

WORK ENVIRONMENT AND EMPLOYEES' PRODUCTIVITY: A CASE STUDY OF TRINITY UNIVERSITY STAFF, YABA-LAGOS

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Abstract

An organization's concern for its employees' productivity in carrying out tasks, which in turn helps the business succeed, is growing. This study sought to look at the workplace and ascertain the bearings it has on worker's productivity in the university. the research survey method was adopted in this study. The population of the state was 200 employees while sample size of the study was 134 from staff of trinity university, Yaba-Lagos state. Taro Yamane formula was used to arrive at the sample size for the study. Primary Data was collected and analyzed using valid and reliable questionnaire with the Statistical Package for the Social Sciences (SPSS), version 28. The findings of the study indicated that technology has positive significant effect on innovation ($\beta = 0.969$, $t = 1.089$, $p < 0.05$), Culture has significant effect on Employee commitment ($\beta = 0.739$, $t = 3.819$, $p < 0.05$), Conducive environment has significant effect on Service delivery in the university ($\beta = 0.694$, $t = 2.451$, $p < 0.05$). The study concluded that work environment has positive effect on employee productivity. The study recommended that the management of Trinity University, Yaba-Lagos state should consider providing additional technological tools so that workers can work more effectively, which would, in turn, increase the rate of employee productivity. The institution's management should also develop an appropriate culture, well-ventilated, less loud, and secure workplace for employees to enable them increase and sustain their productivity.

Keywords: *Employee Productivity, commitment, Innovation, Conducive environment Culture.*

Introduction

Employers of labor always try to provide their workers with a good and comfortable office place with the necessary materials needed to perform their job well. In the modern day, availability of good and comfortable furniture, internet, good ventilation, computers, good lighting system and other relevant materials, when put in place, will help employees to

perform well. Furthermore, the place of work that will give a worker peace of mind and is surrounded by friendly and cooperating fellow workers, will enhance employee performance. In agreement with Gunaseelan and Ollukkaran (2012), a person's place of employment is also their social and professional setting, where they are expected to engage with a variety of humans. It includes the environment, as well as cultural and physical environments in which someone

goes about doing his or her job. Motivation, relationships in the workplace, achievement, or job happiness, and worker wellness can all be seriously affected. In recent times, several research projects have been conducted that highlight how much an office environment affects the way workers perform. Some of the studies were done using the manufacturing sector (Mathews & Khann, 2016), engineering sector (Al-Omari & Okashen, 2017), banking sector (Mmakwe & Ojiabo 2018) and other Business sectors and not many studies are done in an educational sector. This observed gap motivates this study. Therefore, the need to carry out a study using other tertiary institutions, gave rise to this research work. Therefore, this research makes effort to determine the outcomes of the workplace productivity among staff of trinity university, Yaba, Lagos state.

Statement of the problem

Research has shown that the work environment affects employee productivity. Institutions are academic environment where students are trained in both theory and practical aspect of their different academic programs. It is important that those involved in training students at the universities should have a conducive environment to work. The National Universities Commission (NUC), is a government regulatory body that guides, regulates, and directs academic

programs, which also ensures that a good environment is put in place for employees to work and to provide good result. Therefore, there is need to carry out a study to find out whether employees in the University are satisfied with their environment and to find out if the environment is affecting their job productivity, hence the focus on this study.

Objectives of the study

The general objective of this study is workplace environment and employee productivity among staff of trinity university, Yaba, Lagos State, Nigeria while the basic objectives are as follows:

- i. investigate how technology affect Innovation.
- ii. examine how culture affect employee commitment.
- iii. ascertain how Conducive environment affect Service delivery.

Research questions

- i. How does Technology affect Innovation?
- ii. How does Culture affect Employee commitment?
- iii. How does a Conducive environment affect the Service delivery?

Research hypotheses

H₀₁: Technology have no significant effect on Innovation.

H₀₂: Culture have no significant effect on Employee commitment.

H₀₃: Conducive environment have no significant effect on Service delivery.

LITERATURE REVIEW

Concept of Work Environment

The grounds whereby a person functions and works are referred to as the work environment. The environment at work is defined as the beneficial or poor supporting or assisting within administrators, and district level administrators. It is the physical location, interpersonal abilities, and working spaces in which people carry out their roles. Good environment involves more than physical space; it is about making sure that your organization's environment is safe and healthy, comfortable, and conducive enough to ensure that workers carry out their job functions without environmental stress (Kinne, 2022). All three main sub-environments which combined form the work settings are known as the technical, human, and institutional settings, according to Opperman (2002). The technical setting is made up of several tangible physical technical elements such as instruments, equipment, technological facilities, and others. The term "human surroundings" relates to coworkers, people with whom workers interact, collaboration as well as work teams, interpersonal issues, management, and leadership. The term "human surroundings".

relates to coworkers, people with whom workers interact, collaboration as well as work teams, interpersonal issues, management, and leadership. This setting is developed in a way that encourages informal conversation at work to increase the likelihood of sharing of knowledge or exchange of ideas. The cornerstone for getting maximum productivity is this. The surroundings of an organization are made up of its frameworks, processes, behaviours, as well as values.

Conducive Environment: A workplace is considered to have a pleasant work environment if it promotes worker security, growth, and goal attainment. These work environments encourage people to provide their best efforts, which is optimal for an efficient team. A system that allows instructors and students to communicate openly so that the targeted educational goals may be fulfilled while taking into consideration the unique mental, social, physical, and cultural demands of every learner. Poor working conditions put employees at risk for accidents and discomfort, which also lower performance. As a result, a firm must create a supportive environment that will safeguard its employees in times of crises. Unsafe working conditions, instruments, toxic air pollution, inadequate ventilation, and insufficient staff proactive machinery poses serious risks to workers' lives

and health. These factors significantly contribute to a decrease in organizational performance. without a welcoming and supportive workplace, a worker is powerless. All efforts should therefore be directed toward creating the conditions such as enough room, offices with sufficient ventilation, enough light, and other materials that will increase employees' performance. Based on Lee and Brand (2005), Firms have to offer work environments that are adaptable for workers to preserve work excellence while boosting performance. A 2011 study by Bluysen, Janssen, Van den Brink, and DE Kluizenaar The impact of poor interior structures on occupant well-being might be either short-term or the future.

Culture: The collective way of life of a population, including its institutions, convictions, and creative representations, is referred to as its culture. The phrase "the way of life for an entire society" has been used to describe culture. Common principles, interaction, beliefs, and practices make up culture, which may be used to categorize a group member as whole. Culture is a guide to how we live, think, and behave, whereas society is a group of people who live in a particular region. James (2016) explains how individuals employ their gained cultural understanding to make sense of their experiences and guide their behavior. The fact that culture is

based on factors such as various languages, economics, religions, governance, social systems, group, principles, position, mindsets, and conduct, as well as on things like customs, possessions, including higher learning, which in turn influence management principles, was well understood. Kanugo from 2006. Understanding how social systems develop is essential because culture influences how groups interact within and outside social systems, as well as the norms and values that support them. Kanugo (2006) concluded that whereas "Subculture" refers to a certain level of organization, profession, and relatives, whereas "culture" refers to a civilization as whole. The culture of a social group sets it apart from other social groups and is influenced by conscious concepts. A social group is defined by its culture.

Employee Productivity: The way a worker performs their job responsibilities and completes necessary tasks is referred to as their performance. It speaks to the usefulness, excellence, and efficacy of their product. It also helps us determine how important a certain person is to the company. Because of their positive contributions, which eventually boost the general success of the business, employees' performance represents their level of productivity and efficiency, which helps the organization achieve its goals. Workers should

be willing and open in doing their jobs (Miebi, 2014). Franco; Bennett; Kanfer & Stubblebine (2000) defined performance as being driven by internal motivation, but internal factors such as the presence of the necessary skills, resources, and ability to think to finish the work clearly have an influence. As a result, employers must ensure that employees' performance meets the necessary criteria by providing suitable working conditions. According to Sinha (2001), a worker's performance is determined by how eager and accessible they are to doing their job. He continued by saying that having employees who are eager and ready to work might boost productivity, which in turn improves achievement. How willing and available a worker is to complete their job determines how well they do, according to Sinha (2001). He went on to argue that having workers who are engaged and ready to work could increase performance, which then enhances accomplishment. The success of an employee's performance can be attributed to a variety of factors, says Stup (2003). The factors include such like the actual working environment, tools, focused work, performance objectives, evaluations of performance, incentives for positive or negative performance, regular processes, skills, and mindsets.

Some Factors that Affect Employee Productivity

The workplace has a variety of characteristics that influence employee performance. Individual and group employee performance may be impacted by these factors. Additionally, they may have a favorable or unfavorable effect on staff performance.

Organization/Employee commitment:

Robbins and Judge (2001) stated that a worker is considered to have this dedication if they are dedicated to the mission and goals of their company want to stay a part of it. Riketta (2002), believed nearly everyone is significantly impacted by the organizational commitment such as sticking with the company, showing up, and performance, are organizational habits. Additionally, organizational commitment may influence how individuals behave at work, including their outward attitudes, assessments of failure, and their participation in professional organizations. Positive actions that benefit the organization are correlated with organizational commitment. A dedicated employee usually continues to work hard and maintains his membership not out of self-interest but rather out of a sense of obligation to perform as required of him. Similarly, employee commitment is the connection they feel to their employer. Employee commitment is an emotional bond that motivates a person to

continue working for and with an organization to achieve their objectives. (Meyer & Herscovitch, 2001) Employees that are devoted to their organization usually see an awareness of connection, a sense of belonging, and a knowledge of the organization's objectives. Employee commitment, according to Green; Felsted; Mayhew and Pack (2000), lowers the likelihood of employees leaving their jobs. According to Mathotaarachchi., Indikasampthh., Pereraakni., and Senevirathneknda (2018), employees with low levels of commitment are individuals who are more concerned with obtaining personal success than the success of the organization.

Innovation: The importance of innovation in the workplace has increased as a determinant of organizational performance, achievement, and the ability to survive. Innovation, according to Kuczmarski (2003) is the act of improving existing created through including a new element that helps customers and broadens the organization's body of knowledge. The term "innovation" can also refer to a brand-new idea, product, or piece of technology. It is a manner of thinking that involves seeing beyond the present to the future. Innovations are essential for firms, and when properly used, they may be used as a management tool, a technique, or both. Baregheh., Rowley., & Sambrooks (2009) to

expand, rival, and stand out in their marketplaces, businesses employ innovation as a multi-stage process to transform ideas into new or better products, services, or procedures. Fundamentally, Baskaran & Mehta, (2016) the act of creating and combining ideas to link current overcomes with previous understanding to meet challenges in the future can be characterized as innovation. This typically comes from technological advancements and significant impact on the global economy. Thinking, personality traits, motivation, and sentiments interact in a particular setting to produce creativity, which is described as one element of thinking as well as a personality constellation. Creativity is the ability to believe in novel concepts and turn them into new goods or services offered by businesses in market.

Service delivery: The capacity to produce a specific, desired impact is referred to as system delivery, or, putting it differently, "achieving proper tasks completed." According to Lovelock & Wright (2012), service delivery describes the actual delivery of a service or product for its client or visitors. According to Alford and O'Flynn (2012), the action of providing benefits as well as results after the conclusion for a certain activity or project is known as service delivery. Mare and Benington (2010) define service delivery as the provision of an

experience that is intangible that satisfies user's desired advantages. The intangible experience must be founded on specific circumstances to be effective. Alford and O'Flynn (2012) say that the choices taken, the tools at hand, and the people there to assure that outcomes are delivered provide the basis for service delivery.

A service delivery system is defined in the setting of services management as "the framework (facilities, technology, etc.), infrastructure (job layout, capabilities, etc.), and processes for delivering a service" (Goldstein, 2012). Alley and Amin (2014) assert that effective service delivery systems need to be able to achieve a variety of positive outcomes, including decreased costs, more access to effective operations, greater service quality, and the best possible customer experience. According to Chen., Leach-Lopez., Stammerer., and Lee (2019), innovation in service delivery orientation is the capacity of an organization to adapt by employing new technologies, resources, skills, and administrative procedures. Service delivery innovation is a term used to describe the process of developing new service offerings within the organization (Johnston & Clark, 2017).

Theoretical Review

Goal Setting Theory: The concept of creating goals was first suggested by Edwin Lock in 1968. According to this viewpoints, a worker's personal goals play a big role in motivating him to put out his greatest effort. Abilities needed include the capacity for clarify position requirement, include staff in goal setting, as well as conducting frequent performance reviews are all skills that are required. Additionally, maintaining procedures, providing enough resources, and workplace training will need time and effort. Additionally, it advises managers and supervisors to show the human aspect of their firm to motivate employees to perform at the maximum level. Giving each employee individualized support and encouragement is the fundamental idea here, according to Salaman, Graeme, Storey, John, & Billsbrey (2005). The goal-setting theory talks about how setting goals influences future performance. Based on Edwin Locke's research, those who established specific, difficult goals surpassed those who did so. Increasing rewards for employees to do tasks in a timely manner is an approach based on goal setting theory. Setting objectives increases effort and motivation, but it also raises and enhances the feedback level, which increases performance. The goal-setting approach encourages measurable targets. If this occurs, workers may improve their ability to complete assignments before the deadline. Additionally, it could make

it easier for employees to remain committed to their objectives and key performance metrics.

Affective Events Theory: Howard M. Weiss and Russell Cropanzano introduced the hypothesis in 1996. the Affective Events Theory explains the connection between an employee's internal elements and their reactions to events that occur in their working environment and have an influence on their performance. According to the hypothesis, emotional workplace situations—both happy and sad—have an important emotional effect on employees' job satisfaction. The effect creates enduring feelings that are reflected in organizational commitment, work satisfaction, and job performance. According to Ashton-James and Ashkanasy (2005), research has up to this point confirmed the basic principle of emotional Event Theory, which states that organizational events generate feelings in employees as well as successful responses impact workplace thinking and acting. According to them, Affective Events Theory can only be used to explain internal organizational events properly and factually. The theory also considers how specific workplace occurrences, rather than job qualities, lead to certain emotional and behavioural reactions (Briner, 2000). He claims that such events or situations do affect employees' well-being and performance.

Empirical Review

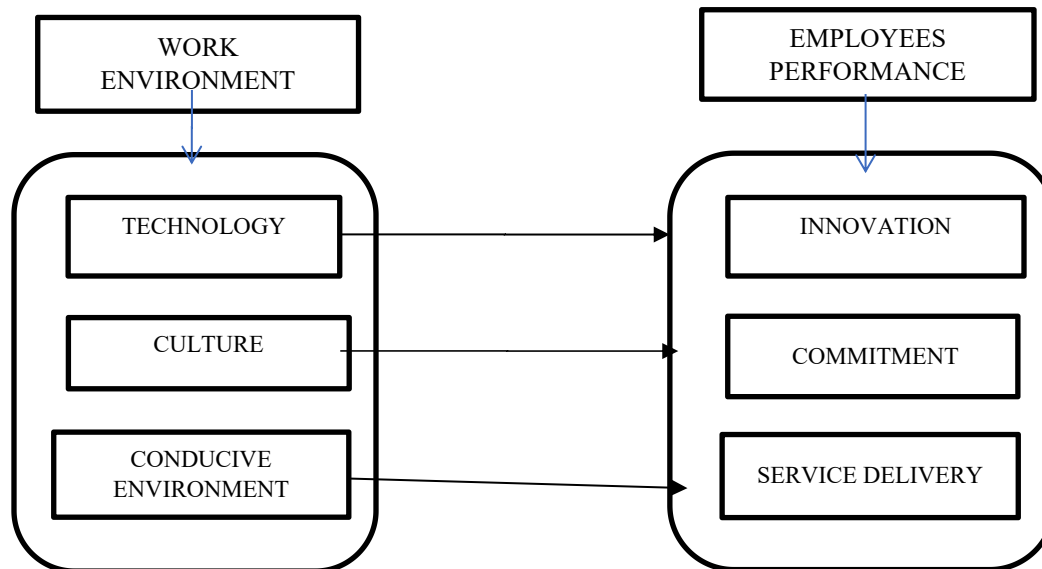
Kalash., Bakhshalipour., Azizi & Sereshkeh (2020) looked at the effect of the application of information and communication technology abilities on the information control component process and the efficacy of creativity indicators for the enhancement of employees' performance systems. Research was both applied and correlation. The statistical population of the study consisted of all the Ministry of Sports and Youth employees in the province of Guilin. The KS test, Kruskal- Walli's test, Mann- Whitney U test, Spearman correlation coefficient, and regression analysis were used to analyse the collected data. The results showed that the gender distribution of the subjects was as follows: 54.43% of the subjects were males and 40.57% were females. The results also showed that ICT and knowledge management elements had a connection value of 0.369, while ICT and creative indicators had a correlation coefficient of 0.291. The Ministry of Sport and Youth is urged to employ online tools, multimedia tools, e-learning, and virtual libraries to enhance knowledge management and creativity indicators among colleagues. This is due to a strong correlation between the study's factors. In Federal Universities in south-west Nigeria, Bibire and Kunle (2020) investigated the impact of the physical work environment on service

delivery by staff members in libraries. The study examined the impact of the physical work environment on the provision of services by federal university libraries in South-West Nigeria. A descriptive research design was employed. The population consisted of 288 library workers and library managers from six federal institutions in Southwest Nigeria. As a data collecting tool, a questionnaire with four sub-scales was utilized. 176, or 80.7%, of the 218 copies of the survey that were sent out were later located and used for data analysis. Descriptive statistics such frequency counts, percentages, averages, and standard deviation were used to examine the study problems while evaluating the hypotheses with Pearson product moment correlation at 0.05 levels of significance. Results showed that Federal Universities' delivery of library services has been declining. It was suggested that library management could upgrade the physical surroundings and working conditions by providing a more established workstation, useful tools and equipment, and appealing aesthetics to boost the quality of service provided. In several industrial industries, Badrianto and Ekhsan (2020) investigated how work environments and job satisfaction impacted workers' performance. They collect data from 88 people from production department using questionnaire. They employed multiple linear regression to examine their data. The

outcome demonstrated that job happiness and the dynamic work environment had a favorable and significant impact on employee performance. Any employee that works in comfortable environment with adequate facilities and good employee relations will always be eager to perform well in his job. In educational sector, which is the focus on this study, they will be able to teach the students well. Researcher like Putri., Ekowati., Supriyato and Mukaffi (2019) investigated on influence on work performance, workplace rules and their joint impact upon employee performance. Using a population within 208 employees and 137 respondents. Their results showed how work control can act as a buffer between the impact of the workplace environment and performance of workers. Information was collected with questionnaire and analyzed with path analysis. Suriati., Siti., and Mohamed (2016) looked at the connection between employee performance and innovation. Survey responses from the staff were obtained by a particular management team. The opinions of 294 respondents were utilized to examine the effects of four different categories of innovations' (product, operation, technical, and institutional) on worker productivity. The four different types of invention were reduced to three using component analysis, and a new factor called attitude emerged. Except for

attitude, the three different improvements were shown that they influenced worker achievement.

Researcher's Conceptual model (2025)



Sampling Technique and Sample Size: In this study, Judgmental random sampling techniques was employed as the sample method. It was chosen because it guarantees a sample that is presentable and roughly matches the population

METHOD

Research Design

A questionnaire was used as the survey research design for this study to gather information from the respondents. The design was deemed suitable since it allowed for the discovery of on-the-ground facts and the observation and commentary on current events.

Population of the study

The population of the study was Two hundred (200) employees from trinity university, yaba, Lagos state, both academic and non-academic staff.

characteristics pertinent to the study sample of employees based on provided questionnaire. To determine the sample size required for this investigation, the Taro- Yamane formula was used. Thus, using the Yamane technique and 5% as the error margin, a total population of 200 respondents was engaged to determine a sample size of 134 that was used for the study.

Data Collection Method

The primary and secondary sources were the main sources of information used for assembling

the data for this study. While the secondary data employed processed data that may have been used for other research objectives, such as information acquired from the internet and from different learning sources, the primary data use questionnaires to get raw data from the respondents. Data were collected by the researcher personally from the university and distributed the questionnaire to various members of staff comprising both teaching and non-teaching staff at the school premises

Data Collection Instrument

The questionnaire was created to gather data for analysis and interpretation of the findings, which would help in addressing the study issues. The two components of the questionnaire were created employing closed-ended questions. online (google form) were used to gather data for this study. The respondents background and the research related questions. The tool used to gather data was a six-point Likert scale survey with the following title: work Environment on Employee Productivity Questionnaire (WEEPQ). The researcher created the tool to gather data depending on the factors of the study. The instrument was divided into two portions, with section A intended to elicit the respondents' demographic data. There was a modified Likert scale in Section B, which namely: **SA** = Strongly Agreed; **A** = Agreed; **PA** = Partially Agreed; **PD**

= Partially Disagreed; **D** = Disagreed; **SD** = Strongly Disagreed.

Reliability of Data Collection Instrument: To ascertain the degree of the study's variables' reliability, reliability analysis was conducted. The reliability analysis was conducted to ensure the measuring instrument's set of components is internally consistent. The greater the internal consistency reliability, the closer the Cronbach alpha was to 1. The degree of dependability was positively connected with the degree of stability; a higher degree of reliability meant that the results were more accurate. If the scales of an instrument had a Cronbach's Alpha value greater than 0.7, the instrument was deemed dependable.

Data Analysis Framework:

To analyse the data, the basic percentages statistics approach must be utilized, and to test the hypotheses that were developed using Statistical Package for Social Sciences (SPSS), Pearson product moment correlation was employed. To ascertain the substantial influence of the independent variable on the dependent variable, version 28 was employed.

RESULTS

From the findings of this study, given that in our SPSS coding, 1 was assigned to strongly disagree, 2 was assigned to disagree, 3 was assigned to partially disagree, 4 was assigned to partially agree, 5 was assigned to agree and 6 was assigned to strongly agree. Also, from the above it was deduced that majority of the statements agree, strongly agree, and partially agree. As a result, there was an indication that (R) in the model summary was 0.969, showing that the study how technology effect innovation. This suggests that technology have a significant effect on innovation. This also implies that the independent variable explains a large portion of the variance in the dependent variable. The study revealed that the R-square, given as a percentage, is 0.938, or 93.8%. This means that technology may explain 93.8% of the change in innovation. Furthermore, findings indicated that (R) in the model summary was 0.739, showing that the researcher investigates how culture affects employee commitment. This suggests that culture has a significant effect on employee commitment. This also suggests that the independent variable (employee commitment) explains a large portion of the variance in the dependent variable (culture). The study demonstrated that the R-square is 0.739, or 73.9%, when represented as a percentage. This means that culture may explain 73.9% of the change in employee commitment. On the other

hand, the study indicated that (R) in the model summary was 0.694, showing that the investigation into how conducive environment affects service delivery. This means that a conducive environment has a significant effect on service delivery. This also implies that the independent variable explains a large portion of the variance in the dependent variable. The study further demonstrated that the R-square is 0.739, or 73.9%, when stated as a percentage. This means that a conducive environment may explain 73.9% of the difference in service delivery. The non-standard coefficient of B is 11.617, as seen in the workings, this suggests that the conducive environment effect service delivery at Yaba College of Technology in Lagos, Nigeria. As a result, a one-unit increase in the conducive environment would result in an 11.617-unit improvement in service delivery. At the 0.000 level of significance, this affect is quite significant. As a result, from the finding, it was indicated that (R) in the model summary was 0.694, showing that the investigation into how conducive environment affects service delivery. This means that a conducive environment has a significant effect on service delivery. This also implies that the independent variable explains a large portion of the variance in the dependent variable. However, the findings of this study are consistent with those of Zhenjing, Chupradit, Ku, Nassani, and Haffar,

(2022) and Bushiri, (2014), who investigated the impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model and the effect of working environment on employees' performance, respectively, in the case of the Institute of Finance Management in Dar es Salaam.

SUMMARY OF MAJOR FINDINGS

This study empirically investigated the impact of work environment on employee's productivity among members of staff of Trinity University, Yaba, Lagos State, Nigeria. Section one was based on the overview of the background to the study, discussing the general problem of the research, explaining its objectives of the study, posing questions to the research, identifying the research hypothesis, rationalization of the variables and their functional relationships, scope to the study, significance to the study. Section two examined the relevant theories, and an extensive empirical review was conducted on past research works. Section three encompasses the research methodology adopted by the researcher for the study. This section covered the research design, study population, sampling method, sample size, data collection instrument, method of data collection, data analysis, limitations of the methodology, and ethical considerations. The researcher used the survey method in undertaking the study which involves

the use of a questionnaire. The questionnaires which were administered, were completed, received, and analyzed. The major aim was to present the data which was collected in an organized manner numerically for easy comprehension. The frequency distribution and simple percentages were used to analyze the findings using SPSS (Statistical Package for Social Sciences). Finally, the summary of the findings was made, the conclusion and recommendations based on findings.

Significance of the study

This study will add to the body of knowledge on workplace dynamics and employee's productivity in tertiary institution, it will also guide the management of tertiary institutions on how to increase employee productivity by providing serene environment for them to work in. Also, the research's finding will aid tertiary institutions to understand the value of work environment capabilities and how they affect employee productivity.

This significance is further streamlined as follows; The findings will help policymakers re-evaluate worker productivity levels and formulate improvement plans. The government can greatly benefit from the study in developing policies pertaining to employee capacity in the SME sub-sector. The study will give the staff the tools they require to determine their areas of

failure and improve. Employers and the government may make adjustment because of the study to better the situation. Future scholars who wish to work Trinity University or elsewhere in the field of staff productivity may find the study to be helpful. The study's findings will also help academic institutions and staff members feel more motivated and committed. This study will also be useful for the workplace's further expansion and development in the future.

Conclusions

The study revealed that among the elements hypothesized to be obstacles in adopting work environment on employee productivity. The goal of this study was to achieve the research objectives. By employing a valid and trustworthy strategy, this work has made a significant addition to theoretical and methodological knowledge in this sector. The study's findings also provide a useful foundation for building a realistic strategy in Nigeria that would boost the work environment and employee performance among members of staff. The methodology of the research was that of survey method employing the use of questionnaire as an instrument. A total of 134 copies of questionnaire were retrieved from the field and analyzed using table, frequency, percentage. The hypothesis was however tested

using regression. The result of the hypothesis testing showed that:

- i. Since the P-value is greater than 0.05, the null hypothesis is therefore accepted connoting that there is a positive and significant effect of technology on innovation.
- ii. Based on the estimation results, there is enough evidence to reject the null hypothesis. Hence, there is also positive and significant effect of culture on employee commitment.
- iii. The null hypothesis is consequently failed to be accepted because the P-value is greater than 0.05, indicating that there is a positive and statistically significant effect between conducive environment and service delivery during the period under investigation.

Recommendations

The study recommends the following based on the findings:

- i. The management of Trinity University should consider providing additional technological tools that would aid worker's productivity more easily and quickly.
- ii. Management should also develop an appropriate culture that would assist employees in their obligations to the university.
- iii. Management should also create a well-ventilated, pleasant, less loud, safe, and

secure workplace for employees to always optimize their productivity.

- i.v Finally, the management of Trinity University should further encourage and aid innovation, staff devotion, etc, that would result in timely service delivery, skill enhancement, and better service rendering in the future.

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