



PERCEIVED ADEQUATE OFFICE FACILITIES AND ACADEMIC STAFF JOB PERFORMANCE IN FEDERAL COLLEGES OF EDUCATION IN NORTHWEST ZONE, NIGERIA

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Abstract

This research investigated the level of adequate office facilities as well as academic staff performance in the Northwest zone of Nigeria federal colleges of education. The study employed a correlational research design. The population of the study was 2,211 lecturers of which 322 was sampled using proportionate and simple random sampling techniques. The data collection instruments titled 'Lecturers' Questionnaire for the Adequacy of Office Facilities and Lecturers' Performance Questionnaire (LQAOFLPQ) were adapted for the study and validation was done by three experts drawn from the faculty of education and extension services, Usmanu Danfodiyo University, Sokoto. The research questions were answered using descriptive statistics (mean and standard deviation) and the hypothesis was tested using the Pearson Product Moment Correlation Coefficient at 0.05 significance level. The study found out that the office facilities in the colleges were fairly adequate. The study also found out a significant positive correlation ($r = 0.513, p < 0.05$) between the adequacy of office facilities and academic staff job performance. The study concluded that the additional office facilities improvement will result in enhanced teaching, research, and academic services. The study recommended among others that Federal Government through National Commission for Colleges of Education and allied agencies, need to provide more additional office facilities for academic staff in federal colleges of education in the Northwest Zone, Nigeria, especially ICT gadgets.

Keywords: Academic Staff, f Colleges of Education, Job Performance, Northwest Zone, office facilities,

Introduction

A nation's progress depends on its population having access to education, and colleges of education play a major role in this process. They impart instructional strategies, mold the standard of education, and add to a country's total intellectual capital. Colleges of education in Nigeria are

the principal institutions for training teachers and staff of the nation's primary and secondary schools. With the National Certificate in Education remaining the minimum qualification for teaching, the quality of these colleges directly shapes the learning outcomes of millions of pupils (Adeyemi & Oyewole, 2020). In the



Northwest geopolitical zone, where the population is growing faster than the supply of qualified teachers, the role of Federal Colleges of Education is critical (Umar & Abdul-Rahman, 2023).

Office facilities refer to the physical and technological resources provided within an office environment to support administrative, managerial, and clerical activities. These facilities include furniture (desks, chairs, cabinets), office machines (computers, printers, photocopiers), communication tools (telephones, internet facilities), and supportive infrastructure such as lighting, ventilation, and power supply (Oluwadare & Adesina, 2018). According to Adebayo (2019), office facilities are essential components that enhance efficiency, comfort, and productivity in organizational operations.

Adequate office facilities contribute significantly to improved employee performance and organizational effectiveness. Proper furniture and ergonomic equipment reduce fatigue and health-related problems, thereby increasing job satisfaction and productivity (Okoye & Eze, 2020). Modern office technologies, such as computers and internet facilities, facilitate faster information processing, effective communication, and accurate record keeping. Additionally, well-equipped offices promote professionalism, enhance service delivery, and improve the overall image of an organization (Onifade, 2017).

Despite their benefits, office facilities may also present certain challenges. High acquisition and maintenance costs of modern office equipment can strain organizational finances, especially in public institutions with limited funding (Akinwale, 2018). Inadequate training on the use of office technologies may lead to underutilization or misuse of facilities. Furthermore, obsolete or poorly maintained facilities can hinder work efficiency, cause frequent breakdowns, and negatively affect staff morale (Yakubu & Musa, 2021).

Adequacy of office facilities refers to the extent to which available facilities meet the functional needs of office staff and align with

organizational objectives. Adequate facilities are those that are sufficient in quantity, functional in quality, and accessible to users when needed (Umar & Bello, 2019). Studies have shown that inadequacy of office facilities leads to delays in task execution, reduced productivity, and increased job stress among employees (Adekunle & Lawal, 2020). Therefore, continuous assessment, upgrading, and proper maintenance of office facilities are necessary to ensure effective office operations. The physical work environment can be recognized as one of the key factors influencing employee productivity, job satisfaction and organizational commitment. In higher-education settings, an office serves multiple functions: lesson-planning, student consultation, research writing, and administrative duties (Mbazor, 2021). Empirical studies from Nigeria show that when academic staff are provided with adequate office space, they report higher self-rated productivity (Oyewole, Arogundade & Sadiku, 2019) and achieve better teaching-evaluation scores (Ogunode & Ibrahim, 2023).

Academic staff job performance refers to how well lecturers and researchers carry out the core duties of their appointment such as teaching, research, community service and administrative responsibilities and how effectively they meet the standards of their institutions (Oluwunmi & Gbarayeghe, 2022).

Theoretical Framework

Nomothetic – Idiographic theory is propounded by Getzels and Guba (1950). The theory perceived organizations as social systems and that every organization has both nomothetic and idiographic dimensions. Nomothetic dimension represents the organization while idiographic dimension represents individuals or workers within the organization. Nomothetic- idiographic theory used in this study as it equally involves various groups of individuals



working together in a coordinated manner to achieve a common goal or declared aims. From the foregoing explanation, it can be deduced that the theory was related to this study in the sense that college system has both nomothetic dimension and idiographic dimension as it comprises organizational structure and different workers for the attainment of college goals.

To establish the uniqueness of the study related empirical studies were reviewed. In line with this Abdulmumini (2021) conducted a study on the impact of office and housing facilities on academic staff performance in the state higher educational institutions of Borno State. The study raised five questions to determine the impact of office and housing facilities on academic staff performance. Hypotheses were formulated and tested in line with the objectives of the study. The survey method was employed for the study. The study's population consisted of 1410 academic staff from state higher educational institutions. The study's sample consisted of 938 academic staff from the four selected institutions that participated in the study. The collected data were presented using simple frequency and percentages and later analyzed using the Chi-square statistical technique. The findings revealed that there was a significant relationship between office and housing facilities and academic staff performance. The study concluded that academic staff performance was influenced by their office and housing facilities. It is recommended that appropriate funds be spent on the renovation, equipping, and furnishing of offices and houses to improve academic staff performance.

The study is related to the current study because the focused area of the study was office and housing facilities on academic staff performance in the State higher educational institutions of Borno State, However, the study

was limited to only Borno State, while the current study Cover all the North west colleges of education.

Similarly, Fajonyomi (2021) investigated the influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria. A survey research design was used in the research. The population of the study was 275 librarians from the six Federal University libraries in North-East Nigeria. The total enumeration technique was applied. A validated self-designed structured questionnaire was used for data collection. The Cronbach's alpha reliability coefficient for the construct was 0.92. A response rate of 61% was achieved. Descriptive and inferential statistics were used to analyze the data collected. The findings revealed that availability of work facilities had no influence on the job performance of librarians in federal university libraries in the North-East Nigeria. The finding also indicated that adequacy of work facilities did not influence the job performance of librarians in federal university libraries in North-East Nigeria. Based on the findings of the study, it is concluded that work environment indicators for the study did not influence the job performance of librarians. Therefore, it was recommended that librarians should be encouraged to perform more, and the work environment be made conducive where necessary by the University Librarian and the University Management. The study is related to the current study because the focus area of the study was on the influence of the work environment on the job performance of librarians in federal university libraries in North-East Nigeria. The reviewed study is related to this study in the sense that the work environment involved office facilities in colleges of education. However, the reviewed study was conducted in federal university libraries in the Northeast, and the



respondents were library workers, while the current study was conducted in federal colleges of education, and the respondents were purely lecturers.

Furthermore, Okeke (2016) conducted a study on the management of school facilities in senior secondary schools in the Federal Capital Territory Abuja. The study had four objectives, four research questions and hypotheses. Survey research design was used, population of the study consisted of 1,223 teachers and the sample consisted of 291 teachers using research advisors (2006). The instrument for data collection was teachers' questionnaire for the management of school facilities (TQMSF). The results showed that office accommodation was available, adequate, functional and maintained in senior secondary schools in the Federal Capital Territory, Abuja. The study is related to the current study because the focused area of the study was management of school facilities in senior secondary schools in the Federal Capital Territory Abuja. However, the study limited itself to only Federal Capital Territory, Abuja, while the current study assessed the adequacy of office facilities in federal colleges of education in the Northwest zone, Nigeria. The population size and sample size of the two studies differed and also the geo-political zones of the studies differed.

A related study by Muhammad (2018) who assessed the availability, adequacy, functionality and maintenance of school plant on academic staff performance in secondary schools in Dutsinma Educational Zone, Katsina State. The study had five objectives and five research questions. Descriptive survey design was used in the conduct of the study. Cluster sampling procedure was used in selecting Dutsinma Educational Zone, Katsina State and in selecting the schools, convenience sampling procedure was used. In selecting

teachers by school proportionate sampling technique was used and simple random sampling technique was adopted in selecting teachers from each sampled school. The study used 152 secondary school teachers drawn from the population of 234. Teacher' questionnaire for the availability, adequacy. From the foregoing, it can be deduced that review of these empirical studies was fundamental for the researcher to situate the current work within the scholarly landscape, identify research gaps, refine methodologies, and ultimately contribute to the development of knowledge.

Statement of the Problem

Colleges of education are the backbone of the nation's teaching workforce. They blend out the bulk of primary and secondary school teachers, delivering the pedagogical skills, subject knowledge and professional ethics that keep classrooms successively. In a country where the National Certificate in Education remains the minimum teaching qualification, these institutions are literally modeling the next generation of populaces. In line with this Adeyemi and Oyewole (2020) maintained that the quality of higher-education institutions in Nigeria is increasingly judged not only by the qualifications of their academic staff but also by the physical conditions that support teaching, research and community service. However, research preliminary observation shows that office facilities in federal colleges of education in the Northwest zone was not in good condition. It has been observed that some of the office facilities in colleges of education in Northwest, Nigeria lack privacy due to overcrowds. Overcrowding in office facilities may results in a lack of privacy for academic staff. Also with limited space, it may be difficult for academic staff to have private meetings or conversations, leading to a compromised level of confidentiality. In relation to this, office facilities in federal



colleges of education in the Northwest zone are pivotal for the nation's teacher-training agenda, yet they contend with chronic shortages of adequate office facilities (Umar & Abdul-Rahman, 2023). Overcrowded offices, poor ventilation, inadequate furniture and lack of privacy are frequently reported by lecturers, raising concerns about their impact on job performance (Oluwunmi & Gbarayeghe, 2022).

Therefore, addressing this gap is essential for improving office facilities that could yield tangible gains in staff productivity, which in turn enhances the quality of teacher education and contributes to national development goals. Also understanding the link between adequate office facilities and academic job performance will inform policy makers to promote staff well-being and retention, particularly in a region facing brain-drain. This present study is therefore investigated the perceived adequate office facilities as well as academic staff performance in the Northwest zone of Nigeria federal colleges of education

Aim and Objectives

The main aim of the study was to determine the perceived adequate office facilities and academic staff job performance in federal colleges of education in northwest zone, Nigeria. Specially, the objectives of the study were to:

- i. examine the level of adequacy of office facilities in federal colleges of education in the Northwest zone, Nigeria.
- ii. find out the relationship between the adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest zone, Nigeria.

Research Questions

The study was guided by the following formulated research questions:

- 1 What is the level of adequacy of office facilities in federal colleges of education in the Northwest zone, Nigeria?
- 2 What is the relationship between the adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest zone, Nigeria?

Research Hypothesis

The following null hypothesis was tested at 0.05 level of significance:

- i. There is no significant relationship between the adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest zone, Nigeria

Methodology

This study employed a correlational survey research design. The sample size used consisted of 322 lecturers drawn from the total population of 2,211 lectures in federal colleges of education in the Northwest zone of Nigeria using Research Advisors (2006). In selecting lecturers by college and by school in the colleges, proportionate sampling technique was used. A simple random sampling procedure was used in selecting the respondents from each sampled school of the selected colleges. The study used adapted Lecturers' Questionnaire for the Adequacy of Office Facilities (LQCOA) from Muhammad (2018) with 20 items and reliability index of 0.84; it was also modified to 22 items. Lecturers' Performance Questionnaire (LPQ) was also adapted from Bello (2023) with 30 items and reliability index of 0.723; it was also modified to 36 items. The study used 5 Point-Likert type as described: HA=Highly Adequate (5), A=Adequate



(4), FA=Fairly Adequate (3), RA=Rarely Adequate (2), NA=Not Adequate (1).

To ascertain the content validity of the LQMOA and LPQ, experts from Faculty of Education and Extension Services, Usmanu Danfodiyo University, Sokoto were given the instruments to ascertain their face and content validity. From the copies returned by the experts, corrections were made by the researcher to ensure the instruments have good face and content validity and could be administered to the targeted respondents. To establish the reliability of the instruments, a pilot test was conducted for each of the questionnaires. A test-retest method was used with an interval of four weeks. The result of the Cronbach’s alpha reliability coefficient indicated reliability indices of 0.93 and 0.897 (for LQAOA and LPQ respectively).

The study used descriptive and inferential statistical tools for data analysis. Descriptive statistical tools such as mean scores, standard deviations, were used to answer the research question. Pearson Product Moment Correlation Co-efficient was applied to test the null hypothesis. The decision rule for interpretation of the results of the data analysis was that a mean of 3.00 and above was considered accepted or positive responses, while a mean below 3.00 was considered negative response, while 0.05 level of significance was used to test the hypotheses. The calculated probability (P-value) that was greater than the significant level of 0.05 was accepted, while the p-value that was less than the significant level of 0.05 was rejected. The population and sample size for the study are shown in table 1.

Table 1: Population and Sample Size of Lecturers in Federal Colleges of Education in Northwest Zone, Nigeria

S/N	College	Population	Sample Size
1.	Federal College of Education (Technical), Gusau, Zamfara State	252	37
2.	Federal College of Education, Kano, Kano State	553	81
3.	Federal College of Education, Katsina, Katsina State	338	49
4.	Federal College of Education, Gidan Madi, Sokoto State	141	20
5.	Federal College of Education, Zaria, Kaduna State	927	135
Total		2,211	322

Source: *Establishment Unit, FCE Gusau, Kano, Katsina, Gidan Madi, and Zaria 2024), Research Advisors (2006)*

Data Presentation and Analysis

Research Question One

What is the adequacy of office facilities in federal colleges of education in the Northwest zone, Nigeria?

Table 2: Adequacy of Office Facilities in Federal Colleges of Education in the Northwest, Nigeria

S/N	Item Statement	HA	A	FA	RA	NA	N=322		Decision
							Mean	SD	
1	Separate offices for lec.	5	91	158	50	18	3.047	0.851	Fairly Adequate
2	Lecturer’s desk	16	156	143	7	0	3.562	0.625	Adequate
3	Lecturer’s chair	31	290	1	0	0	4.093	0.302	Adequate
4	Visitors’ chairs	6	73	164	65	14	2.975	0.824	Fairly Adequate



5	Cushion chairs	15	101	188	18	0	3.351	0.659	Fairly Adequate
6	Television	8	123	159	9	23	3.261	0.852	Fairly Adequate
7	Fridge	17	50	208	39	8	3.090	0.761	Fairly Adequate
8	Centre table	15	68	190	8	41	3.025	0.966	Fairly Adequate
9	Window curtains	18	90	200	3	11	3.314	0.743	Fairly Adequate
10	Bookshelves	14	49	211	35	13	3.050	0.763	Fairly Adequate
11	Desktop or Laptop comp.	0	0	226	73	23	2.630	0.614	Fairly Adequate
12	Printer	0	0	231	75	16	2.668	0.551	Fairly Adequate
13	Backup Computer Device	0	0	202	54	66	2.422	0.810	Rarely Available
14	Scanner	0	0	165	94	63	2.317	0.776	Rarely Available
15	Internet connectivity	0	0	121	152	49	2.224	0.692	Rarely Available
16	Cabinets or drawers	30	94	198	0	0	3.478	0.661	Fairly Adequate
17	Air conditioner	0	0	121	152	49	2.224	0.692	Rarely Available
18	Fans	42	95	174	8	3	3.512	0.782	Adequate
19	Adequate lighting	39	113	158	12	0	3.556	0.752	Adequate
20	Well-equipped office toilet	3	20	184	54	61	2.534	0.900	Fairly Adequate
21	Office carpet	45	70	199	8	0	3.472	0.758	Adequate
22	Satellite	0	0	51	99	172	1.624	0.742	Not Adequate
Adequacy of Office Accomd		14	67	166	46	29	2.974	0.136	Fairly Adequate

Source: *Field work (2025)*

Table 2 Shows that some of the facilities in the offices such as desktop or laptop computer, printers, backup computer devices, scanners, and satellite were rarely adequate in the offices in federal colleges of education in the Northwest zone, Nigeria, with the exception of office facilities such as lecturer’s chair, lecturer’s desk, cushion chairs, adequate lighting, office carpet window curtains, centre tables, fans, and television were either adequate or fairly adequate in federal colleges of education in the Northwest zone, Nigeria. Based on the section mean of 2.974, which was less than

the decision rule of 3.00, it indicated that most of the office facilities are fairly adequate in federal colleges of education in Northwest zone, Nigeria.

Hypothesis Testing

The following was the results of the null hypothesis tested:

H₀₁: There is no significant relationship between adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest zone, Nigeria.

Table 3: Relationship between Adequacy of Office Facilities and Academic Staff Job Performance

Variables	N	\bar{X}	S.D	Df	r-cal	P-value	Decision
Adequacy of Office Facilities	322	2.974	0.136				
Academic Staff Performance	322	3.557	0.123	320	0.513	0.043	H₀₁ Rejected

Significance level, 0.05



This hypothesis was tested using Pearson Product Moment Correlation Co-efficient. From table 3, the result revealed the calculated value (r) = 0.513 and P-value = 0.043. Therefore, since 0.043 was less than the alpha level of 0.05, it shows that the null hypothesis was rejected and the alternative hypothesis was accepted. Thus, it can be concluded that there was significant relationship between adequacy of office facilities and lecturers' performance in federal colleges of education in the Northwest zone, Nigeria.

Discussion of Findings

The study investigated the adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest, Nigeria. The test of hypothesis revealed that there was significant relationship between adequacy of office facilities and academic staff job performance in federal colleges of education in the Northwest zone, Nigeria. The present study coincided with the study conducted by Abdulmumini (2021) on the impact of office and housing facilities on academic staff performance in the state higher educational institutions of Borno State, which found a significant relationship between adequate office and housing facilities and academic staff performance. The similarities in findings occurred from the possibility that both studies were conducted in tertiary institutions and involved purely academic staff as participants. However, it did not concur with the study conducted by Fajonyomi (2021) on the influence of work environment on job performance of librarians in federal university libraries in North-East Nigeria, which found that adequacy of work facilities did not influence the job performance of librarians in federal university libraries in North-East Nigeria.

The hypothesis concerning the adequacy of office facilities suggests a significant positive relationship between these facilities and the performance of academic staff within Federal Colleges of Education in the Northwest Zone, Nigeria. This finding is strongly supported by a breadth of empirical evidence across various educational strata in Nigeria. Specifically, the result aligns with the work of Okeke (2016) and Muhammad (2018), who observed that the management and adequacy of school plants significantly correlate with staff performance in the Federal Capital Territory and Katsina State, respectively. The consistency across these studies likely arises from the shared nature of the academic environment; when teaching staff are provided with conducive office spaces, it facilitates better lesson planning and administrative efficiency. Furthermore, this trend is echoed in the findings of Abdulmumini (2021) in Borno State and Aladetan (2023) in Ondo State, both of whom confirmed that physical infrastructure remains a critical predictor of teacher productivity.

The study further gains support from Ajegbomogun et al. (2022), whose research in Colleges of Education in the South-West revealed that a physical work environment is a primary correlate of job performance. The high level of agreement between these studies may be attributed to the similarity in institutional frameworks, as both were conducted within the College of Education system. Collectively, these supporting works reinforce the notion that the physical workspace is not merely a background variable but a fundamental tool that enables academic staff to meet their professional obligations effectively.

Conversely, the findings of this study do not concur with Fajonyomi (2021), who focused on librarians within federal universities in North-East Nigeria. Fajonyomi's research indicated that the adequacy of facilities did not significantly



influence the job performance of librarians. This inconsistency might be explained by the difference in institutional dynamics and professional roles. While academic staff in Colleges of Education rely heavily on personal office adequacy for research and student consultation, the performance of university librarians may be more dependent on centralized digital systems or library-specific software rather than individual office dimensions. Additionally, the geographic shift from the Northwest to the Northeast zone may involve different organizational cultures regarding resource utilization.

Conclusions

Office facilities within the federal colleges of education within the Northwest zone of Nigeria is, at best, just above inadequate, particularly in the areas of ICT and ancillary facilities. Notably, however, is the significant positive correlation that exists between the level of office facilities and the job performance of academic staff. This means additional office facilities improvement will result in enhanced teaching, research, and academic services. Thus, adequate office facilities continue to be an important institutional factor to be prioritized to enhance the performance of teaching staff and improve the quality of teacher education in the region.

Recommendations

The study resulted in three principal recommendations:

- i. Federal Government through National Commission for Colleges of Education and allied agencies, need to provide more additional office facilities for academic staff in federal colleges of education in the Northwest Zone, Nigeria, especially ICT gadgets. privacy-related The management of federal colleges of education should ensure that office facilities are periodically

maintained so that an academic work climate is sustained. Quality assurance and performance enhancement frameworks should articulate basic office facilities norms and standards by federal colleges of education.

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