023).

Workload on employees

Employee stress levels are more heavily influenced by increased task levels. According to a Bushiri (2017) poll, 60% of workers said their workload has increased over the preceding five years. Approximately 25% of survey respondents said the most difficult activities were those involving workers' increased workloads and conflicting deadlines. According to 22% of respondents, the most significant challenges at work were the excessive workload, which made it practically impossible to achieve a work-life balance. The poll made it plainly clear that the employees' jobs were significantly damaged by their excessive workload. The findings were troubling, and the repercussions of such conditions needed to be foreseen in order to avoid severe problems with the personnel and address them immediately.

An excessive workload has a negative impact on an employee's mood, motivation, productivity, health, and morale, in addition to causing stress and fatigue (Al-Shammari, 2015). To avoid stress or hardship for any employee, firms must distribute the task properly, evenly distributing it among the workers and calculating how many days each job should take to finish. Employees benefit from forward planning, which also contributes to the company's successful and sustainable growth. Equitable job distribution between days and among personnel reduces stress, workloads, and the possibility of mistakes, saving time for correction. Employees are forced to limit their output due to competing market forces, such as financial issues or employment uncertainty (Mathew, 2015).

Employees' Productivity

One of the most pressing concerns in today's firms is the employees' ability to produce the desired results. Prior research has looked at employee performance via a variety of lenses, including organizational behavior (OB) and human resources (HR) (Nur-Shifaa, 2019). Having good human resource management in an organization means having an efficient workforce with enhanced work performance, which is critical for any organization to achieve its goals and succeed. Employee performance refers to the major achievement of a task following the execution of employees' efforts on the job. Employee performance is critical to an organization's success. (Genzorová, 2017.)

Previous studies revealed that deploying profitable reward schemes to motivate employees for meaningful and helpful job involvement would yield exceptional results. Simultaneously, a few but prominent fragmented sources provided proof that employees are promoted through financial prizes and offers, hence improving their performance level. More sources demonstrate that incentives such as promotions, participation, and appraisals encourage employees to perform better with devotion and dedication (Mohamed, 2016).

The corporate market environment has grown in an unanticipated manner based on the intensity of competition. Organizations face the problem of keeping up with the market's rapid changes in order to meet new market standards. As a result, these difficulties could only be embraced and met by

keeping employees on their toes, keeping them informed of current market trends, and updating standards to improve their work performance (Awan, 2015). If the new difficulties are not solved, an organization will confront a variety of frightening issues that may jeopardize its operations (Ali, 2016). Organizational goals can be reached through determination (Firmansyah, 2020). Organizational resources and valuable assets in plenty are meaningless unless employees' performance is correctly allocated in accomplishing organizational goals and objectives while meeting targets on time (Bushiri, 2014). Employee performance is measured by the quality of work performed and the attainment of objectives in accordance with the employees' responsibilities. Another study (Genzorová, 2017) defines employee performance as work standards, predetermined criteria, targets, and objectives met within a specific time frame and achieving desired results both individually and as a team.

Training and Development

A formal, organized, and systematic change of learning behavior that results in education, instruction, planned experiences, and development (Genzorová, 2017). Training is a sequence of processes that provide individuals with the necessary skills, knowledge, and attitude to handle tasks within a company. On the contrary, development is defined as improving and grooming people's fundamental competencies in order to fulfill future expectations, adapt to new environments, and meet obstacles (Ali, 2016). Modifying information, skills, and/or attitudes through learning experiences through organized processes, as well as improving individual effectiveness and efficiency in a sequence of practices and activities that are considered development and training. Organizations perform training and development programs on a regular basis to satisfy their needs. Training programs cover IT systems, processes, procedures, management, and technical abilities. Technical training may include industry-specific training, IT-related training, supervisory and management training, executive and compliance training, sales training, development training, customer skill training, services and quality training, and business practices training (Awan, 2015). (Firmansyah, 2020) shed some light on the importance of training and development programs and how they enable a business accelerate its position by providing complementary and learning roles to employees that improve their performance and assist them in achieving organizational goals. More study, such as Kum (2014), discusses traditional and conventional model training, stating that these programs merely provide subjective knowledge rather than helping to strengthen individuals' core talents and learning abilities for employees.

Development is a long and gradual educational process that organizes, utilizes, and employs systematic procedures through managers' conceptual and theoretical learning and expertise in order to achieve workplace efficiency. According to (Genzorová, 2017), development refers to an individual's growth level and self-realization. Kamarulzaman (2011) defines training as the acquisition of knowledge and skills. Training and development improves competences inside an organization, creates a competitive advantage, and contributes to the achievement of corporate objectives. (Bushiri, 2017).

Training and development are another option to meet employees' requirements. These training and development opportunities help employees grow and ensure their employability in the future (Kum, 2014). Development is a sequence of operations and progressions that occur gradually over time and are part of the lifelong learning process. Employees can benefit from on-the-job training and development to keep their knowledge and skills current. These trainings assist employees keep in sync with professional needs and requirements, preparing them to face obstacles and play a game changer role when necessary. Socializing is one method of training in which employees learn about the values that are sought, which helps to improve organizational and individual fit (Kum, 2014). When people learn about the company in which they work, they are more likely to integrate effectively. Similarly, evidence shows that employees recognize their organization, which reflects organizational ideals.

Employee development is often regarded as an intrusive factor that may be achieved through group training. Unfortunately, it is one of several elements to consider in employee development, while the others are often disregarded. Employee development can be achieved through a variety of methods such as evaluation, feedback, educational programs, and training. If executed successfully, workplace performance training can support several good elements such as progress inside individuals and the organization in which they operate (Okereka & Aliogo, 2023).

Job Satisfactions

Researchers, reporters, and practitioners have all had diverse perspectives on job happiness. In general, job satisfaction is defined as the degree to which employees like the job for which they work. Several studies have been conducted particularly to quantify work satisfaction and its relationship with organizational commitment. Satisfaction has been investigated in relation to varied education levels, demography, age, race, gender, and job capabilities. Generally, job satisfaction study designs are based on a fit paradigm for environment and person. Job satisfaction is an important study topic (Chandrasekar, 2011). Job satisfaction is a complex psychological reaction from employees to their jobs that includes cognitive, affective, and behavioral dimensions.

Job satisfaction is measured in a variety of ways that assess successful personal feelings about the job, which are emotions that reflect job features. As a result, work satisfaction indicates one's level of contentment and enjoyment with their profession. Furthermore, a flexible and shared work environment leads to a beneficial outcome, increasing the value of shareholders' equity. Some research suggest that there is a link between financial success and employee satisfaction.

Job satisfaction is primarily a mental attribute. It is dependent on the personnel and differs from person to person. Essentially, it depicts the emotional repercussions that allow individuals to perform at their firms. In other words, job satisfaction refers to the perceived compactness of physiological, psychological, and environmental conditions required to accomplish the assigned role. It is believed that if employees are dissatisfied with their rights, working environment, coworker and supervisor conduct in decision-making, they will leave the firm. However, the scenario will continue because the working conditions are inadequate. As a result, firms must ensure a performance environment in order for employees to produce greater results by establishing appropriate standards for their rights, working environment, and coworker and supervisor behavior (Chandrasekar, 2011).

Employee Benefit

Employee Benefits. Employee benefits can be described as compensation in any form other than monthly salary/wages paid to employees for the work they perform for the firm. Benefits for developing industrial relationships with corporate personnel include child and elder care, paid holidays, vacations, sick leave, social security, retirement plans, and healthcare. According to two factor theories of motivation and cleanliness, benefits for employees were crucial when working under particular conditions (Hermina, 2019). Benefits influence motivation, which therefore influences performance. Employee perks are a crucial component in satisfying and maintaining positive relationships with employees. If employees are given a decent incentive package, they may feel more devoted to their jobs and valued in their positions. A provision on employee benefits has been deemed necessary, requiring all companies to give benefits to their employees in the appropriate form for each organization.

There is no typical employee benefit package that works for everyone. Employers are obligated to give mandatory employee perks. Furthermore, some firms provide fringe benefits in addition to required perks, making employees feel even more valued and fulfilled (Bushiri, 2014). Employee benefits are sometimes taken for granted in many firms because such benefits are only provided to the most significant employees. Providing good valences for their employees to make them feel valued strengthens and rewards the firm. The reward system has a substantial impact on employee perception and performance (Ali, 2016). Over time, there has been a growth in the benefit and reward industry. Organizations have invested in development programs to recruit, retain, and encourage employees (Bushiri, 2014).

If an organization's reward system can meet the needs of its people, it can produce fantastic results in return. As a result, investing in employees is never a waste of money when done correctly and with the purpose of improving their work performance. Organizations play a visible role in the environment through their reward system and conduct. Giving or providing bonuses and prizes to employees should not be regarded a burden, because if done correctly, they will yield considerable outcomes (Genzorová, 2017). As a result, successful organizations have long placed a high value on employee benefits. In addition to needs and safety, Maslow's Hierarchy of Needs places an emphasis on employee benefits.

Employee perks may include pensions, health insurance, auto insurance, severance pay, an assistance plan, a seniority plan, and modest and frequent awards. Another perk, but more of a requirement, that small businesses may neglect and that, if not provided, may force employees to leave their jobs. Small gifts, such as gratitude cards, cash, time off, and salary, improve employee confidence and happiness (Ali, 2016). These benefits, if provided effectively, have the potential to promote enjoyment and a healthy workplace that radiates positivity in employees; they may also have an impact on employees' health and morale (Genzorová, 2017).

Employee wellness is determined by how they are treated at work, which in turn influences their work and boosts or decreases retention rates. It also aids in the development of trust and greater devotion to work; when employees see the business as a family, they are more likely to support it during difficult times rather than abandoning it (Nátalia, 2017). Insurance, time off, pensions, pay, paid leaves, life cycle benefits, vacations, paid leaves, and sick leave are a few of the most common benefits and rewards that a business can provide to its employees. Other noticeable benefits include small events such as brunch, tea parties, parking lots, annual picnics, sports facilities, appreciations such as employee of the month, birthday celebrations, flexibility in work hours, surprise cash bonuses, financial support by providing free education to those in need, and so on.

Theoretical Framework

The theoretical basis for this study will be based on Herzberg's Two-Factor Theory. The hypothesis best describes the relationship that exists between a positive work environment and increased employee productivity. According to this idea, some workplace elements largely dissatisfy employees when they are not present while failing to give substantial motivation when they are present. These so-called dissatisfiers or hygiene issues include company policy and administration, technical supervision, interpersonal relationships with superiors, peers, and subordinates, salary, job security, personal life, work circumstances, and status. Achievement, recognition, advancement of the task itself, and the opportunity of personal progress and responsibility, on the other hand, operate as motivators or satisfiers when present but do not create much unhappiness when absent (Moorhead, 1998).

In applying this theory we should understand that there exist a relationship between motivation through conducive work environment which brings about job satisfaction and workers productivity. At Dennis Osadebay University, motivators can play a significant role in boosting employee productivity. Academic staff will feel more motivated when their contributions to education or policy are acknowledged through awards, public recognition, or promotions which will in turn bring about workers productivity. Engaging and challenging tasks, such as developing innovative teaching methods will enhance job satisfaction. Providing staff with training programs, conferences, or further education opportunities will improve their skills and increase their commitment to their job.

The theory also pointed out that substandard lead to dissatisfaction and reduced productivity as well as poor facilities, lack of equipment, or uncomfortable office spaces in either the university or ministry will lead to frustration and lower performance. Also, Competitive remuneration and timely payment of salaries will be critical to ensuring employees do not feel undervalued. The organizations should also ensure positive interactions among staff and between employees and management in other to prevent workplace conflicts and foster collaboration between workers and management. The theory also pointed out that management should strive to eliminate Uncertainty regarding

employment status or institutional stability and other action which will demotivate employees and reduce productivity.

METHOD OF DATA ANALYSIS

Using the survey approach, the study used a descriptive research design. The data were presented and analyzed using simple percentage and chi-square analysis. Small and Medium Enterprises owners was used for this study. The purposive sampling techniques was employed to choose the survey respondents. A structured questionnaire was employed as the data gathering tool. There are two section to the questionnaire. The three sections of the instrument correspond to the research questions that were developed for the study. The four-point likert scale was scored as follows: 4 for strongly agree, 3 for agree, 2 for strongly disagreed and 1 for disagreed.

RESULT AND DISCUSSION OF FINDINGS

Out of the five hundred and thirty four (534) questionnaire, five hundred and twelve (512) were found. This suggests that the instrument twenty two copies were misplaced. This is sufficient for data analysis since it shows that 95.9% of the questionnaire were returned and 4.1% were lost. Thus, the 512 collected questionnaire served as the basis for the data analysis.

Table 1: Distribution of Respondent based on Gender

Gender	Frequency	Percentage
Male	319	62.3
Female	193	37.7
Total	512	100

Source: Field Work 2025

Table 1 shows the distribution of respondents. 319 respondents of 62.3% were male while 193 respondents of 37.7% were female. Thus, the study was dominated by male respondents.

Table 2 Distribution of Respondent based on Age

Age	Frequency	Percentage
25-31Yrs	60	11.7
32-37Yrs	98	19.1
38-43Yrs	126	24.6
44-49Yrs	117	22.9
50-55Yrs	83	16.2
55Yrs and above	28	5.5
Total	512	100

Source: Field Work 2025

Table 2 shows the distribution of respondents based on age. 60 respondents of 11.7% were 25-31 years old, 98 respondents of 19.1% were 32-37 years old, 126 respondents of 24.6% were 38-43 years old, 117 respondents of 22.9% were 44-49 years old, 83 respondents of 16.2% were 50-55 years old, and 28 respondents of 5.5% were age 55 and above. Thus, this study was dominated by age between 38-43 years old.

Table 3 Distribution of Respondent base on Educational Qualification

Educational Qualification	Frequency	Percentage
SSCE	06	1.2
OND/HND	21	4.1
B.Sc	75	14.6
M.Sc	169	33
Ph.D	241	47.1

Total	512	100
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Source: Field Work 2025

Table 3 shows the distribution of respondents based on educational qualification. 6 respondents of 1.2% are SSCE holders, 21 respondents of 4.1% have OND/HND, 75 respondents of 14.6% have B.Sc, 169 respondents of 33% have M.Sc, 241 respondents of 47.1% are Ph.D holders. Thus, this study was dominated by Ph.D respondents.

Table 4 Distribution of respondent base on religion

Religion	Frequency	Percentage
Christianity	411	80.3
Islam	34	6.6
ATR	53	10.4
Others	14	2.7
Total	512	100

Source: Field Work 2025

Table 4 shows the distribution of respondents based on religion. 411 respondents of 80.3% were Christianity, 34 respondents of 6.6% were Islam, 53 respondents of 10.4% were African Traditional Religion, and 14 respondents of 2.7% belong to others. Thus, this study was dominated by Christians.

Table 5 Distribution of Respondent base on Marital Status

Marital Status	Frequency	Percentage
Single	126	24.6
Married	324	63.3
Divorced	43	8.4
Widow	19	3.7
Total	512	100

Source: Field Work 2025

Table 5 shows the distribution of respondents based on marital status. 126 respondents of 24.6% were single, 324 respondents of 63.3% are married, 43 respondents of 8.4% were divorced, and 19 respondents of 3.7% were widow. Thus, this study was dominated by married respondents.

Table 6 Distribution of Respondent base on Work Experience

Work Experience	Frequency	Percentage
1-5Yrs	79	15.4
6-10Yrs	125	24.4
11-15Yrs	122	23.8
16-20Yrs	109	21.3
21-25Yrs	48	9.4
26Yrs and above	29	5.7
Total	512	100

Source: Field Work 2025

Table 6 shows the distribution of respondents based on work experience. 79 respondents of 15.4% have work experience between 1-5 years, 125 respondents of 24.4% have work experience between 6-10 years, 122 respondents of 23.8% have work experience between 11-15 years, 109 respondents of 21.3% have work experience between 11-20 years, 48 respondents of 9.4% have work

experience between 21-25 years, and 29 respondents of 5.7% have work experience of 26 years and above. Thus, this study was dominated by respondents with 6-10 years' work experience.

Table 7: simple percentage response of sampled respondents on the impact of training and development of employee on employee productivity

S/N	ITEMS	SA	A	SD	D	%A	%D
1	Training and development of employee impact on employee productivity	214	173	73	52	75.6	24.4
2	Training and development of employee help to boost employee morale and increase productivity	241	202	44	25	86.5	13.5
3	Training and development help employee to be more efficient in their responsibility and improve productivity	223	188	66	35	80.3	19.7
4	Training and development help employee to learn the best and newest techniques for the job and help improve productivity	218	164	71	59	74.6	25.4

Source: Field Work 2025

Table 7 shows the simple percentage of respondents on the impact of training and development of employee of employee on employee productivity. 75.6% of respondents agreed that training and development of employee impact on employee productivity while 24.4% disagreed. In item two, 86.5% of respondents agreed that training and development of employee help to boost employee morale and increase productivity while 13.5% disagreed. In item three, 80.3% of the respondents agreed that training and development help employee to be more efficient in their responsibility and improve productivity while 19.7% of respondents disagreed. In item four, 74.6% of the respondents agreed training and development help employee to learn the best and newest techniques for the job and help improve productivity while 25.4% of the respondents disagreed.

Table 8: simple percentage response of sampled respondents on ways in which employee benefits affect employee productivity

S/N	ITEMS	SA	A	SD	D	%A	%D
1	Employee benefits affect employee productivity	219	122	87	84	66.6	33.4
2	Prompt payment of salary and increment of salary affect employee productivity	206	148	102	56	69.1	30.9
3	Fairness and promotion as at when due affect employee productivity	201	138	97	76	66.2	33.8
4	Award and recognition of employee commitment affect employee productivity	188	116	107	101	59.4	40.6

Source: Field Work 2025

Table 8 shows the simple percentage of respondents on ways in which employee benefits affect employee productivity. 66.6% of the respondents agreed that employee benefits affect employee productivity while 33.4% of the respondents disagreed. In item two, 69.1% of the respondents agreed that prompt payment of salary and increment of salary affect employee productivity 30.9% of the respondents disagreed. In item three, 66.2% of the respondents agreed that fairness and

promotion as at when due affect employee productivity while 33.8% of the respondents disagreed. In item four, 59.4% of the respondents agreed that award and recognition of employee commitment affect employee productivity while 40.6% of the respondents disagreed.

Testing of Hypothesis

Hypothesis 1: There is no significant relationship between training and development of employee and employee productivity in Dennis Osadebay University.

Table 9: Chi-square analysis of questionnaire for the relationship between training and development of employee and employee productivity in Dennis Osadebay University.

Sources of Variation	Responses		Df	X2-Cal	X2-Crit	Alpha Level	Decision
	Observed	Expected					
Strongly Agree (SA)	896	128	3	188.78	7.82	0.05	Significant Ho1 Rejected
Agree (A)	727	128					
Strongly Disagree (SD)	254	128					
Disagree (D)	171	128					

Source: Field Work 2025

Table 9 shows that there is a significant relationship between training and development of employee and employee productivity in Dennis Osadebay University. The calculated value of 188.78 is greater than the chi-square table value of 7.82. Thus the null hypothesis is rejected. Therefore, there is a significant relationship between training and development of employee and employee productivity in Dennis Osadebay University.

Hypothesis 2: There is no significant relationship between employee benefits and employee productivity in Dennis Osadebay University.

Table 10: Chi-square analysis of questionnaire for the relationship between employee benefits and employee productivity in Dennis Osadebay University.

Sources of Variation	Responses		Df	X2-Cal	X2-Crit	Alpha Level	Decision
	Observed	Expected					
Strongly Agree (SA)	814	128	3	74.78	7.82	0.05	Significant
Agree (A)	524	128					

Strongly Disagree (SD)	393	128						Ho2 Rejected
Disagree (D)	317	128						

Source: Field Work 2025

Table 10 shows that there is a significant relationship between employee benefits and employee productivity in Dennis Osadebay University. The calculated value of 74.78 is greater than the chi-square table value of 7.82. Thus, the null hypothesis is rejected. Therefore, there is a significant relationship between employee benefits and employee productivity in Dennis Osadebay University.

CONCLUSION

Since there is significant relationship between training and development of employee and employee productivity in Dennis Osadebay University, it is concluded that training and development help to boost employee morale, help employee to be more efficient in their responsibilities and also help employee to learn the best and newest techniques for the job which in turn help improve productivity. Also, since there is significant relationship between employee benefits and employee productivity in Dennis Osadebay University, it is concluded that employee benefit such as prompt payment of salary and increment of salary, fairness and promotion as at when due, award and recognition of employee commitment impact on employee productivity.

RECOMMENDATION

In the light of the findings and conclusion of the study, the following recommendations were made:

1. Training and development is a panacea for employee efficiency and as such Dennis Osadebay University should endeavor to provide the needed training that would help their staffs develop their career and improve their productivity.
2. Employee benefits should be given particular attention in Dennis Osadebay University as a way of improving job satisfaction which will translate into employee productivity.

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