

Workplace Environment Dimensions and Employee Performance in the Public Sector: The Role of Perceived Organisational Support

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Abstract

This study examines the relationship between the workplace environment and employee job performance using a multidimensional approach (relationships, personal growth, and system maintenance and change). It also examines the potential role of perceived organisational support (POS) in enhancing this relationship in the public sector. A cross-sectional research design with a focus on a quantitative approach was employed, with data collected from 169 public sector employees in Lafia, Nasarawa State, Nigeria. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS SEM). The findings show that system maintenance and change significantly influence employee job performance, while workplace relationships and personal growth positively correlate with job performance but have an insignificant impact. Also, perceived organisational support did not have a mediating effect in the relationship between workplace environment dimensions and employees' job performance. The study highlights that not all aspects of the workplace environment equally influence employee job performance. This specificity aids in pinpointing that public sector efforts should prioritise clarity of organisational goals, innovation, flexibility and opportunity for development for maximum impact. The study contributes to existing literature by extending Person-Environment Fit and Social Exchange Theories within a developing economy context, showing the context-specific limitations of POS as a mediating mechanism and offering a more targeted understanding of workplace dynamics in public sector organisations.

Keywords: Workplace Environment, Employee Performance, Perceived Organisational Support, Public Sector, PLS-SEM.

Introduction

The productivity of public sector organisations depends on the collective efforts of employees to drive government policies and implement their development plans. To achieve these plans, employees' job performance remains relevant, as it is a critical determinant of the sector's success. Employee job performance includes the efficiency and effectiveness with which employees fulfil their responsibilities, the work activity outcomes and behaviours that contribute to achieving the organisational goals (Chen & Lin, 2024; Darvishmotevali & Ali, 2020; Dewettinck & van Ameijde, 2011).

In the context of emerging economies in developing countries, scholars have raised concerns regarding the performance of employees in the public sector. Studies by Adeoye et al. (2024) and Oluwagbade et al. (2024) suggest that challenges such as inefficiency, bureaucratic processes, corruption, slow decision-making, rigid structures, lack of strong performance-based reward systems, and poor service delivery are prevalent in some cases. These have led to the continued struggle of employees' performance levels, resulting in reduced productivity in the sector (Oyekola et al., 2022; Sukare & Abdullahi, 2025). Recent evidence from the Nigerian public sector further demonstrates the importance of organisational conditions in shaping organisational outcomes, with ethical behaviour and perceived organisational support found to positively influence organisational performance (Abdulkareem et al., 2025). These challenges are, however, not necessarily universal across all public sector institutions in these economies, as performance levels can vary based on context, governance structures, and reform efforts.

The workplace environment stands out as a critical determinant of employee performance. It has been argued that process improvements and changes in organisations will fail without environments that support performers in upholding them (Gravina et al., 2021). Supporting this view, research shows that employees' cognition, emotional state, as well as their concentration, behaviours, and abilities are affected by the substantial amount of time spent in the workplace carrying out their duties (Boxall & Purcell, 2022). Again, empirical evidence indicates that work-environmental conditions can shape employees' job performance through both contextual and psychological mechanisms. For instance, López-Cabarcos et al. (2022) demonstrate that work-environmental variables, including social support and other workplace conditions, are associated with employee job performance. Similarly, Chen and Lin (2024) show that perceived workplace environmental factors influence job performance through employee-level psychological mechanisms, highlighting the interaction between the work environment and individual responses. Accordingly, these suggest that the conditions under which employees perform their duties are important for understanding variations in employee performance.

The workplace environment is defined as everything surrounding employees and where they work, which influences how they do their job functions. This workplace environment includes both the internal and external factors that influence the working spirit of employees and their productivity. Moreover, research has shown support for a significant association between workplace environmental conditions and employee job performance (Chen & Lin, 2024; López-Cabarcos et al., 2022; Pimpong, 2023).

Given the significant impact of the workplace environment on employee job performance, the perceived organisational support (POS) mechanism is warranted to sustain this relationship. Perceived organisational support (POS) provides a theoretically relevant mechanism for understanding how employees' experiences of their work environment may translate into performance-related outcomes. Following the study of Abdulkareem et al. (2025), perceived organisational support is found to be positively associated with organisational performance, reinforcing the relevance of organisational support within

public-sector settings. This perspective is reinforced by the social exchange theory, which emphasises the importance of creating a positive working environment in which employees are respected and appreciated (Blau, 1964).

Perceived organisational support is defined as the extent to which employees believe that their organisation values their contributions and cares for their well-being through the provision of resources, training, and other forms of emotional support. It has been found that employees who feel supported tend to respond with higher affective and continuance commitment to the organisation, which enhances their work performance (Eisenberger et al., 2002). Further, this support removes or reduces barriers and allows employees to focus on performance output. Based on this background, the paper investigates the effect of workplace environment, a multidimensional approach proxy as relationships, personal growth, system maintenance, and change, on employee job performance, with the role of perceived organisational support.

By incorporating these perspectives, the study stands out from others and may offer a more nuanced understanding of the ways in which workplace environment and perceived organisational behaviour interact to influence performance. The study equally enriches the body of literature on organisational behaviour and human resource management, and advances knowledge in this discipline. The outcome of the study could therefore have implications for HRM policies and practices that focus on optimising the workplace environment, boosting employee performance and effectiveness. Similarly, understanding how different environmental factors impact performance can help organisations develop strategies to improve job satisfaction and reduce turnover. In addition, the study provides actionable insights to design and implement interventions that promote a healthier, more productive work environment, particularly in the public sector. Specifically, the study examines the association between workplace environment dimensions (relationships, personal growth, and system maintenance and change) and employee job performance; assesses the association between perceived organisational support and employee job performance; and evaluates the mediating role of perceived organisational support in the relationship between workplace environment dimensions and employee job performance.

Statement of the Problem

Employee performance is central to the effectiveness of public-sector organisations because employees are responsible for implementing government policies and programmes. However, the conditions under which employees work may influence their ability to achieve expected performance outcomes. Studies have shown that workplace environmental conditions are associated with employee performance (López-Cabarcos et al., 2022; Chen & Lin, 2024). In Nigeria, studies have examined the relationship between work environment and employee performance in public-sector settings. However, existing evidence provides limited understanding of how specific dimensions of the workplace environment, particularly relationships, personal growth, and system maintenance and

change, may differentially relate to employee performance. Treating workplace environment broadly may therefore obscure the specific environmental conditions that matter most for employee performance.

Furthermore, while perceived organisational support has been linked to employee and organisational outcomes, its role in explaining the relationship between specific workplace-environment dimensions and employee performance remains insufficiently established. Recent evidence from the Nigerian public sector confirms the relevance of organisational support to organisational outcomes (Abdulkareem et al., 2025), but its potential mediating role in these dimension-specific relationships remains unclear. Therefore, this study addresses the need to examine whether workplace relationships, personal growth, and system maintenance and change are differentially associated with employee performance, and whether perceived organisational support mediates these relationships among public-sector employees in Lafia, Nasarawa State, Nigeria.

Research Questions and Objectives

The statement of the problem gives rise to the following questions: (i) Is there a significant association between workplace environment relationships and employee job performance? (ii) Is there a significant association between workplace environment personal growth and employee job performance? (iii) Is there a significant association between workplace environment system maintenance and change and employee job performance? (iv) Is there a significant association between perceived organisational support and employee job performance? (v) Does perceived organisational support mediate the relationship between workplace environment dimensions and employee job performance?

The study is guided by the following objectives: (i) to examine the association between workplace environment relationships and employee job performance among civil servants in Lafia, Nasarawa State; (ii) to examine the association between workplace environment personal growth and employee job performance; (iii) to examine the association between workplace environment system maintenance and change and employee job performance; (iv) to assess the association between perceived organisational support and employee job performance; and (v) to assess the mediating role of perceived organisational support in the relationship between workplace environment dimensions and employee job performance.

Literature Review and Hypotheses Development

Workplace Environment Relationships and Employee Performance

Relationships within the work environment include all interactions between employees, the workplace, their work-team members and supervisors. According to Person-Environment Fit Theory (Holland, 1980), a good match between employees' social needs and supportive workplace relationships positively affects motivation and performance. Also, Social Exchange Theory (Blau, 1964) states that if employees have good relationships with their colleagues/supervisors, they would act reciprocally by being committed and performing better. These perceptions have been confirmed by empirical research. Chiaburu and

Harrison (2008) revealed that positive relationships with peers are linked to increased job satisfaction and organisational commitment; social support has been linked to employee job performance (López-Cabarcos et al., 2022), while Pelin and Osoian (2021) reported that coworker support was positively related to employee outcomes, although its relevance varied across aspects of job performance. Supervisor support and workplace interactions were found to be highly influential for employee performance and motivation. In addition, Msuya and Kumar (2022) also found that supervisor work-life support was positively associated with performance, revealing the importance of supportive supervisory relationships.

However, these relationships should not be assumed to produce the same performance effects across contexts. The evidence suggests that the influence of workplace relationships may depend on the particular type of support or relationship considered and the organisational setting in which it occurs (Pelin & Osoian, 2021; López-Cabarcos et al., 2022). Moreover, much of the established evidence has been generated outside the Nigerian public-sector context, while recent Nigerian studies have given comparatively greater attention to broader workplace conditions and organisational outcomes. This leaves uncertainty about whether workplace relationships translate into improved employee performance within the institutional and bureaucratic context of the Nigerian public sector. Consequently, this study examines whether workplace-environment relationships are significantly associated with employee performance among public-sector employees in Lafia, Nasarawa State, leading to H₁.

H₁: There is a significant association between workplace environment relationships and employee job performance.

Workplace Environment Personal Growth and Employee Performance

Personal growth within the workplace environment includes autonomy, task orientation, work pressure, and career development opportunities. The Person-Environment Fit Theory (Holland, 1980) suggest that employees will function more effectively if their development needs match organisational offerings such as autonomy and growth prospects. Furthermore, Social Exchange Theory (Blau, 1964) suggests that when organisations make an investment in employees' development, employees respond by increased input and performance. Empirical research shows that work autonomy and supervisors' work-life support are associated with performance (Msuya & Kumar, 2022). Tisu et al. (2023) similarly found a relationship between autonomy and performance, highlighting the importance of employees' control over aspects of their work. In the Nigerian context, Iyke-Ofoedu et al. (2023) reported positive effects of career-development techniques on employee performance. These findings suggest that opportunities for autonomy and development may contribute to employee performance, although their effects may depend on the nature of the work environment and organisational context.

However, the existing evidence does not fully establish whether personal-growth conditions have similar effects within the Nigerian public sector. Much of the literature focuses on autonomy, career development or related work conditions as separate factors, rather than examining them as components of the broader personal-growth dimension of the workplace environment. Moreover, opportunities for development may not necessarily translate into improved performance where employees perceive limited opportunities to apply newly acquired skills or advance within the organisation. This raises the question of whether the personal-growth dimension of the workplace environment is significantly associated with employee performance among Nigerian public-sector employees. Accordingly, this study examines the relationship between workplace-environment personal growth and employee performance, as proposed in H2.

H2: There is a significant association between workplace environment personal growth and employee job performance.

Workplace Environment System Maintenance and Change and Employee Performance

Workplace environment system maintenance and change involve organisational goal clarity, innovation, flexibility, and development opportunities. From a Person-Environment Fit view (Holland, 1980), clear structures and adaptive systems facilitate better fit between employee capabilities and organisational expectations, leading to improved performance. Likewise, Social Exchange Theory (Blau, 1964) suggests that organisations that provide enabling structures and development opportunities encourage employees to reciprocate with higher productivity. Empirical evidence indicates that clear organisational structures and supportive environments significantly enhance employee performance (Diamantidis & Chatzoglou, 2019). Goal clarity improves focus, motivation, and productivity (Lockwood, 2021), while supervisory encouragement fosters skill development and responsibility-taking (Wang et al., 2022). Additionally, continuous learning and development opportunities enhance leadership and performance outcomes (Maurer & London, 2020).

However, the evidence does not establish that all workplace-environment conditions contribute equally to employee performance. Organisational clarity, supportive systems, flexibility and opportunities to adapt to changing work demands may provide different forms of support for employees' performance. This is particularly relevant in public-sector organisations, where formal structures and organisational procedures can shape employees' work experiences and opportunities to respond to changing demands. Thus, examining system maintenance and change as a distinct workplace-environment dimension may provide insight that is obscured when workplace environment is treated as a single construct. Accordingly, this study examines whether workplace-environment system maintenance and change is significantly associated with employee performance among public-sector employees in Lafia, Nasarawa State, Nigeria, as proposed in H3.

H3: There is a significant relationship between workplace environment system maintenance and change and employee job performance.

Role of Perceived Organisational Support

Perceived organisational support (POS) refers to the extent to which employees perceive that their organisation values their contribution and is concerned about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory (Blau, 1964), POS can be considered as the mechanism for employees to reciprocate positive organisational treatment with increased commitment and performance; if employees perceive higher organisational support, they are more inclined to exhibit positive work behaviours. Empirical studies confirm that organisational support enhances employee commitment, productivity, and organisational outcomes (Abdulkareem et al., 2025; McCarthy et al., 2013). Furthermore, supportive organisational environments strengthen employees' cognitive and emotional attachment to their organisation, reinforcing performance outcomes.

The expectation that POS influences employee performance is therefore grounded in both Social Exchange Theory and the broader empirical literature on organisational support. When employees perceive that their organisation values their contributions and cares about their welfare, they may act by investing greater effort and showing behaviours that support organisational goals. Accordingly, this study proposes that perceived organisational support is positively associated with employee performance.

H4: Perceived organisational support significantly influences employee performance.

Beyond this direct relationship, POS may also provide a mechanism through which workplace-environment conditions influence employee performance. Favourable workplace conditions may strengthen employees' perceptions that the organisation values and supports them, which may in turn encourage positive work behaviours and performance. However, evidence concerning POS as a mediating mechanism between specific workplace-environment dimensions and employee performance remains limited. Existing studies have examined organisational support in relation to various employee outcomes, but do not directly establish whether POS transmits the effects of workplace relationships, personal growth, and system maintenance and change to employee performance. This provides a basis for examining the mediating role of POS in the present study.

H5: Perceived organisational support mediates the relationships between workplace-environment dimensions and employee performance.

Based on the theoretical arguments and hypotheses developed, the conceptual framework of the study is presented in Figure 1.

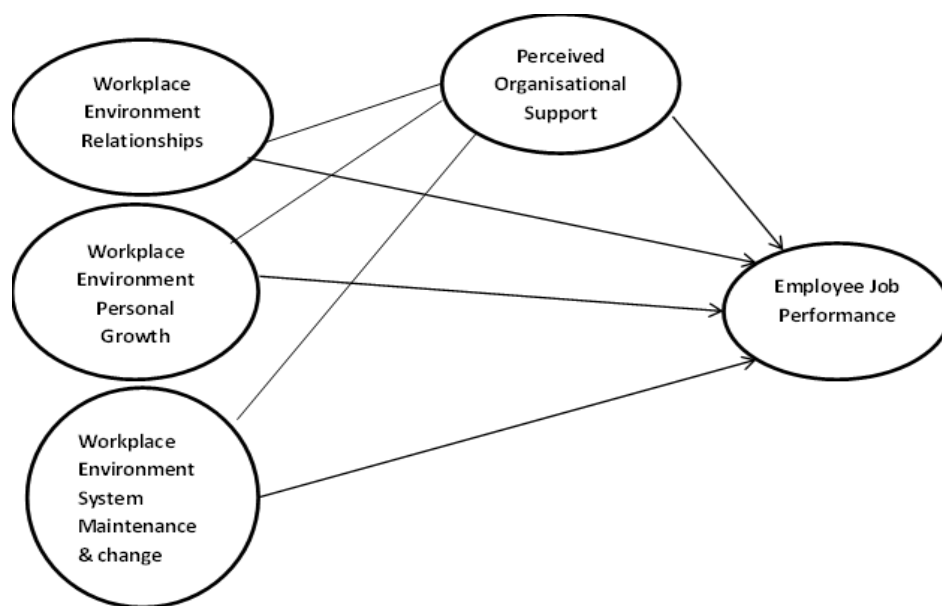


Figure 1. Conceptual Framework

Source: Authors' construct (2026)

Methodology

This study utilised a quantitative research design through a cross-sectional survey to gather data from civil servants working under federal agencies and parastatals in Lafia, Nasarawa State, Nigeria. Because a current, verifiable state-level population frame for federal civil servants in Lafia was not publicly available, the sample size was determined based on the statistical requirements of the proposed partial least squares structural equation modelling (PLS-SEM) rather than a population-ratio formula.

To determine the sample size, the study followed the inverse square-root approach proposed by Kock and Hadaya (2018), which provides a PLS-SEM-specific method for determining minimum sample requirements based on the expected magnitude of the structural path coefficients, statistical significance level, and desired power. The approach has been recommended as a more accurate alternative to the traditional 10-times rule, which may produce imprecise minimum sample-size estimates. Assuming a minimum relevant structural path coefficient of 0.20, a significance level of 5% and statistical power of 80%, the inverse square-root method yields a minimum sample requirement of approximately 155 observations. The final sample of 169 usable responses therefore met the minimum sample requirement for estimating the proposed PLS-SEM model and testing the hypothesised structural relationships.

The survey was administered online using Google Forms and was made accessible to eligible federal civil servants working in federal agencies and parastatals in Lafia, Nasarawa State. To ensure coverage across employment cadres, the sampling procedure considered three cadre groups: officer, executive and senior executive cadres. A total of 215 questionnaire responses were received. Following data screening and application of the study's inclusion criteria, 169 responses were retained for the final analysis, representing

78.6% of the submitted responses. Ethical procedures were observed throughout the data-collection process. Informed consent was obtained from all participants before participation in the survey. Participation was entirely voluntary, and respondents were informed that they could withdraw from the study at any time without consequence. Participants were assured that their responses would be treated confidentially and that the survey was anonymous. No personally identifying information was collected during the data-collection process. This study did not involve medical intervention, deception, or vulnerable populations, and data collection followed the University of Jos Research Ethics Committee guidelines for minimal-risk survey research [AUTHORS: insert ethics approval/waiver reference number here].

From the total sample of 169, 123 respondents (72.8%) are male, and 46 (27.2%) are female. The majority (50.3%) are within the age bracket of 30–40 years, followed by 41–50 years (31.4%), 18–29 years (11.8%), and above 50 years (6.5%). In terms of working experience, 31.4% have worked between 6 and 10 years, 24.9% for 11–15 years, 23.7% for 3–5 years, 11.2% above 15 years, and 8.9% within 1–2 years. Regarding educational qualification, 62 respondents (36.7%) are graduates, 35 (20.7%) hold postgraduate degrees, 42 (24.9%) are diploma holders, and 30 (17.8%) hold senior school certificates. By cadre, 78 respondents (46.2%) occupy the executive cadre, 46 (27.2%) the officer cadre, and 45 (26.6%) the senior executive cadre (see Table 1).

The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) implemented in R. This technique was chosen due to its ability to handle complex and multiple relationships simultaneously and to show how the different dimensions of the workplace environment are associated with employees' job performance (Hair et al., 2021; Hair et al., 2017; Henseler, 2017).

Table 1. Demographic profile of respondents

Demographic	Category	Frequency	%
Gender:	Male	123	72.8
	Female	46	27.2
	Total	169	100.0
Age	18-29	20	11.8
	30-40	85	50.3
	41-50	53	31.4
	> 50	11	6.5
	Total	169	100.0
Marital Status	Single	45	26.6
	Married	124	73.4
	Total	169	100.0
Working Experience	1-2	15	8.9
	3-5	40	23.7
	6-10	53	31.4

Demographic	Category	Frequency	%
Education	11-15	42	24.9
	> 15	19	11.2
	Total	169	100.0
	Secondary	30	17.8
	Diploma	42	24.9
	Graduate	62	36.7
	Postgraduate	35	20.7
	Total	169	100.0
Position	Officer	46	27.2
	Executive	78	46.2
	Senior executive	45	26.6
	Total	169	100.0

Source: Authors' computation using R (2026)

Measures

We adopted the survey items from the related literature. Performance items on the scale were measured against a five-point Likert scale, from 1 (never) to 5 (always), while workplace environment dimensions and perceived organisational support items were rated on a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree).

Employee job performance was measured using the Individual Work Performance Questionnaire (IW PQ) developed by Koopmans et al. (2013). The instrument originally comprises dimensions of task performance, contextual performance and counterproductive work behaviour. In this study, the 13 items assessing task performance and contextual performance were used and operationalised as a single positive employee-performance construct. Although task and contextual performance are conceptually distinct dimensions, both represent positive forms of work behaviour that contribute to effective employee functioning and organisational outcomes (Koopmans et al., 2013; Platania et al., 2024; Özkan et al., 2024). Their combination was considered appropriate because the study focuses on the overall relationship between workplace-environment dimensions and employees' positive work performance rather than on differences in the effects of workplace conditions on task and contextual performance separately. Counterproductive work behaviour was excluded because it represents a qualitatively distinct negative behavioural dimension and was outside the positive performance focus of the study. The use of task and contextual performance as a combined positive performance construct is also consistent with prior empirical use of the IW PQ (Shin & Park, 2020).

Workplace environment dimensions—relationship, personal growth, and system maintenance and change—were measured using the Work Environment Scale-Short Form (WES-SF) by Moos and Insel (2008) and the Organisational Climate Measure (OCM) developed by Patterson et al. (2005). The relationship dimension consists of involvement and supervisor support; personal growth/goal orientation consists of autonomy, task orientation, and work pressure; while system maintenance and change dimensions consist of clarity of

organisational goals, innovation and flexibility, and opportunity for development in this study. The study by Farzaneh and Boyer (2019) found high reliability scores for the sub-scales.

Perceived organisational support was measured using the short perceived organisational support (SPOS) scale by Eisenberger et al. (1986) and Rhoades and Eisenberger (2002). The 8-item SPOS scale has also been widely validated in empirical studies (Caesens et al., 2019; Zhu et al., 2020).

Results and Discussion

Prior to the test of hypotheses, preliminary diagnostics were conducted. Descriptive statistics (mean and SD) were calculated to describe the entire sample. As shown in Table 2, the mean scores ranged from 3.178 for employee performance (PE) to 4.040 for workplace environment personal growth (WPEPG). The standard deviations ranged from 0.848 to 1.401, indicating adequate variation in respondents' ratings. Among the workplace-environment dimensions, WPEPG recorded the highest mean ($M = 4.040$, $SD = 1.240$), followed by workplace environment system maintenance and change-WPESMC ($M = 3.922$, $SD = 1.401$) and workplace environment relationships-WPER ($M = 3.913$, $SD = 1.325$). Perceived organisational support had a mean of 3.624 ($SD = 1.086$), while employee performance had a mean of 3.178 ($SD = 0.848$).

In Table 2, the skewness values ranged from 0.192 to 0.631, while kurtosis values ranged from -0.588 to 0.498. These relatively modest values indicate no serious departure from normality. Although PLS-SEM does not require strict multivariate normality, examination of distributional characteristics remains useful in establishing the general suitability of the data for subsequent analysis (Hair et al., 2019).

The bivariate correlations revealed positive and statistically significant associations among all five constructs. The three workplace-environment dimensions were strongly correlated, with coefficients ranging from .825 to .847. WPER was positively correlated with POS ($r = .693$, $p < .001$) and PE ($r = .596$, $p < .001$). Similarly, WPEPG was positively associated with POS ($r = .713$, $p < .001$) and PE ($r = .618$, $p < .001$), while WPESMC was positively related to POS ($r = .676$, $p < .001$) and PE ($r = .605$, $p < .001$). POS also demonstrated a positive association with PE ($r = .569$, $p < .001$). The relatively strong correlations among the workplace environment dimensions, however, indicate the need for additional assessment of potential collinearity. Since bivariate correlations alone do not establish problematic multicollinearity, a full-collinearity VIF was examined subsequently.

Given that the predictor, mediator, and outcome measures were obtained from the same respondents using a common questionnaire, common method bias was assessed. Harman's single-factor test was performed using all 38 original questionnaire items. The first unrotated factor accounted for 37.68% of the total variance, which is below the commonly used 50% criterion. Thus, no single factor accounted for a majority of the observed variance, suggesting that common method bias was not sufficiently pronounced to threaten the

analysis (Podsakoff et al., 2003). As an additional diagnostic, full-collinearity VIF values were examined. The values were 4.529 for WPER, 4.635 for WPEPG, 4.028 for WPESMC, 2.273 for POS, and 1.769 for PE. All values were below 5.0, indicating an absence of severe full collinearity (Hair et al., 2014; Kock & Lynn, 2012). Although WPER and WPEPG exhibited comparatively higher VIF values, they remained below the threshold for serious concern. Based on this, Harman's single-factor and full-collinearity results provide no evidence of a severe common method bias problem (See Appendix).

Table 2: Descriptive Statistics and Bivariate Correlations

Variable	Mean	Skewness	Kurtosis	1	2	3	4	5
1. WPER	3.913	1.325	0.346	-0.251	1			
2. WPEPG	4.040	1.240	0.359	-0.205	.847	1		
3. WPESMC	3.922	1.401	0.390	-0.588	.831	.825	1	
4. POS	3.624	1.086	0.631	0.498	.693	.713	.676	1
5. PE	3.178	0.848	0.192	-0.117	.596	.618	.605	.569

Source: Authors' computation using R (2026)

Note. N = 169. $p < .001$ (two-tailed). WPER = workplace relations; WPEPG = workplace physical environment and general facilities; WPESMC = workplace systems, management and communication; POS = perceived organisational support; PE = performance of employees.

Measurement Model Assessment

The initial measurement assessment identified several indicators with relatively weak outer loadings and evidence of overlap among the workplace-environment dimensions. Item removal was therefore undertaken iteratively, considering both statistical evidence and the conceptual meaning of the indicators rather than relying solely on a mechanical loading threshold. This approach is consistent with recommended PLS-SEM practice, which cautions against deleting indicators solely on the basis of numerical criteria when their removal could compromise construct content (Hair et al., 2019). The final measurement model retained 25 indicators across the five constructs.

The indicator loadings ranged from .647 to .873. Most of the indicators exceeded the commonly recommended .708 level, showing satisfactory indicator reliability. Three indicators, OS8 (.647), CP6 (.660) and CP3 (.694), were below .708 but were retained because the constructs demonstrated satisfactory composite reliability and average variance extracted (AVE), and their deletion was not considered necessary to establish convergent validity. (Hair et al., 2019).

The final item-refinement process resulted in the removal of indicators that demonstrated weak measurement performance and contributed to excessive overlap among conceptually distinct workplace-environment dimensions. Specifically, the final model retained WE2–WE4 for WPER, WE5, WE6 and WE9 for WPEPG, WE12, WE15 and WE16 for WPESMC, OS1

and OS₄–OS₈ for POS, and TP₁, TP₃, TP₆ and CP₃–CP₆ for PE. Table 3 presents the retained indicators and their final outer loadings.

In addition, the results in Table 3 demonstrate satisfactory internal consistency reliability for all five constructs. Cronbach's alpha ranged from .748 to .859, rho_A ranged from .759 to .870, and composite reliability ranged from .855 to .894. All values exceeded the .70 threshold. The AVE values ranged from .535 to .736 and therefore exceeded the .50 criterion for all constructs (Hair et al., 2019). Overall, the items in this study meet the measurement model requirements, supporting the reliability and validity of the constructs.

Table 3: Measurement Model: Indicator Loadings, Reliability, and Convergent Validity

Construct	Indicator/Dimension	Loading	α	rho_A	CR	AVE
WPER	WE ₂	.830	.748	.759	.855	.663
	WE ₃	.766				
	WE ₄	.845				
WPEPG	WE ₅	.863	.821	.821	.893	.736
	WE ₆	.858				
	WE ₉	.853				
WPESMC	WE ₁₂	.863	.815	.827	.890	.729
	WE ₁₅	.824				
	WE ₁₆	.873				
POS	OS ₁	.786	.859	.870	.894	.586
	OS ₄	.732				
	OS ₅	.810				
	OS ₆	.783				
	OS ₇	.822				
	OS ₈	.647				
PE	TP ₁	.719	.855	.858	.889	.535
	TP ₃	.751				
	TP ₆	.757				
	CP ₃	.694				
	CP ₄	.788				
	CP ₅	.747				
	CP ₆	.660				

Source: Authors' computation using R (2026)

Note. Values are standardised outer loadings estimated using PLS-SEM-R. TP = task performance; CP = contextual performance.

α = Cronbach's alpha; rho_A = Dijkstra–Henseler reliability; rho_C = composite reliability; AVE = average variance extracted.

Discriminant validity was assessed using the heterotrait–monotrait ratio (HTMT), supplemented by the Fornell–Larcker criterion. This complementary procedure provides evidence for construct distinctness (Fornell & Larcker, 1981; Henseler et al., 2015). From

Table 4, the HTMT values ranged from .587 to .891. Most construct pairs were below the conservative .85 threshold. However, two relationships, WPER–WPEPG (HTMT = .891) and WPER–WPESMC (HTMT = .884), were slightly above .85 but remained below the more liberal .90 criterion. This provides evidence of discriminant validity among the other construct pairs.

The Fornell–Larcker results in Table 5 provide further support for discriminant validity. For each construct, the square root of AVE exceeded its highest correlation with any other construct. In particular, WPER had a square root of AVE of .815, which exceeded its highest correlation (.707), while WPEPG had a square root of AVE of .858, exceeding its highest correlation (.717). Similarly, the square root of AVE for WPESMC (.854), POS (.766), and PE (.731) exceeded the corresponding interconstruct correlations. Thus, the Fornell–Larcker criterion was satisfied for all five constructs. Given the two criteria results, the evidence supports the empirical distinctiveness of the study constructs.

Table 4: Discriminant Validity: Heterotrait–Monotrait Ratio (HTMT)

Construct	1	2	3	4	5
1. WPER	—				
2. WPEPG	.891	.884			
3. WPESMC	.884	.806	—		
4. POS	.806	.638	.743	—	
5. PE	.638	.615	.626	.587	—

Source: Authors' computation using R (2026)

Table 5: Discriminant Validity- Fornell–Larcker Criterion

Construct	WPER	WPEPG	WPESMC	POS	PE
WPER	.815				
WPEPG	.707	.858			
WPESMC	.698	.686	.854		
POS	.659	.717	.636	.766	
PE	.517	.521	.530	.520	.731

Source: Authors' computation using R (2026)

Note. Diagonal values in bold are the square roots of AVE; off-diagonal values are construct correlations.

Assessment of the structural model

Following the assessment of the measurement model, the structural model was evaluated in accordance with established guidelines for PLS-SEM. The assessment considered structural-model collinearity, the coefficient of determination (R^2), effect sizes (F^2), the significance and relevance of the structural paths, indirect effects for the proposed mediation relationships, and out-of-sample predictive performance (Hair et al., 2019; Shmueli et al., 2019). Because the present model specifies workplace environment as three distinct dimensions: workplace relations (WPER), workplace environment personal growth

(WPEPG), and workplace environment systems, management and change (WPESMC), these dimensions were retained as separate exogenous constructs rather than combined into a higher-order construct.

The Variance Inflation Factor (VIF) results for structural model collinearity showed that the values for POS ranged from 2.278 to 2.412, while those for PE ranged from 2.350 to 2.774. All values were below the conservative threshold of 3.3 and substantially below the more liberal threshold of 5.0. This indicates that collinearity among the predictor constructs was not problematic (Hair et al., 2019).

Table 6: Structural Model Collinearity Assessment

Endogenous construct	Predictor	VIF
POS	WPER	2.412
POS	WPEPG	2.337
POS	WPESMC	2.278
PE	WPER	2.533
PE	WPEPG	2.774
PE	WPESMC	2.356
PE	POS	2.350

Source: Authors' computation using R (2026)

The three workplace environment dimensions jointly explained 57.4% of the variance in perceived organisational support. This indicates substantial explanatory power for POS within the context of the present model. In contrast, workplace environment dimensions together with perceived organisational support explained 35.8% of the variance in employee performance. Thus, the model demonstrates meaningful explanatory power for employee performance, although a larger proportion of its variance remains attributable to factors outside the present model

Table 7: Coefficient of Determination

Endogenous construct	R Square (R^2)	R Square Adjusted
POS	0.574	0.567
PE	0.358	0.343

Source: Authors' computation using R (2026)

To further enrich the statistical significance test, the study assessed the effect sizes between constructs. The effect size accounts for a significant portion of the variance in the outcome variable. According to Cohen (1992), the rule of thumb for small, medium, and large effect sizes is 0.02, 0.15 and 0.35 respectively. Table 8 displays the effect sizes and output. The results indicate that WPEPG had the strongest contribution to POS, with a medium effect ($f^2 = .187$). WPER ($f^2 = .049$) and WPESMC ($f^2 = .032$) each had small effects on POS. For employee performance, WPESMC demonstrated a small effect ($f^2 = .030$), while

the effects of WPER ($f^2 = .012$) and WPEPG ($f^2 = .010$) were below the conventional small-effect threshold. The effect of POS on PE was small ($f^2 = .023$). These findings suggest that the workplace environment dimensions contribute more strongly to explaining perceived organisational support than they do directly to employee performance.

Table 8. Effect Sizes (F^2)

Structural relationship	f^2	Magnitude
WPER → POS	0.049	Small
WPEPG → POS	0.187	Medium
WPESMC → POS	0.032	Small
WPER → PE	0.012	Nil
WPEPG → PE	0.010	Nil
WPESMC → PE	0.030	Small
POS → PE	0.023	Small

Source: Authors' computation using R (2026)

Criteria: 0.02 - small, 0.15- medium, and 0.35 – large (Cohen, 1992)

Hypotheses Testing

Table 9 shows that the path from workplace environment relationships to employee job performance was positive but not statistically significant ($\beta = 0.148$, $SE = 0.097$, $t = 1.527$, $p = .127$, 95% CI $[-0.038, 0.344]$), indicating that H1 is not supported. Similarly, the path from workplace environment personal growth to employee job performance was positive but statistically insignificant ($\beta = 0.132$, $SE = 0.128$, $t = 1.030$, $p = .303$, 95% CI $[-0.110, 0.391]$), and H2 is therefore not supported. The path from workplace environment system maintenance and change to employee job performance was positive and statistically significant ($\beta = 0.214$, $SE = 0.106$, $t = 2.019$, $p = .044$, 95% CI $[0.011, 0.426]$), supporting H3. The path from perceived organisational support to employee job performance was positive but not statistically significant ($\beta = 0.191$, $SE = 0.133$, $t = 1.435$, $p = .151$, 95% CI $[-0.094, 0.410]$). Thus, H4 was not supported.

To test the mediating role of perceived organisational support (H5), the full mediation model was estimated using PLS-SEM in R with bias-corrected bootstrapping of 5,000 resamplings, following Preacher and Hayes (2004, 2008). Evidence of mediation is established when the indirect effect is statistically significant ($t > 1.96$, $p < 0.05$) and the 95% confidence interval does not straddle zero (Hayes, 2015). The mediation model simultaneously estimates three sets of paths: the a-paths from workplace environment dimensions to POS, the b-path from POS to employee job performance, and the indirect effects representing the product of the a and b paths. As an additional outcome of the mediation model estimation, the a-paths and b-path are reported here to provide a complete account of the structural relationships within the model.

From Table 9, all three workplace environment dimensions showed significant positive associations with perceived organisational support. Workplace environment relationships

($\beta = 0.227$, $SE = 0.089$, $t = 2.553$, $p = .011$, 95% CI [0.050, 0.396]), workplace environment personal growth ($\beta = 0.431$, $SE = 0.081$, $t = 5.348$, $p < .001$, 95% CI [0.270, 0.582]), and workplace environment system maintenance and change ($\beta = 0.182$, $SE = 0.082$, $t = 2.203$, $p = .028$, 95% CI [0.023, 0.347]). Among the three dimensions, personal growth shows the strongest association with POS, suggesting that employees who perceive greater opportunities for autonomy, task orientation, and career development are more likely to perceive that their organisation values and supports them. The direct path from perceived organisational support to employee job performance was positive but not statistically significant ($\beta = 0.191$, $SE = 0.133$, $t = 1.435$, $p = .151$, 95% CI [-0.094, 0.410]). This indicates that while the workplace environment dimensions significantly predict POS, perceived organisational support does not in turn translate directly into improved job performance in this context.

Given the non-significant b-path, the indirect effects through POS were also non-significant across all three dimensions. The indirect effect of workplace environment relationships on employee job performance through POS ($\beta = 0.043$, $SE = 0.032$, $t = 1.351$, $p = .177$, 95% CI [-0.025, 0.104]), personal growth through POS ($\beta = 0.082$, $SE = 0.058$, $t = 1.419$, $p = .156$, 95% CI [-0.039, 0.182]), and system maintenance and change through POS ($\beta = 0.035$, $SE = 0.030$, $t = 1.172$, $p = .241$, 95% CI [-0.018, 0.097]) were all positive but statistically insignificant, with zero falling within all confidence interval bounds. Consequently, H5a, H5b, and H5c are not supported: perceived organisational support does not mediate the relationship between any of the three workplace environment dimensions and employee job performance among federal civil servants in Lafia, Nasarawa State.

Table 9. Direct and Indirect Relationships

Hypothesis	Structural path	β	SE	t	P	95% CI	Decision
H1	WPER $\rightarrow$ PE	0.148	0.097	1.527	.127	[-0.038, 0.344]	Not supported
H2	WPEPG $\rightarrow$ PE	0.132	0.128	1.030	.303	[-0.110, 0.391]	Not supported
H3	WPESMC $\rightarrow$ PE	0.214	0.106	2.019	.044	[0.011, 0.426]	Supported
	WPER $\rightarrow$ POS	0.227	0.089	2.553	.011	[0.050, 0.396]	Significant
	WPEPG $\rightarrow$ POS	0.431	0.081	5.348	.001	[0.270, 0.582]	Significant
	WPESMC $\rightarrow$ POS	0.182	0.082	2.203	.028	[0.023, 0.347]	Significant
H4	POS $\rightarrow$ PE	0.191	0.133	1.435	.151	[-0.094, 0.410]	Not significant
H5a	WPER $\rightarrow$ POS $\rightarrow$ PE	0.043	0.032	1.351	.177	[-0.025, 0.104]	Not supported

Hypothesis	Structural path	β	SE	t	P	95% CI	Decision
H5b	WPEPG $\rightarrow$ POS $\rightarrow$ PE	0.082	0.058	1.419	.156	[-0.039, 0.182]	Not supported
H5c	WPESMC $\rightarrow$ POS $\rightarrow$ PE	0.035	0.030	1.172	.241	[-0.018, 0.097]	Not supported

Source: Authors' computation using R (2026)

Note. β = standardized path coefficient; CI = 95% bootstrap confidence interval; WPER = workplace relations; WPEPG = workplace physical environment and general facilities; WPESMC = workplace systems, management and communication; POS = perceived organisational support; PE = performance of employees.

In addition, the model showed positive out-of-sample predictive performance for both endogenous constructs. The Q^2 value was 0.551 for POS and 0.301 for PE, indicating that the model produced predictive information beyond the naïve benchmark. In addition, the PLS-based predictions produced lower RMSE values than the naïve training-fold-mean benchmark for both constructs. For POS, the PLS-RMSE was 0.686 compared with 1.030 for the naïve benchmark, while for PE, the corresponding values were 0.866 and 1.046, respectively. Thus, the PLS model provided more accurate out-of-sample predictions than the naïve benchmark for both endogenous constructs. This provides evidence that the model has meaningful predictive capability in addition to its explanatory power (Shmueli et al., 2019).

Table 10. Out-of-Sample Predictive Assessment

Endogenous construct	MSE	RMSE	MAE	Q^2	PLS-RMSE	Naïve RMSE
POS	0.470	0.686	0.516	0.551	0.686	1.030
PE	0.751	0.866	0.635	0.301	0.866	1.046

Source: Authors' computation using R (2026)

Overall, the structural model provides evidence that the workplace environment dimensions are important predictors of perceived organisational support, with WPEPG showing the strongest relationship. However, their relationships with employee performance are more differentiated. Only WPESMC has a statistically significant direct association with employee performance, while neither WPER nor WPEPG has a significant direct relationship. Furthermore, perceived organisational support does not significantly predict employee performance in the estimated model, and none of the proposed indirect effects through POS is statistically significant. Consequently, the proposed mediation mechanism is not supported.

Taken together, the model explains 57.4% of the variance in perceived organisational support and 35.8% of the variance in employee performance, while the 10-fold cross-validation demonstrates positive out-of-sample predictive performance for both

endogenous constructs. These findings indicate that the model has meaningful explanatory and predictive capability, but they also suggest that the mechanisms linking workplace environment to employee performance are more complex than the proposed mediation model captures.

Discussion

The finding for H1 reveals a positive but insignificant relationship between the workplace environment and employee job performance. This suggests that while there may be a slight tendency for civil servants enthusiasm for the job, display of initiative, and supervisor support to ensure improved job performance, the effect is not strong enough to achieve the end result of their agencies or parastatals. This finding agrees with Pelin and Osoian (2021), who found that coworker support was positively related to employee outcomes but was not significantly associated with task performance. This is particularly relevant to the present result because it suggests that supportive workplace relationships do not necessarily translate directly into improved task-related performance. Similarly, Msuya and Kumar (2022) found that work autonomy and supervisor work-life support were related to performance, although their study was conducted among employees of Tanzanian commercial banks and therefore differs substantially from the public-sector context examined here. However, Chiaburu and Harrison (2008) reported positive associations between coworker support and employee outcomes in their meta-analytic study.

From Social Exchange Theory (Blau, 1964), this may show that when employees sense that the costs and benefits of relating with others in the workplace are not beneficial, their behaviour and future relationships are affected. Arising from this understanding, the insignificant relationship observed in this study may suggest that while civil servants in public sector institutions experience some positive aspects of interpersonal interactions in their workplace relationships, these are neither strong enough nor sufficiently valued to significantly influence their job performance. This could be that the benefits derived from relationships are overshadowed by other more impactful factors, such as compensation, incentives, or opportunity for advancement. Therefore, in this study, employee performance appears to be influenced by factors other than the relational fit in the workplace environment.

Second, the finding for H2 confirmed a positive but statistically insignificant association of workplace environment personal growth on the performance of employees. This means that workplace environment personal growth has no significant relationship with job performance of employees. Obviously, the degree of freedom and independence civil servants have in performing their tasks, the completion of the task, and the demand placed on them to meet deadlines do not influence their job performance. This empirical evidence challenges several well-established theories, such as the self-determination theory, Maslow's Hierarchy, and the Job Characteristics Model, that have asserted that the level of autonomy, task significance, and received feedback on jobs typically enhance performance.

Moreover, a lack of influence from these factors could question the applicability of these frameworks in the public sector. Also, the finding differs from evidence linking autonomy with employee performance, as Tisu et al. (2023) found a relationship between autonomy and performance through motivational and engagement-related mechanisms. The difference between these findings and the present result may partly reflect differences in context, measurement and the way personal-growth conditions are operationalised. In this study, personal growth represents a broader workplace-environment dimension rather than a single autonomy or career-development variable.

Also, the evidence is striking and may help explain the lessened emphasis on individual accountability for performance among public sector employees in Nigeria, since they enjoy high job security with little urgency to improve performance and connections to workplace politics and favouritism-godfatherism (Eze et al., 2019; Sa'id & Abas Azmi, 2022). Given this, the contextual challenges undermine the potential positive association of personal growth environments on civil servants' performance. Again, aligning the finding with Person-Environment Fit Theory (Holland, 1980), the positive but insignificant relationship may suggest that while civil servants value personal growth and feel aligned with the environment, their future performance is enhanced more than their current performance, which fits more to job or skill-task demands.

In contrast to H₁ and H₂, H₃ is significant, proving the positive substantial association between workplace environment system maintenance and change, and employees' performance. Based on the Person-Environment Fit (Holland, 1980), a workplace environment that matches employees' values, skills, and abilities enhances optimal functioning that leads to performance. This study has enhanced the understanding of this domain in the context of person-environment fit. Consequently, public sector agencies or parastatals that have clearly defined goals, adapt to new circumstances, accept new ideas, encourage employees to develop new skills and provide several opportunities for advancement influence the performance of employees. This validates the persuasion for the necessity of training or certification requirements for advancement or promotion in the public sector. Essentially, a well-maintained and adaptable workplace environment enhances employees' ability to perform effectively. This empirical evidence is consistent with the works of Lockwood (2021) and Maurer and London (2020).

H₄ tested the direct relationship between perceived organisational support and employee performance. The relationship was positive but statistically insignificant. This indicates that employees who reported greater perceived organisational support also tended to report higher performance; however, the evidence was insufficient to establish a statistically significant direct association in the present sample. The finding is noteworthy because Social Exchange Theory (Blau, 1964) and Organisational Support Theory (Eisenberger et al., 1986) provide a theoretical basis for expecting employees who perceive greater organisational support to reciprocate through positive work behaviours. However, theoretical expectations do not necessarily produce statistically significant relationships in every organisational context. The result therefore suggests that perceived organisational

support, although positively associated with performance in the sample, may not by itself be sufficient to account for differences in employee performance among the federal civil servants studied. This finding also contributes to the mixed nature of the empirical evidence. Previous research has established relationships between organisational support and various employee outcomes, while recent Nigerian evidence has linked organisational support with organisational outcomes in the public sector (Abdulkareem et al., 2025). However, evidence from other contexts has also shown that the relationship between specific forms of workplace support and performance can vary according to the type of support and performance outcome examined. For example, Pelin and Osoian (2021) found that coworker support was not significantly related to task performance despite positive relationships with other employee outcomes. The present finding similarly suggests that perceptions of support do not automatically translate into statistically significant differences in performance.

Finally, H5, which proposes that perceived organisational support mediates the relationship between workplace environment dimensions (relationship, personal growth, and system maintenance and change) and performance of employees, was not supported by the research outcome. This could be as a result of the context of the study, as shown in the insignificant positive relationship of workplace environment relationship and personal growth with employee performance in H1 and H2. Before examining the mediation outcome, it is instructive to consider the constituent paths of the mediation model, as these offer important insights into why the mediation failed. All three workplace environment dimensions showed significant positive associations with perceived organisational support. This finding indicates that civil servants do perceive organisational support in response to their workplace environment, particularly when they experience opportunities for autonomy, task orientation, and career development. This is consistent with Organisational Support Theory (Eisenberger et al., 1986) and the review by Rhoades and Eisenberger (2002), which identifies favourable job conditions as among the strongest antecedents of POS. In other words, the workplace environment does succeed in generating a sense of being valued and supported among federal civil servants in Lafia.

However, the direct association between perceived organisational support and employee job performance was positive but not statistically significant. This is a critical finding: while civil servants perceive organisational support as a result of their workplace environment, this perceived support does not translate into improved job performance. This explains why the indirect effects through POS were all non-significant, as the Social Exchange Theory (Blau, 1964) predicts that employees who perceive organisational support will reciprocate through increased performance. Yet, this reciprocity norm assumes a degree of institutional trust and a clear connection between individual effort and organisational reward, conditions that may be structurally absent in the Nigerian federal civil service, where advancement is frequently determined by seniority and political connections rather than performance (Eze et al., 2019; Sa'id & Abas Azmi, 2022). When employees perceive

that performance improvement will not be rewarded or recognised, the motivational force of POS is neutralised, and the reciprocity mechanism breaks down.

This finding is consistent with prior research suggesting that the mediating role of perceived organisational support is context-dependent and influenced by organisational factors such as job characteristics and organisational culture (Pimpong, 2023; Rhoades & Eisenberger, 2002). Frank et al. (2022), working in the Nigerian private sector, found POS effects on workplace harmony, but their sample operates under market-driven accountability structures absent in public bureaucracies. Also, Chen and Lin (2024) indicate that workplace-environment effects on performance may operate through intervening psychological mechanisms such as self-efficacy and work engagement rather than exclusively through direct environmental effects. The present study extends this understanding by demonstrating that even when POS is successfully generated by the workplace environment, as evidenced by the significant relationships, it may still fail to convert into performance gains when the institutional context severs the effort-reward linkage. Therefore, in this study context, perceived organisational support could not mediate the relationship because the reciprocity mechanism through which POS theoretically operates is constrained by the structural realities of the Nigerian public sector, rather than by any failure of the workplace environment to generate perceived support in the first instance.

Conclusion

The objective of this research was to examine how workplace environment relationship, personal growth and system maintenance and change contribute to the performance of employees through perceived organisational support using cross-sectional survey data from selected federal agencies and parastatals - civil servants in Lafia, Nasarawa State, Nigeria. The empirical evidence revealed that only workplace environment system maintenance and change significantly influenced employees' performance, whereas workplace environment relationship and personal growth were positive but had an insignificant impact on the job performance of employees. Also, there is no empirical evidence about the mediating impact of perceived organisational support on the relationship between workplace environment dimensions (relationships, personal growth and system maintenance and change) and employee's job performance.

At first glance, the research findings may seem spurious, but a closer examination reveals a novel contribution. These findings highlight that enthusiasm for the job, show of initiative, encouragement from superiors, autonomy, task orientation and work pressure are important, but they are not sufficient in isolation to drive performance of employees. Instead, public sector agencies must focus on creating adaptable and innovative environments that align with employee values and provide opportunities for growth and advancement. Taking this into account, the study comes to the conclusion that performance of employees in public sector is influenced by a combination of workplace environment factors and broader contextual variables. By addressing systemic challenges

such as workplace politics, limited accountability, and reliance on job security, public sector institutions can better leverage workplace environment dimensions to enhance employee morale, engagement, and job performance. These findings offer a novel contribution by emphasizing the contextual nuances that shape the effectiveness of workplace environment interventions in the public sector.

Recommendations

On the basis of the study's findings, the following recommendations are advanced for public sector organisations. First, the Civil Service Commission and heads of civil service should conduct comprehensive assessments of workplace relationships, including employee satisfaction surveys, focus groups, and performance reviews. This will help identify specific areas where relationships can be strengthened to enhance job performance. Efforts should be made to address workplace politics and godfatherism (favouritism) by implementing transparent and merit-based systems for rewards, promotions, and assignments.

Second, the civil service commission should redefine personal growth initiatives to include structured programs that align with employees' career aspirations. Third, the public sector organisations should encourage civil servants to provide feedback on existing systems and suggest innovative ideas for improvement. This can enhance commitment to continuous improvement efforts. Also, regular monitoring of the impact of system maintenance and changes on employee job performance through performance metrics and feedback mechanisms should be carried out by the Civil Service Commission and the Head of Civil Service. As a consequence, informed decisions and modifications can be made to further improve public sector system effectiveness and employee productivity.

Lastly, public sector organisations should recognise that the influence of perceived organisational support can vary across different contexts. While POS may not mediate in this specific relationship, it remains important in other aspects of employee engagement and satisfaction. Therefore, the Civil Service Commission and Head of Service should tailor support initiatives to address specific needs and challenges identified within the sector. Specifically, ensuring that the initiative aligns with the broader goals of improving workplace environment dimensions and employee job performance.

Theoretical and Practical Implications

The study contributes theoretically and practically. Theoretically, this study has contributed to the domain of Person-Environment Fit Theory by revealing how contextual factors can weaken the influence of workplace environment dimensions on job performance in public sector. The Social Exchange Theory also show that perceived costs and benefits of workplace relationships or personal growth initiatives vary in public settings, thereby challenging its universal applicability. Additionally, the findings contribute to research on public sector dynamics, revealing the limited mediating role of perceived organisational

support in such contexts and underscoring the need for nuanced theoretical applications in public administration. Practically, this paper highlights that not all aspects of the workplace environment equally influence employee performance. This specificity aids in pinpointing that public sector efforts should prioritise clarity of organisational goals, innovation, flexibility and opportunities for development for maximum impact. Additionally, the need for the Civil Service Commission and Heads of Service in the public sector to prioritise the implementation of transparent human resource policies to reduce workplace politics and favouritism is emphasised.

Limitations and Future Research Directions

The study adopted a cross-sectional method to provide some evidence of workplace environment dimensions and performance of employees. A further longitudinal study could be conducted to examine how changes in workplace environment dimensions over time impact employee job performance in the public sector. This approach can provide insights into the long-term effects and sustainability of organisational interventions aimed at improving workplace environments. Further studies should investigate other potential mediating mechanisms that could explain the relationships between workplace environment dimensions and employee job performance. For instance, delve deeper into how factors like job satisfaction, organisational commitment, and employee engagement mediate these relationships. In addition, the influence of workplace environment dimensions on employee job performance can be compared across the private and public sectors, industries, or organisational sizes. This comparative approach can elucidate sector and industry-specific dynamics and uncover generalizable findings applicable across diverse organisational contexts. Also, further studies can complement quantitative findings with qualitative research methods such as interviews or focus groups to provide richer contextual understanding and uncover nuanced perspectives on how employees perceive and experience workplace environment dimensions.

Data Availability

The data that support the findings of this study were collected from civil servants in federal agencies and parastatals in Lafia, Nasarawa State, Nigeria. The dataset is not publicly available due to the confidentiality obligations extended to participants at the point of data collection. The data may, however, be made available by the corresponding author upon reasonable request and subject to approval by the relevant institutional authority.

Conflicts of Interest

The authors declare no conflicts of interest. This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors. The views expressed in this paper are solely those of the authors and do not represent the position of any institution with which they are affiliated.

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Appendices

Harman's Single Factor Test

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.318	37.678	37.678	14.318	37.678	37.678
2	2.939	7.735	45.413	2.939	7.735	45.413
3	1.641	4.318	49.730	1.641	4.318	49.730
4	1.425	3.749	53.479	1.425	3.749	53.479
5	1.228	3.232	56.711	1.228	3.232	56.711
6	1.171	3.081	59.792	1.171	3.081	59.792
7	1.060	2.790	62.582	1.060	2.790	62.582
8	.944	2.485	65.067			
9	.914	2.406	67.473			
10	.856	2.252	69.725			
11	.792	2.085	71.810			
12	.758	1.995	73.805			
13	.719	1.892	75.697			
14	.667	1.757	77.453			
15	.654	1.722	79.176			
16	.604	1.588	80.764			
17	.588	1.546	82.310			
18	.549	1.444	83.754			
19	.517	1.361	85.115			
20	.472	1.241	86.357			
21	.453	1.192	87.548			
22	.426	1.122	88.671			
23	.413	1.086	89.757			
24	.380	1.001	90.757			
25	.376	.989	91.747			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
26	.347	.914	92.661			
27	.332	.873	93.534			
28	.318	.836	94.371			
29	.302	.796	95.167			
30	.270	.712	95.878			
31	.258	.680	96.558			
32	.247	.651	97.209			
33	.232	.611	97.820			
34	.211	.554	98.375			
35	.188	.494	98.869			
36	.182	.478	99.347			
37	.140	.369	99.715			
38	.108	.285	100.000			

Extraction Method: Principal Component Analysis.

Full-Collinearity VIF

Construct	Full-Collinearity VIF
WPER	4.529
WPEPG	4.635
WPESMC	4.028
POS	2.273
PE	1.769

Criteria: Variance Inflator Factor $VIF < 3.3/VIF_{5.0}$, Hair et al., (2014)