

EFFECT OF WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE IN NILE UNIVERSITY OF NIGERIA

Ada Mac-Ozigbo Dr. Cross Ogohi Daniel²

¹Nile University of Nigeria
Department of Business Administration
Email: damacobenito@yahoo.com

²Nile University of Nigeria, Abuja
Department of Business Administration
Email: danielcross@nileuniversity.edu.ng

Abstract

Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes. This study examined the effect of work environment on employees' performance in Nile university of Nigeria. Working environment plays an important role towards the employees 'performance. However, the literature suggests a growing interest in a mixed approach (triangulation) following on from the argument that one is used to strengthen the other. The research is based on both the qualitative and quantitative research designs. Questionnaire was the major instrument of data collection. Pearson Moment Product Correlation Coefficient and Regression analysis were utilized in hypotheses testing. The finding shows that there is need for the management of any given organisation critically looks into means of making workplace a comfort zone for the staff in order to get the best out of them. It was recommended that the organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them

Keywords: Leadership Style, Organizational Performance, SMEs

INTRODUCTION

The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment significantly influences their motivation level and hence performance (Heath, 2018). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles, 2020).

Working environment has impact on employees' performance either negative or the positive outcomes (Chandrasekar 2011). In the world, there are international organizations who debate the rights of employees. The workplace environment also impacts on employee's motivational level and their quality of performance (Health, 2006).

Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar, 2021). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance. Better outcomes and increased productivity are assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literatures pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Chandrasekar, 2021).

Generally, employees are entitled to a work in an environment that is free from harassment. A hostile work environment exists when unwelcome sexual conduct interferes with an employee's job performance, or creates hostile, intimidating, or offensive work environment (Chandrasekar, 2021). In an effort to motivate workers, firms have put into practice a number of activities such as performance based pay, employee involvement, recruiting agreements, practices to help balance work and family life as well as various forms of information sharing. In addition to motivation, workers need the skills and the ability to do their job effectively. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance.

The current challenge of management today is to establish an environment that effect, affect, retain and motivate its employees for maximization of productivity. As it was done few years ago to keep employees satisfied, it takes an entirely different approach than it did. The present working environment is different, unique and constantly changing from time to time and context. In growing economy, workers have ample opportunities and unlimited job privileges. This condition created an environment where employers need its employees rather than the employees need it employer. Less attention has been paid to workplace environment and moreover, employers and employees are not aware of the influence and hidden dynamics of the workplace environment.

Research has shown that workplace environment is having a greater impact on the performance and attitude of employees. It therefore important for employers to know how its workplace environment impacts greatly on the performance level, motivation level and engagement of the employees both positively and negative and it may affect largely on both the physical and psychological well-being. Therefore, specifically, this study investigates the effect of working environment and performance level of employees in the organisation. This study examines how working environment affect worker's performance and evaluate the extent to which workplace environment will contribute to encouraging or discouraging employees to perform well.

LITERATURE REVIEW

Concept of Work Environment

Workplace environment is an important component of work life for employees as employees spend significant part of their time at work, and it affects them in one way or the other. It is believed that the employees who are satisfied from their work environment can lead towards more positive work outcomes (Kamarulzaman et al., 2021).

Employees in conducive working environment and condition feels safer and display better health status on the job which consequently enhances employees' comfort and motivation which increases their productivity level. Easily usable tools and equipment, conducive working methods, well-ventilated, good lightening conditions and air-conditioned environment are main impetuses for employees to be spurred to put in their best. Supportive workplace conditions and environment give a sound workplace that limits the propensity of employees to create one

sickness or the other. Sound ergonomically arrangements in workplace guarantee and continue the effective wellbeing states of employees.

Brenner (2021) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. However, the survey revealed that corporate executives from various industries disclose that many organizations do not fully leverage their physical work environment to enable increase collaboration, innovation and improve work effectiveness. It is also observed that employees tend to be more productive in a well-facilitated work environment. More so, the quality of comfort derivable from work environment determines the level of satisfaction and productivity of workers. Worker's productivity cannot be optimal, if the conditions of work environment are not favourable.

The work environment is sometimes called the support environment or the infrastructure. It is the work environment for both development and operations and may have or include facilities, tools, communication systems, procedures, office equipment, etc. it is of important to know that a good or healthy work environment must take into consideration the culture of the workplace, which in turn reflects the attitudes and behaviour of its employees. This study examines the comprehensive analysis between the work environment and organizational productivity. It is also observed that workers tend to be more productive in a well facilitated work environment, the quality of comfort gotten from the work environment influences the level of utility and productivity. Therefore, organization cannot be productive if the state of the work environment is not favourable or acceptable.

Dimensions of Work Environment

a) Reward and Recognition

Employees not only want compensation but also need to be valued by their supervisors. It will increase the employees' morale. Employees will be well motivated if they are recognized by the supervisors (Saunderson, 2020). Recognition means valuing and caring about the employees' contributions. It is essential for companies to recognize their employees. Studies show that it is better to recognize employees rather than give incentives (Deci & Ryan, 2020). Employee recognition involves both monetary as well as non-monetary programs (McAdams, 1995). The

example of employee recognition involves writing their names in the company's newsletter, letters of commendation, extra time off and verbal appreciation. This is a form of caring and appraising the employees. The non-monetary awards are more motivating than the financial award. In this way, the employees think that they are being valued.

Organizations recognize their employees to keep their self-esteem high and keep them passionate. The employees who are recognized in their organizations are well motivated and perform well. This is because motivated employees perform well which makes one's intent towards certain behavior (Durojaiye, 2018). In this way, organizations achieve their goals. There is a direct relationship between employee recognition and job performance. It is the result of motivation and ability at the job that leads to high performance (La Motta, 2019). Employee recognition boosts employee morale which results in the overall productivity of the organisation.

b) Job Security & Workplace Safety

Job security is a concept that refers to the real or perceived probability that an individual will keep his or her job. An employee's job security can be impacted by the terms of work that are described in the employment contract, by legislation governing labor termination in the jurisdiction he or she works in, by labour organizations such as unions, and by economic conditions. Employees may also feel more or less secure depending on the behavior of their employer (Shrestha, 2021).

Job security is the probability that an individual will keep their job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. Workplace safety is the practice of an employer using preventative measures to prevent hazards to the employees' health and personal safety. This practice includes creating plans and procedures for employees and managers in the workplace. In addition, workplace safety involves creating policies and keeping emergency materials available for employee and manager use while at a work site (Shrestha, 2021).

Impact of Conducive Working Environment on Employee's Performance

An employee's workplace environment is a key determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. In a world of increasingly global competition

among companies and even among countries; the good performance of human resources is needed. Suwati et al. (2016) posited that the main goal of work for someone is not only to get the salary, but to reach self-satisfaction. Employees performance is influenced by a lot of aspects such as: motivation, work environment and leadership in the agency.

Regrettably, work environments are not without impediments to these lofty aims, the problem is not lack of the institutions and firms, but the poor environment delivery and poor management of the owners. However, since every organization is a combination of people, it might be logical that people's performance is, as a consequence, organizational performance (Huselid, 2020 and Bin et al., 2021) (Solomon et al., 2012). In other words, poor performance, or the failure of people who undertake diverse tasks in the four-walls of work is logically the reason for institutional failure.

According to Solomon et al. (2019), well-managed organizations usually see median workers as the root sources to gain quality and productivity. Such organizations look to employees not to capital investment, as the fundamental source of improvement. To achieve such improvement there is a rising need to make employees satisfied and committed to their jobs, at the diverse levels, departments, and sections.

Theoretical Anchor

Herzberg Two Factor Theory

The study is anchored on Herzberg Two Factor Theory. The Two Factor theory addresses two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2019). The theory discovered that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction.

Moreover, the theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by

intrinsic factors as captured by Herzberg's motivator needs than anything else. There are however other schools of thought that share a different opinion from Herzberg's. One of such scholars is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies.

However, the two-factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behaviour.

METHODOLOGY

However, the literature suggests a growing interest in a mixed approach (triangulation) following on from the argument that one is used to strengthen the other. The research is based on both the qualitative and quantitative research designs. The qualitative research design is descriptive in nature and this enabled the researcher to meet the objectives of the study. The quantitative research design is used in form of mathematical numbers and statistics assigned to variables that may not be easily measured using statements or theme.

The organisation under study is the Nile University of Nigeria, Abuja. The research study covered both academic and non-academic staff of the institution. The population comprises of six hundred and seventy-seven (677) respondents drawn from both academic and non-academic staff of the institution. Based on this population, the sample size was determined at 95% level of confidence and 5% error tolerance using Taro Yamane's sample size determination formula.

Therefore, a total of 251 individuals was randomly selected from study population.

The sampling technique used for this study is the simple random sampling technique. The simple random sampling technique was adopted with a view to give every member of the population an equal chance of being selected. However, the study also adopted stratified random sampling as the techniques for sampling because the technique captures responses from different cadres that enabled the generalization of a larger sample size of percentage of the total population.

Therefore, this research study focuses on best practices as regards designing a good questionnaire in order to elicit accurate responses from the respondents of the targeted population. The Questionnaires were distributed to the respondents after obtaining permission from the management of Nile University of Nigeria, Abuja. During the distribution of the survey questionnaire, a formal interview was conducted in order to verify and be sure of responses from respondents. Questionnaire being put forward to the respondents was a structured interview in line with the objectives of the study.” Data generated from the study was organized and presented in tables and percentages. The following statistical tools were specifically used to test the hypotheses. The tools employed for the data analysis are frequency tables, percentages, and Pearson Moment Product Correlation Coefficient and Regression analysis were utilized. These are executed using the statistical Package for Social Science (SPSS, version 20.00) software.

Model Specification

Model which specifies that Employee’s Performance (EP) is significantly anchored by the job satisfaction indices (affective job satisfaction, continuance job satisfaction, and normative job satisfaction) is formulated as follows,

$$OP = f (JD, JDN, JS, JE)$$

$$EP = \alpha_0 + \alpha_1AJ + \alpha_2CJ + \alpha_3NJ + U$$

Where;

The a priori expectation is $\alpha_1, \alpha_2, \alpha_3 > 0$ EP = Work performance

AJ = Affective job satisfaction CJ = Continuance job satisfaction NJ = Normative job satisfaction

U = Error Term

α = Intercept

$\alpha_1 - \alpha_4$ = Coefficient of the Independent Variables. Note, all variables are in their natural logarithm form.

The decision to test the hypothesis of the study is as follows:

If the p-value of the t-coefficient is less than 1% (0.01) or 5% (0.05), the null hypothesis is rejected otherwise we fail to reject it.

DATA ANALYSIS

From a total of two hundred and fifty-one (251) copies of the questionnaire distributed to the respondents, two hundred and thirty-seven (237) copies representing 94.5% were duly completed and returned while fourteen (14) copies representing 5.5% were not returned.

Analysis of the Questionnaire

Table 1: Influence of reward and recognition on employee’s performance

	Options	Agree	Strongly agree	Disagree	Strongly Disagree	Undecided	Total
1.	Reward and recognition have significant influence on employee’s performance	110	87	16	14	10	237
2.	Certainly, the rewarded and recognized employee would like to put more effort so that they will continue to be recognized. By so doing, the institution as a whole is bound to be outstanding in its performance.	95	90	25	18	9	237
	Total	382(80.6%)		73(15.4%)		19(4%)	474

Source: Field Survey, 2022.

Table 1 shows that 482(80.6%) indicated agreement, 73(15.4%) indicated disagreement while 19(4%) indicated undecided. This shows that reward and recognition have significant influence on employee’s performance.

Table 2: Examining the effect of job security & workplace safety on employee’s performance

	Options	Agree	Strongly agree	Disagree	Strongly disagree	Undecided	Total
1.	Job security & workplace safety have significant effect on employee’s performance	100	75	30	22	10	237
2.	Employee whose job is secured will do everything possible to protect his or her workplace as the employee feels that his or her source livelihood comes from there.	112	83	17	14	11	237
3.	Working in a safe environment makes employee free from fear and trauma which could hamper	108	100	10	9	10	237

	his or performance.					
	Total	578(81.3%)	102(14.3%)	31(4.4%)	711	

Source: Field Survey, 2022

Table 2 shows that 578(94.8%) indicated agreement, 102(14.3%) indicated disagreement while 31(4.4%) indicates undecided. This shows that Job security & workplace safety have significant effect on employee's performance.

Test of Hypotheses

Test of Hypothesis One

H₁: Reward and recognition have no significant influence on employee's performance in Nile University of Nigeria, Abuja.

Table 3 Descriptive Statistics

	Mean	Std. Deviation	N
Reward and recognition	1.7766	.51738	237
Performance	3.4727	.85386	237

Table 4 Correlations

		Reward and recognition	Performance
Pearson Correlation	Reward and recognition	1.000	.682
	Performance	.682	1.000
Sig. (1-tailed)	Reward and recognition	.	.000
	Performance	.000	.
N	Reward and recognition	237	237
	Performance	237	237

Table 5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.682 ^a	.465	.463	.37899	.064

Predictors: (Constant), Reward and recognition

Dependent Variable: performance

Table 6 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.778	1	47.778	332.632	.000 ^a
	Residual	55.012	302	.144		
	Total	102.790	303			

a. Predictors: (Constant), Reward and recognition

b. Dependent Variable: Performance

Table 7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.342	.081		14.223	.000
	Reward and recognition	.413	.023	.682	18.238	.000

a. Dependent Variable: Performance

$$R = 0.682$$

$$R^2 = 0.465$$

$$F = 332.632$$

$$DW = .064$$

Interpretation:

The regression sum of squares (47.778) is less than the residual sum of squares (55.012), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.682, indicates that there is a positive relationship between reward and recognition and performance. R square, the coefficient of determination, shows that 46.5% of the reward and recognition of the firms is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.37899. The Durbin Watson statistics of .064, which is not tends to 2 indicates there no is autocorrelation.

The reward and recognition coefficient of 0.682 indicates a positive significance between reward and recognition and performance, which is statistically significant (with $t = 14.223$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Conclusively, reward and recognition have significant influence on employee's performance in Nile University of Nigeria, Abuja

Test of Hypothesis Two

H₀₂: Job security & workplace safety have no significant effect on employee's performance in Nile University of Nigeria, Abuja.

Table 8 Descriptive Statistics

	Mean	Std. Deviation	N
Performance	2.8253	1.27682	237
Job security & workplace safety	3.1613	1.37593	237

Source: SPSS version 20.00

Table 9 Correlations

		Job security & workplace safety	Performance
Job security & workplace safety	Pearson Correlation	1	.716(**)
	Sig. (2-tailed)		.000
Performance	Pearson Correlation	.716(**)	1
	Sig. (2-tailed)	.000	.000
	N	237	237

**** Correlation is significant at the 0.01 level (2-tailed).**

Source: SPSS version 20.00

Table (8) shows the descriptive statistics of job security & workplace safety via, performance with a mean response of 2.8253 and std. deviation of 1.27682 for job security & workplace safety and a mean response of 3.1613 and std. deviation of 1.37593 for organizational

effectiveness and number of respondents (237). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (9) is the Pearson correlation coefficient for job security & workplace safety and performance. The correlation coefficient shows 0.716. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between job security & workplace safety and performance ($r = .716$). The computed correlations coefficient is greater than the table value of $r = .195$ with 383 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .716, p < .05$). However, since the computed $r = .716$, is greater than the table value of $.195$ we reject the null hypothesis and conclude that Job security & workplace safety have significant effect on employee's performance in Nile University of Nigeria, Abuja ($r = .716, P < .05$).

CONCLUSION

The strategic intention of organizations today is to achieve innovation and also encourage workers to work better, smarter and faster. Realizing the current challenges of the environment and to make survival possible, organizations have begun paying emphasis on managing the performance of their employees, fulfilling their comfort needs by providing an effective workplace environment that also helps them to attract and retain talent. There is need for the management of any given organisation critically looks into means of making workplace a comfort zone for the staff in order to get the best out of them.

The purpose of this research was to examine Effect of work environment on the performance of employees in Nile University of Nigeria, Abuja. From all ramifications, the findings show that conducive workplace environment plays a vital role on the performance of employees.

RECOMMENDATIONS

The following recommendations are deduced from this study:

- i. Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees.

- ii. The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.
- iii. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

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