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# Staff Housing: Panacea to Academic Productivity (Nigerian Institutions)

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## Abstract

**Purpose** – Housing issues bother every living human especially workers who cover long distances to their work places. This paper attempts to examine the effect of housing proximity on the workers productivity as it relates to tertiary institutions in Nigeria. This is with the view to proposing effective and workable staff housing that will enhance institutional productivity especially for the academics, as the tertiary institutions are meant to be citadels of higher learning per excellence.

**Design/Methodology/approach** – The cross-sectional survey design was adopted to elicit relevant data that will guide the researchers' proposal for improving productivity among academics of the selected tertiary institutions in Imo State, via staff housing scheme. A multi-stage sampling procedure consisting of quasi-probability sampling approaches for the survey. Appropriate tables and data analysis techniques were also employed in explaining the field results.

**Findings** – Findings exposed the difficulties faced by these staff as a result of distance from home to workplace; academics' attitude to work in relation to productivity and its impact on student-staff relationship vis-a-vis learning outcomes and identification of suitable staff housing strategies for the selected institutions.

**Research limitations/implications** – This paper roused some issues that require further investigations relating to staff income and housing preferences. Further study will examine various data on staff consolidated salaries, age and composition of household and payment arrangements. The scope will also address other issues relating to preferred neighborhood layout or setting.

**Practical implications** – The outcome intend to provide a framework for enhancing workers' productivity and creation of strong synergy among the stakeholders of tertiary academics. It will also serve as a warning guide to the Nigerian government and other private investors while prioritizing institutional needs and supports.

**Originality/Value** – The study tried to relate productivity of academic workers in tertiary institutions and their housing proximity which has been a gap in other related studies.

**Keywords:** Proximity, institution, productivity, academics, staff housing, challenges, implications, approaches, efficiency, influencing factors.

### 1. Introduction

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#### 1.1 Background on Academic Staff housing

Housing challenges have remained one of the greatest threats to virtually every worker in Nigeria in spite of the continued increment in workers' salaries. The challenges have taken such forms as accommodation non availability, inaccessibility, non affordability, insecurity and unfavorable/inconvenient housing proximity to workplaces. World Bank and the United Nations have demonstrated that the inability of people to enjoy housing or improve their productivity could be related to the nature of housing problems they face. Within the tertiary institutions of higher learning, the technological transformation in infrastructural and residential provision from bungalows to storey buildings became more evident to accommodate the growing population vertically especially in view of increasing scarcity of land. These transformations in housing technology are products of age-long researches at various levels of higher academic studies of which polytechnics and universities were exclusively involved. Today the nature of housing demand in these institutions have ranged between administrative, residential, financial, specialized, recreational, social and even religious with all encapsulated into a particular community called the academic community. Conversely in Nigeria, a degenerated scenario is observed where in recent times, many staff and students of tertiary institutions live off campus and shuttle many kilometers away from their work or learning places (Alaka, Pat-Mbano and Ewulum, 2012; Pat-Mbano, Alaka and Okeoma, 2012). Many of them live far from campuses except for a small population who are either indigenes or successful in securing accommodation nearby. This situation works against the concept of land use accessibility and creates no healthy climate for efficiency at work, alters the alignment of locational development with the bid rent theories, as well as Walter Crystallers concept of land use proximity. Therefore this creates room for widening underperformance of the staff and/or students.

In the first generation tertiary institutions, there exists the undisputable fact that with extensive land mass in-use (apart from the necessary academic facilities built to shelter the various academic activities such as libraries, classrooms, laboratories, auditoria, etc) many residential houses were built in the forms of hostels and staff quarters or staff houses, to take care of their accommodation challenges (Lawal, 2000). Recently, institutions like University of London (now University of Ibadan), Obafemi Awolowo University Ile-Ife, University of Nigeria Nsukka, University of Lagos, University of Benin, Auchi Polytechnic, Edo and Yaba College of Technology, Lagos to mention only a few are among the first generation institutions with some accommodation for both staff and students. The growing demand for tertiary education has eventually led to the gradual elusion from the residential housing needs of both the staff and students to the development of more academic facilities. The experience in the other generations of tertiary institutions such as Federal University of Technology Owerri, Abia States University Uturu, Rivers State Polytechnic Bori, Osun State Polytechnic, Imo State Polytechnic etc, are more pathetic especially for staff who still

run trips of varying distances to come to work on daily basis. Plans to provide accommodation for these staff are left sine die owing to the complexity of housing demand compared with limited land for their development.

It is no enigma the point that up to this present era, the performances of those workers living within the first generation tertiary institutions are higher than in those with no housing arrangements for staff and or students as rightly observed by Murray and Arajuo (2010). Thus there exists inferable correlation between the productivity of workers, staff housing arrangements and the ranking of Nigerian institutions among world institutions. It is no negligible point what distance could cause to an academics' propensity to maximize his or her efficiency at work or to improve the cumulative productivity of his or her department in the institution. Hence the reason, many Nigerian scholars have continued to study and emphasize the need to resolve housing challenges particularly as it affects public/civil workers.

Academics are the pillars of quality knowledge transfer for any virile and leading economy. The nature of their job becomes more tasking as they climb the ladder and could include administrative works. Their major activities include researching, teaching, presentation and publication of useful information. In a country that holds her academics to high esteem they employ not only their services as policy advisers or consultants, but also the products of their researches. Thus they require maximum focus, serenity, and teamwork to be optimally productive and this cannot be achieved only during the normal working hours. Without prejudice to the point that sound working environment is essential to achieving their set goals many of them are married with children who must be carried along in their daily schemes with the associated distractive challenges. This is the reason for the development of staff housing or quarters to support their academic productivity. Unfortunately, many Nigerian tertiary institutions lack this important academic infrastructure without conducting a study on its implication on their workers productivity.

The problem of providing shelter especially for the working-class Nigerians has been a turbulent challenge that has been faced by the Nigerian government with less positive result achieved per strategy adopted (Nnadi, 2007). Some of the strategies adopted include the staff housing loan schemes, site and services housing schemes, direct labour housing production, mortgage repayment housing scheme, and the present-day adoption of the public-private partnership in housing (Nwanekezie and Alaka, 2012). Incidentally none of these housing strategies for workers took into cognizance, the role of housing proximity to workplace for maximizing the workers productivity as a priority in staff housing plans; neither was socioeconomic value attached to the development of relatively academic staff housing community as a necessity in enhancing their set goals within the states (NHP Draft, 2004). The growing desire by many nations to meet their basic development needs among which include housing, safe water for drinking, road infrastructure, electricity, and other infrastructural facilities have led to the introduction of many forms of contractual arrangements out of which emerged the present-day public-private partnership arrangements (PPP) (Awuzie et al, 2014). The PPP strategies to housing sector investments have been embraced worldwide as a more reliable and suitable arrangement for meeting not only social infrastructure facility

needs but the housing needs. In Nigeria, it has even been successfully applied in the development of the Lagos BRT project and the Lekki-Epe expressway (Alaka, 2014). In Ogun State the government has successfully adopted it in several of her housing and infrastructural development and investment projects (Ibem and Idu, 2012). This therefore implies that PPP could be a veritable strategy to successful staff housing for institutions not just in Africa but in Nigeria, depending on the extent of trust established between the stakeholders involved in the concerned project. The hub of an institutionally-driven economy is the productivity of the workers that operate within it. This productivity is in no doubt the coefficient of all efforts made to impart and to acquire advanced and well packaged knowledge especially from higher institutions. Efforts have been made to establish the relationship between students housing and their performances (Murray & Arajuo, 2010), housing affordability and chances of home ownership among civil servants, affordability of urban housing for urban civil servants (Okeahialam, 2011; Nnadi, 2007). Several studies have also attempted to correlate human needs and housing finance (Onyike, 2007; 2010). There are also recent studies on the challenges and applicability of the PPP arrangements on infrastructure developments (Alaka, 2014; Akujuru, 2004). Among these recent studies none have attempted to explore the possibility of improving academic staff productivity in non-first generation academic institutions in Nigeria through alternative staff housing arrangements.

In Nigeria the PPP system has not been considered a valid option for staff housing especially as it concerns the academic communities neither is it among top priorities of these affected institutions in Nigeria. Its continued neglect has adversely influenced the workers input at various departments and particularly those in the academic category. Among lecturers, it has given room for excuses to avoiding lectures or re-arranging lectures to the detriment of effective functioning of school calendar as well as the performances of the students. This in no doubt is contributing significantly to depreciation on productivity results of workers especially where the staff would have to travel very long distances to attend to work.

### **1.2 Problem statement**

The academics are experts in impartation of knowledge and skills on students. The nature of their services in the tertiary educational institutions requires maximal intellectual concentration, comfort and convenience both in the work places and the residential accommodation. Imo State accounts for the highest number of candidates that seek admission into various tertiary institutions in Nigeria (Alaka, 2011; Alaka et al, 2012). In view of this development, both the State and the Federal Government have established seven (7) functional tertiary educational institutions. These include the Federal University of Technology Owerri; Alvan Ikoku Federal College of Education Owerri; Federal College of Land and Resources Owerri; Imo State University Owerri; Imo State College of Advanced Professional Studies Owerri; Imo State Polytechnic Ohaji; School of Nursing Orlu. These institutions have negligible or no staff quarters especially for her academics (Researchers investigation, 2015). Albeit some of these institutions are situated within the sub-urban areas and commuter routes, the

challenges of accommodation is presumed not to be prioritized for decades now. An evaluation of the costs and benefits of the non residency policy in the various is no yet conducted; thus underscoring its effects on the productivity of workers. A review of previous studies within Nigeria and the case study also confirms the researchers' assertion.

The possibility of providing convenient and academically-friendly accommodation for academic staff in Imo State therefore remains a fundamental challenge that not only requires dynamic response but feasible approach that most not be jettisoned by responsible government and institutions if they really aim to enhance the productivity of their academic workers vis-a-vis improving the employability of their students and future graduants. The best staff housing approach will depend on the peculiarity of the institution concerned as well as the housing challenges and effects on workers performances. Since PPP has been explored on housing the need to consider the suitability of its model for staff housing should not be underestimated; hence a cogent need for this study.

### **1.3 Aim of the study**

This study aims to examine the causes, challenges and effects of the lack of staff housing on the productivity of academics in selected tertiary academic institutions Imo State. This is with the view to exploring the feasibility of alternative housing to support the workers and the household as better strategy to improving their performance at work.

## **2. Methodology**

### **2.1 Design**

This research is conducted within Imo state of Nigeria as the case study. The researchers adopted a cross-sectional survey research design in the entire field study.

### **2.2 Sample size and sampling procedure**

The target population consists of all the tertiary educational institutions in Imo state with special interest on the academic staff; being the major determinants of the quality of graduants each institution produces. A total of eight (8) tertiary institutions exist within the study area. A multistage-cross-sectional sampling technique was adopted to elicit useful information from the target respondents (the academics) from the various institutions. The first stage was to stratify the schools according to the nature of their neighborhood settings as follows;

Neighbourhood	Number of institutions
Urban	Three {3}
Sub-urban	Three {3}
Commuter/rural	Two {2}

The random sampling technique was then adopted in selecting one institution form each setting for the sampling. The three selected samples were Imo state university Owerri (urban), Federal University of Technology, Owerri (sub-urban) and the Imo state

Polytechnic, Ohaji (commuter/rural) respectively. As at the time of survey, no reliable statistical record of staff population was made available to the researchers, instead the researchers were informed by the personnel departments of the institutions that the academic staff population in each case is not less than 500 staff but not greater than 1000 in each case. Therefore the researchers adopted a quota system that cut across all cadres of academics as peculiar to the selected institutions. Each quota targeted 100 respondents, cumulating to 300 respondents overall. The sample distribution is presented on Table 1 (see appendix). The selection of respondents in each sample was achieved by systematic sampling technique to ensure that none of the sample respondents was omitted. Therefore the totals of 300 respondents were wholly interviewed.

### **2.3 Data collection technique**

Data was collected with the aid of structured questionnaire administered to the three hundred respondents. Information elicited focused on the cause of housing selection; proximity of staff residence to workplaces, challenges of the academics due to housing distances to place of work; the productivity implications; and suggestions on the workable staff housing model that is most suitable to solving the peculiarity of the productivity challenges of the academics within the selected institutions.

### **2.4 Data presentation and analysis techniques**

Data retrieved was collated, analyzed and systematically discussed. Also the Likert scale and table was used to evaluate and present the degree of responses to some of the questions asked. The data analysis techniques adopted as applicable to each result include simple percentages, impact factor. The Five-point scale has scale points 2,1,0,-1 and -2 known as the individual scale ( $x_i$ ) and  $a_i$  as the individual scores/ frequency of response. The scale per factor surveyed is evaluated using the formula as applied in Alaka (2014b) for evaluating the values of the assessed factors

$$K_{imp} = \frac{\sum x_i a_i}{N}$$

$N$  represents the sample size;  $K_{imp}$  is the impact value

The outcomes are ranked afterwards to determine the factors impact in their order of severity.

## **3. Findings**

### **3.1 Reason for choice of residence location**

The survey result presented on Table 2 (see appendix) on the major reasons why the sampled academic staff chooses to their present location of residential accommodation was weighed on the Likert Scale to establish the impact value of each factor. The value zero (0) is the weighted average. Any factor with impact value less than 0 was ignored. Findings reveal that generally the sampled academic staffs of the selected tertiary institutions choose their present residence location due to 'lack of staff accommodation

for Academics'. More peculiar to sampled academics from Imo State University (IMSU) is the 'rent non affordability around campus neighborhoods' ( $K_{imp}=1.15$ ). The 'Proximity of accommodation to other activity centre of household interest' is the major factor that determined the choice of residence location among academic staff of Federal University of Technology Owerri (FUTO) ( $K_{imp} =1.12$ ) and some sampled staff from Imo polytechnic (ImoPoly) ( $K_{imp} =1.45$ ). It could thus be deduced that staff housing could have been considered as better option than residing far away from the present location.

### 3.2 Proximity of workers' residence to workplaces

Assess your convenience status commuting to workplace from your present residence location. Commuting to campus from the present residence location of academic staff is 'not convenient' to most of the sampled workers. Finding from the result of survey analysed on Table 3 (see appendix) is indicative that within each of the selected institutions, not less than 50 percent of sampled academic staff opined that commuting to campus from their present location to their work place (i.e. their Campus) is not convenient to them. Most academic staff sampled within the selected institutions are not favored by their present accommodation location in terms of proximity to workplace. The severity increases down the cadre. Interestingly those academics whose campus is located within Owerri Urban (IMSU), tend to suffer the inconvenience the way those whose workplace are situated within the commuter zone (ImoPoly) from the urban core of Imo state. Neither the high class nor low class of the academic staff of the selected institutions finds it convenient operating to their workplaces from their present neighborhood of residence. Relatively the most vulnerable are the technologists and the graduate assistants. This result implies that the more inconvenient the residence proximity to workplace, the great the adverse impact it could have on the regular and effective service delivery among the affected academic staff and vice versa.

### 3.3 Productivity challenges due to housing proximity to work place

Staff living off campus within Imo State are faced with different challenges which could directly or indirectly influence their productivity (or performance at work). This often depends on the peculiarities of the Institution where the Academic staff works. A comparatively, high daily trip costs was identified as the major challenge of the academic staff sampled from FUTO ( $K_{imp(FUTO)}=0.82$ ), IMSU ( $K_{imp(IMSU)}=1.08$ ) and ImoPoly ( $K_{imp} =1.81$ ). Other challenges had varied response impact values among from reactions of the sampled academic staff of the selected case studies. This implies that most staff of the selected institutions live non trekkable distances and could be plying more than on trip to school, with trip delays caused by possible traffic congestion.

### 3.4 Productivity implications

The inability of the tertiary institutions in Imo State to provide staff housing for their academic staff has some productivity implications against the goals of the affected institutions. Albeit there are varying responses depending on the location of the institution surveyed, the result of analysis on this issue as presented on Table 4 (see appendix) identified four most significantly productivity implications include 'poor staff

collaboration for more serious researches', 'demand for improved working conditions', 'delay in the assessment of students results' and 'less attention to students performances'. Therefore the researchers deduced that the externalities of academic staff of these institutions living far distance from the institution not only affect their contributions to innovative and competitively outstanding researches, but the ability of their products to compete favorably in the global labour market. The situation increases from those whose institution is within the sub-urban area to that within the commuter/rural area.

### 3.5 Land availability

The staff housing project requires sizeable land to be achieved. Where there is limited land available for its development, vertical housing development may be better alternative. Findings from the result of field data on Table 6 is indicative that retrieved from field survey shows that both FUTO (i.e. Federal University of Technology Owerri) and Imo State Polytechnic have adequate land that can accommodate a staff housing estate for her full-time academic staff. This implies that among the selected tertiary institutions sampled, only Imo State University Owerri, lack sufficient land on campus to provide staff housing for her full-time academic staff. This situation therefore makes it more difficult to solve the problems associated with staff accommodation among her academic staff.

### 3.6 Academic staff housing delivery

#### 3.6.1 Considerations

Successful delivery of staff housing for the academics is essential to improving the productive effort of the academics towards facilitating quality service delivery among them. The delivery may be hindered or influenced by some internal factors that should be identified and addressed at the conception and implementation stages of the project. Tables 7, 8 and 9 presented the major factors that could militate against the staff housing delivery to be considered by the management of the FUTO, IMSU and ImoPoly respectively. Major factors to consider for successful staff housing delivery in FUTO include

Proximity acceptability to other activity places ( $K_{imp}= 1.89$ )

- Project financing arrangement ( $K_{imp}=1.19$ )
- Mobility to school (if located off campus) ( $K_{imp}=1.12$ )
- Property type ( $K_{imp}=1.08$ )
- Rent determination and payment mode ( $K_{imp}=1.03$ )

Findings identified the following major militating factors to be considered as affecting staff housing delivery for IMSU academic staff

- Mobility to school if located off campus ( $K_{imp}=1.82$ )
- Accessibility to other activity places ( $K_{imp}=1.80$ )
- Property type ( $K_{imp}=1.65$ )
- Project financing arrangement ( $K_{imp}=1.00$ )

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Also those to be considered as concerning Imo Poly Staff Housing delivery include

- Accessibility to other activity places ( $K_{imp}=1.07$ )
- Project financing arrangement ( $K_{imp}=0.98$ )
- Property type ( $K_{imp}=0.75$ )

### 3.6.2 Staff housing model approach

Findings from the result on Table 10 (see appendix) identifies one or two the workable staff housing delivery approaches suggested by the sampled academics for their respective tertiary institution. In the case of Federal University of Technology Owerri (FUTO), main suggested delivery approach was to 'secure a land within the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own and Operate, and Transfer PPP approach'. In the case of Imo State University (IMSU) which lacks adequate land for the project the academic staff suggested two main options. The first is to 'acquire sizeable land for vertical magnificent residential skyscrapers outside the campus, adopt the most feasible PPP model and arrangement to achieve it, and make adequate transportation arrangement for staff and their household'. The second option is to 'acquire a land outside the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own, Operate and Transfer PPP model approach, and make adequate transportation arrangement for staff and their household'. The suggested approach in the case of Imo State Polytechnic Ohaji (ImoPoly) is to 'Secure a land within the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own and Operate, and Transfer PPP approach'.

## 4. Conclusion / Recommendations

The myriads of productivity challenges faced by the academic staff of tertiary institutions in Imo State are linked mostly to housing proximity to work place. This has severe negative impact on the staff, the students and the efficient functioning of the institution. The most effective way to address them is staff housing through a suitable arrangement, taking into cognizance the possible major militating factors to its workability, depending on the peculiarity to the institution concerned. Efforts should be made by institutions towards formulating policies on staff housing, ensuring that Estate Surveyors and Valuers be made part of the policy makers owing to their knowledge on tenancy and the best PPP Models to adopt for institutions based on institutions peculiarities. This way investment in the education sector of her economy may be more fruitful.

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**Table 1:** Sample distribution of academic staff of selected tertiary institutions

Abbrev	ACADEMICS CADRE	SAMPLE DISTRIBUTION			
		Urban (IMSU)	Sub-urban (FUTO)	Commuter/ Rural (IMOPOLY)	Aggregate
		Academics	Academics	Academics	Academics
<b>P/CL</b>	Professor/ Chief lecturer	4	4	4	12
<b>R/PL</b>	Reader/ Principal Lecturer	8	8	8	24
<b>SL</b>	Senior Lecturer	11	11	11	33
<b>LI</b>	Lecturer I	14	14	14	42
<b>LII</b>	Lecture II	22	22	22	66
<b>AS/LIII</b>	Asst. Lecturer/ Lecturer III	27	27	27	81
<b>LIII/GA</b>	Grad Assts	8	8	8	24
<b>Tech</b>	Technologists	6	6	6	18
	<b>Total Sample</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>300</b>

**Table 2:** Causes of academics choice of residential accommodation location

S/N	Major reasons for choice of accommodation	SA	A	U	D	SD	Total	K <sub>imp</sub>
		2	1	0	-1	-2		
<b>1</b>	<b>Lack of staff accommodation for Academics</b>							
	FUTO	90	10	0	0	0	100	1.00
	IMSU	100	0	0	0	0	100	2.00
	IMOPOLY	100	0	0	0	0	100	2.00
<b>2</b>	<b>Rent non affordability around campus neighborhoods.</b>							
	FUTO	13	43	1	23	20	100	0.06
	IMSU	27	67	0	6	0	100	1.15
	IMOPOLY	09	19	0	11	61	100	-0.96
<b>3</b>	<b>Insecurity of workers family</b>							
	FUTO	10	38	0	47	5	100	0.01
	IMSU	2	48	10	23	17	100	0.12
	IMOPOLY	12	71	08	0	9	100	0.77
<b>4</b>	<b>Proximity of accommodation to other activity centre of household interest</b>							
	FUTO	12	88	0	0	0	100	1.12
	IMSU	14	16	0	08	62	100	-1.02
	IMOPOLY	79	3	4	12	2	100	1.45
<b>5</b>	<b>No reason linked to safety and convenience</b>							
	FUTO	0	0	0	0	100	100	0.00
	IMSU	0	0	4	92	4	100	-1.00
	IMOPOLY	0	0	0	0	100	100	-2.00

**Table 3:** Convenience of workers' accommodation proximity to workplace

Response	Distribution of Responses								
	Prof	Reader	S.L	L.I	LII	AL	Tech	G.A	Aggr
<b>Federal University of Technology (sub-urban)</b>									
Convenient (%)	2 (50)	5 (62.5)	4 (36.4)	5 (35.7)	2 (9.1)	8 (29.6)	0 (0.0)	0 (0.0)	26 (26.0)
Not Convenient	2 (50)	3 (37.5)	7 (63.6)	9 (64.3)	20 (89.1)	19 (70.4)	6 (100)	8 (100)	74 (74.0)
Total (%)	4 (100)	8 (100)	11 (100)	14 (100)	22 (100)	27 (100)	6 (100)	8 (100)	100 (100)
<b>Imo State University (Urban)</b>									
Convenient (%)	1 (25)	2 (25)	6 (54.5)	4 (28.6)	5 (22.7)	0 (0)	0 (0)	0 (0)	18 (18)
Not Convenient	3 (75)	6 (75)	5 (45.5)	10 (71.6)	17 (77.3)	27 (100)	6 (100)	8 (100)	82 (82)
Total (%)	4 (100)	8 (100)	11 (100)	14 (100)	22 (100)	27 (100)	6 (100)	8 (100)	100 (100)
<b>Imo State Polytechnic (Commuter zone)</b>									
	C.L	P.L	S.L	LI	LII	LIII	Tech	G.A	Aggr
Convenient (%)	0 (0)	4 (50)	2 (18.2)	3 (21.4)	0 (0)	6 (22.2)	0 (0)	0 (0)	15 (15)
Not Convenient	4 (100)	4 (50)	9 (81.8)	11 (78.6)	22 (100)	21 (77.8)	6 (100)	8 (100)	85 (85)
Total (%)	4 (100)	8 (100)	11 (100)	14 (100)	22 (100)	27 (100)	6 (100)	8 (100)	100 (100)

**Table 4:** Productivity challenges non residency for academic staff

FACTORS	REACTIONS					Total	k <sub>imp</sub>	Impact Ranking
	Vimp	Imp	Und	Negli	Not Imp			
	2	1	0	-1	-2			
<b>Case Study 1</b> Federal University of Technology (FUTO)								
Lateness to work	10	47	16	24	4	100	0.35	5
Fatigue at work	0	55	29	13	3	100	0.39	3
Loss of Man-hour	4	63	15	7	0	100	0.64	2
Lesser time spent at workplace	0	52	12	36	0	100	0.16	6
Greater distractions	0	37	63	0	0	100	0.37	4
High daily trip costs	16	67	0	17	0	100	0.82	1
Decreasing motivation	0	37	63	0	0	100	0.37	4
Alteration of work time schedule	0	26	55	0	19	100	-0.12	7
<b>Case Study 2</b> Imo State University (IMSU)								
Lateness to work	4	1	30	44	21	100	-0.77	8
Fatigue at work	27	19	19	0	26	100	0.12	6
Loss of Man-hour	0	29	43	13	0	100	0.16	4
Lesser time spent at workplace	19	69	3	9	0	100	0.98	2
Greater distractions	0	26	55	19	0	100	0.07	7
High daily trip costs	41	34	17	8	0	100	1.08	1
Decreasing motivation	0	19	76	5	0	100	0.14	5
Alteration of work time schedule	0	31	56	13	0	100	0.18	3
<b>Case Study 3</b> Imo State Polytechnic (Imo Poly)								
Lateness to work	16	72	7	1	4	100	0.95	3
Fatigue at work	31	44	0	17	8	100	0.73	5
Loss of Man-hour	0	93	7	0	0	100	0.93	4
Lesser time spent at workplace	37	51	0	12	0	100	1.13	2
Greater distractions	0	51	49	0	0	100	0.51	6
High daily trip costs	81	19	0	0	0	100	1.81	1
Decreasing motivation	0	71	0	29	0	100	0.42	7
Alteration of work time schedule	0	45	47	8	0	100	0.37	8

Question 4: Are there some productivity implications which scattered or dispersed residence of the academic staff costs your tertiary institution as a citadel of higher learning?

**Table 5:** Productivity implications of workers residence proximity to workplace

S N	Productivity Implications	Response level		
		FUTO	IMSU	IMOPOLY
1.	Less attention to students performances	42	53	73
2.	Poor staff collaboration for more serious researches	76	81	100
3.	Lack of off-work environment for social interaction	23	71	78
4.	Delay in assessment of students results.	66	46	89
5.	Avoidance of tasking administrative duties	54	14	61
6.	Lack of concentration as the official close time approaches	57	34	72
7.	Relaxing of due punishment of staff who defaults at work due to difficulty of coming to work regularly	13	24	33
8.	Demand for improved working conditions	71	56	85

Question 5: By your assessment, does your institution have adequate land to develop staff housing to accommodate her present staff population of full-time academics?

**Table 6:** Land availability for staff housing project.

Implications	Reactions			Total Response	% Response
	FUTO	IMSU	IMOPOLY		
Adequate	100	0	100	100	0.33
Not Adequate	0	11	0	11	0.04
Grossly inadequate	0	89	0	189	0.63
Total	100	100	100	300	1.00

Question 6: Should adequate land be provided to accommodate this category of workers in your institution, which of these factors would act against the successful delivery of the staff housing project?

**Table 7:** Possible factors militating staff housing delivery (FUTO)

FACTORS	REACTIONS					Total	K <sub>imp</sub>
	V.imp	Imp.	Und.	Negli.	Not Imp.		
	2	1	0	-1	-2		
Mobility to school (if located off campus)	26	67	0	7	0	100	1.12
Politics of accommodation allocation to staff	45	23	0	11	21	100	0.60
Project financing arrangement	53	13	34	0	0	100	1.19
Property maintenance and management	0	56	19	25	0	100	0.31
Property type	47	33	0	19	0	100	1.08
Proximity acceptability to other activity places	89	11	0	0	0	100	1.89
Rent determination and payment mode	7	91	0	2	0	100	1.03

**Table 8:** Possible factors militating staff housing delivery (IMSU)

FACTORS	REACTIONS					Total	k <sub>imp</sub>
	Vimp	Imp	Und	Negli	Not Imp		
	2	1	0	-1	-2		
Mobility to school if located off campus	89	4	7	0	0	100	1.82
Politics of accommodation allocation to staff	6	28	36	30	0	100	0.10
Project financing arrangement	100	0	0	0	0	100	1.00
Property maintenance and management	13	49	0	35	3	100	0.34
Property type	0	76	13	11	0	100	1.65
Accessibility to other activity places	33	43	1	19	5	100	1.80
Rent determination and payment mode	0	22	14	36	38	100	-0.9

**Table 9:** Possible factors militating staff housing delivery (IMOPOLY)

FACTORS	REACTIONS					Total	K <sub>imp</sub>
	Vimp	Imp	Und	Negli	Not Imp		
	2	1	0	-1	-2		
Mobility to school if located off campus	0	26	39	0	35	100	-0.44
Politics of accommodation allocation to staff	19	6	35	21	21	100	-0.19
Project financing arrangement	32	51	0	17	0	100	0.98
Property maintenance and management	0	67	2	31	0	100	0.36
Property type	13	68	0	19	0	100	0.75
Accessibility to other activity places	21	72	0	7	0	100	1.07
Rent determination and payment mode	13	53	0	34	0	100	0.45

Question 7: How best should the best quality staff housing be achieved for your optimal productivity at work?

**Table 10:** Staff housing model approach

S N	Suitable PPP Strategy for Staff Housing Development	Impact		
		FUTO	IMSU	IMOPOLY
1	Acquire a land outside the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own, Operate and Transfer PPP model approach, and make adequate transportation arrangement for staff and their household.	0	79	0
2	Secure a sizeable land within the campus, and adopt the Design, Build, Lease, Operate and Transfer PPP approach to develop a befitting Staff community housing estate	26	0	16
3	Secure a land within the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own and Operate, and Transfer PPP approach.	82	0	93
4	Secure a land outside the campus, design a suitable staff housing estate adequate for the full-time academics and develop by Build, Own and Operate, and Transfer PPP approach.	0	3	0
5	Acquire sizeable land for vertical magnificent residential skyscrapers outside the campus, adopt the most feasible PPP model and arrangement to achieve it, and make adequate transportation arrangement for staff and their household.	32	87	0