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## Working Environment and Its Influence On Employees Performance (A Study of First Banks in Asaba Metropolis)

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### ABSTRACT

Organizations must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of working environment on employees' performance at First Banks Asaba metropolis. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty nine (59) made up of twenty-five (23) senior staff and twenty-five (36) junior staff. Structured questionnaires were used for data collection. The study findings indicate that there is a significant relationship between environment and business organizations also that there are factors that affect employees productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives. In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. 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

**Keywords:** Working Environment, Employees Performance, First Bank, Asaba Metropolis

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### 1. INTRODUCTION

A work environment can be identified as the place that one works, which means the milieu around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. Oginni, (2010) contends that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity.



Well-designed and organized offices and work areas make significant differences to how people feel about their work. Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them. A satisfied, happy and hardworking employee is biggest asset of any organisation. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organisation as well as growth of an economic. Abiodun, (2011) found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the very important factors. Creating better and higher performing workplace requires an awareness of how workplace impacts behaviour and how behaviour itself drives workplace performance. People work individually and interact with others and this requires different workplace solutions.

Management's new challenge is to form an environment that attracts, retain and motivate its workforce. The responsibility lies with managers and supervisors at all levels of the organization. They have to create a working environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential. The work environment affects employee morale, productivity and engagement- both positively and negatively. 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, (Chandraseker, 2011).

Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Hughes, 2010). Therefore, most government organisations are making all possible efforts to make work environment more comfortable, safe and healthy. The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. Comfortable office design motivates the employees and increases their performance to a large extent.

According to Abdulla (2010), environmental factors represent the immediate job environment that contains skills required to perform a job, authority, autonomy, relationship with supervisors and co-workers and other working conditions. It is important for the employer to know how its work environment impacts greatly on the employee's level of motivation and performance. A well designed office signals the values and objectives of the organisation and the use of design in office interior communicates an organisation values and identity. Office design therefore should be one of the factors in affecting employee's productivity. It's therefore important to find out if employee's health can directly or indirectly disturb their work performance or productivity. So it is necessary to study the impact of the work environment in an organization on the performance of its employees.

According to a report submitted Uchehara, (2020), the downfall of the negative effects of the COVID 19 which affected business activities and banking. Many companies have reduced their workforce and some very small-scale companies had to shut down their businesses. Many companies have reduced their workforce and some very small-scale companies had to shut down their businesses.



Meanwhile, some has retained their workforce but reduced the operation cost by removing unnecessary expenditures and optimising their workforce instead of hiring someone to be assigned for the new task. As part of the effort towards organisational change, Guarantee Trust Bank to bring tried to trim its businesses but due to the nature of the business, it could not be implemented fully.

## **1.2 Statement of the Problem**

Employees use about 50 percent of their existence within work environments, which extremely affect their status of mind, aptitudes, and actions in addition to their performance. Notwithstanding this, the environment in the workplace of most government organizations/ public companies is insecure and harmful to one's health (Perry & Porter, 2012). These comprises poor air circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (absence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplaces. Employees operating in these environments are susceptible to job-related ailment and it influences on worker's productivity negatively. Meanwhile, it is the value of the work environment that influences greatly on the quality of worker's inspiration and productivity (Hughes, 2010).

In recent time's competitive corporate environment have created a situation where companies cannot tolerate to misuse the abilities of their staff (Armstrong & Murlis, 2007). For that reason, business organizations cannot afford not to do their possible best to create a comfortable, safe and healthy work environment if productivity is a priority. There is important evidence that productivity advancement in business organizations has not kept pace with the growths discovered in the governmental sector (Killefer & Mendonca, 2016). The difficulty is that encouraging local workers is not an easy task in the mist of poor working environment.

Noble (2017) states that more attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. The study was conducted to find out that how employees' productivity can be increased by developing a conducive working environment. Whether the selected environmental variables are helpful in developing a working environment that has positive impact on employees' productivity in the organization

## **1.3 Objectives of the Study**

The general objective of the study is to examine the impact of work environment employee's performance in business organizations using Guarantee Trust banks Plc, in Asaba as a base.. The specific objectives include;

1. To examine the relationship between environment and business organizations.
2. To determine factors that affect employee's productivity in business organizations.
3. To examine how these factors be improvised in order to enhance the working environment

## **1.4 Research Questions**

One cannot fully appreciate improvements made in science, knowledge, or technology without some understanding of the conditions inside which these growths happened (Salkind, 2013). In an effort to evaluate how work surroundings can be successfully used to stimulate workers efficiency in the some selected business organizations.



The study hopes to address the subsequent questions which specify what the researcher wishes to investigate into:

1. Is there significant relationship between environment and business organizations?
2. What are factors that affect employee's productivity in business organizations?
3. How can these factors be improvised in order to enhance the working environment?

### **1.5 Hypothesis**

The study formulated the following I Hypothesis

H0: There are no significant relationship between environment and business organizations

H1: There are significant relationships between environment and business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives

H0: There are no factors that affect employee's productivity in business organizations.

H1: There are factors that affect employee's productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives

## **2. LITERATURE REVIEW**

### **2.1 Conceptual Framework**

#### **2.1.1 Concept of Work Environment**

Odunlami, (2015), defines working environment as an entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Opperman (2012) defines working environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment.

- i. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities.
- ii. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity.
- iii. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.



According to Amir (2010), the workplace is an arranged area which is provided by the company in order to achieve its goal. An arranged area can be described as the layout of a work space which suits the nature of the job or task that is to be performed. It can have an office layout with cubicles, desks, chairs and cabinets or just a work table with a wall fitted with all types of hand tools which suits a workshop. The right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. Ajala (2012), claims that an environment is the immediate surroundings of a user which is manipulated for their existence or use. Hence, a workplace gives an environment to the employee to perform a given task.

Hughes (2014) in a survey reported that nine out of ten workers believed that quality of work environment affects the attitude of employees and increases their productivity. Chandraseker (2011) also confirm that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers productivity and health. Hameed and Amjad (2013) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Based on these findings and literature review, it was observed that most researches on workplace environment and productivity have been concentrated on profit oriented organizations and not much focus have been placed on government organizations, it was against this background that this study sought to analyze the influence of workplace environment on employees productivity in government organization.

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work while an effective workplace is an environment where results can be achieved as expected by management (Oparanma, 2014). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level.

The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011). This study adapts the definition of working conditions which refers to the working environment and aspects of an employee's terms and conditions of employment.

### **2.1.2 Concept of Employee Productivity**

Productivity is the amount of output per unit of input (labor, equipment, and capital). Employee productivity is a determinant of an organizations' very existence. Systematic or abrupt decline in employee productivity level may lead to organizational death or mortality (Baum & Singh, 2004), a situation that occurs when an organization fails, closes down its operations, and disbands its constituent elements.



Ogele (2012) stated that employees' productivity is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Ojiako, (2013) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Darroch (2013) maintains that the dimensions of employee productivity are in two basic dimensions. They can be explained as follows:

- a. **Comparative Productivity:** refers to the understanding of the different categories of employees to the level of profitability of the organization where they work, the market share, and the level and speed of growth of the organization compared to organizations working in the same area.
- b. **Internal Productivity:** refers to the understanding of the different categories of employees to the level of the organizational performance to which they belong in the short term and long-term, and also the possibility of achieving the organizational performance targets set for the organization, both in the short term and long term.

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment.

### **2.3 External and Internal Environment of Business**

The external environment includes all factors outside the organization which provides 'opportunities or threat' to the organization. The internal environment refers to all factors within an organization, which 'impact strength' or cause 'weakness of a strategic nature. The environment in which an organization exists can therefore be described in terms of the opportunities, threats, strength and weakness therein. These four environmental influences could be described as follows:

**Strength:** This is an inherent advantage which an organization can use to gain strategic advantage over its competitors e.g. superior research and development skills, which can be used for new product development so that the organization can gain competitive development so that the organization can gain competitive advantage. Another area of strength is having experiences and skilled labour force.

**Weakness:** This is inherent limitation or constraint, which creates strategic disadvantage. An example of weakness is over-dependence on single product line, lack of finance and shortage of skilled labour force.

**Opportunity:** This is favourable conditions in the organization's environment, which enable it to consolidate and strengthen its position. Example of an opportunity is growing demand for the products or services that an organization provides, tax relief, liberalized government policies on business protection by government and provision of subsidy amongst others.



**Threat:** This is an unfavourable condition in the organization's environment which creates 'risk' or causes damage to the organization. An example of threat is the emergence of strong new competitors who likely to engage in stiff competition with existing company in the industry, exposure to foreign competitors, government strict policies on taxes and business operations amongst others. An understanding of the external environment in terms of the opportunities and threats and the internal environment, in terms of the strengths and weaknesses, is crucial for the existence, growth and profitability of any organization. System approach to understanding the environment is known as the **SWOT** analysis. (Stoner, Freeman, and Gilbert, (2004) Management, 6<sup>th</sup> Ed. P.64.

### **2.1.3 Working Environment Factors that Affect Employees Productivity in Business Organizations**

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service (Adair, 2018). Basing on this study the factors are explained below.

#### **Supervisor Support:**

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Adair, 2018; Nijman, 2014). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis. Rabey,(2017) stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure.

A supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris,2010). In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will leads to positive result to the performance from the employees (Blau, 1964).

#### **Job Aid**

Rossett and Gauier (2011) stated that, the purpose of job aid is to direct and guide as to enlighten the employees performance. Job aid also helps in order to support the employees' performance. An example of a military performance had been reviewed by regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance. There are three ways to increase performance based on the job aid (Cavanaugh,2014).



The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

### **Physical Work Environment**

Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2014). Furthermore, the elements of working environment need to be proper so that the employees would not be stressed while getting their job done.

The physical element plays an important role in developing the network and relationship at workplace. Result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992). Amir (2010) mentions elements that related to the working environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

### **Performance Feedback**

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

### **Workplace Incentives**

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011). Performance of professional employees is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employees who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome. Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production.





### **Work Conditions**

According to business dictionary “Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training”. Gerber (2012) defined working condition as: “working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” Therefore, we adopt the definition of working conditions as follows: “Working conditions refers to the working environment and aspects of an employee’s terms and conditions of Employment”. In other side productivity is a concept that depends on the context in which it employed. It does not have a singular definite criterion measure or operational definition (Wasiams, 2016).

These definitions suggest that productivity is the measure of economic performance, as well as resource used to produce goods and services But, Wasiams (2016) says this concept depends the context in which is employed and does not have operational definitions. Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Adebisi , 2015, Glass and Saggi, 2012). If non-monetary working conditions are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees.

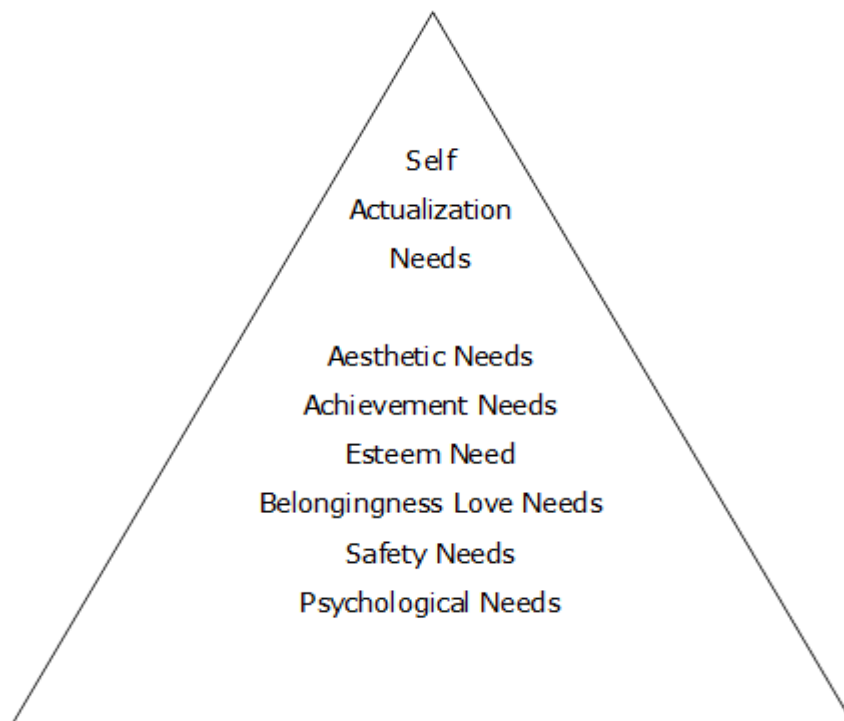
In facts, “as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker’s product. Whether such a positive wage differential exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the observations” (Gariety and Shaffer, 2001). Work environment includes some factors, which contributes either positively or negatively to achieving maximum employees’ productivity (Elywood, 2011).

## 2.2 Theoretical Framework

This study is anchored on Maslow's Hierarchy of Needs Theory as its theoretical base.

### 2.2.1 Maslow's Hierarchy of Needs Theory

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy ascending from the lowest to the highest and he concluded that when one set of needs is satisfied this particular need ceases to be a motivator. The hierarchy is illustrated by the figure below:



**Figure 1: Maslow's Hierarchy of Needs Theory**

**Source: Mullins (2016)**

Applications of Maslow Theory to the work situation at employee productivity in a business environment. These are the basic needs for sustaining human life – include food, shelter, clothing and sex. Deprivation of these basic needs causes a lot of tension to employees and lead to job dissatisfaction and eventually poor job performance. Maslow stated that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces. Taiwo, (2011) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity".



He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more. Basing on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

Security or safety needs – these are the needs to be free of physical danger and the fear of losing a job, property, shelter etc. i.e. the need for a stable environment free from threats.

Job security of the employees should be enhanced by the organization honoring its employees' employment contracts, benefits after retirement and avoiding unprocedural termination of jobs. Affiliation or acceptance need – since people are social being they need to belong i.e. be accepted by others. Business organizations through the management should foster an environment of commonness and teamwork to ensure that employees relate well and belong to a common team and hence improve their performance. The organization should also allow for informal groupings in form of unions and employee welfare associations.

Esteem needs – according to Maslow, once people begin to satisfy their need to belong, they need to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence. Just like other people, the employees of business organizations also have this need. Need for self-actualization - Maslow regards this as the highest need in the hierarchy. It is the desire to become what one is capable of becoming, to maximize/realize one's potential and self-fulfillment. Maslow's theory has been subjected to considerable research. Self-actualization needs are not necessarily a creative urge and may take many forms, which vary widely from one individual to another (Mullins, 2016).

### **2.3 Empirical Review**

(Khan, et al 2010) conducted a study in which he examined the relationship between reward and employee motivation in commercial banks in Parkistan. The study focused on four types of rewards which one was recognition which he tested through Pearson correlation. The result shows that recognition correlate significantly (0.65) with employee work motivation that is why a study says that deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction. Hence, administration of organization and institution should build up the arrangement for giving that reward and recognition to enhance employee job satisfaction and motivational job level (Reena et al 2009).

In the study carried out by Jibowo (2007), on the effect of motivation and hygiene on job performance among group of 75 agricultural extension workers in Nigeria, the study basically adopt the same method as Herzberg et al, (1959) and it shows same support for the influence of motivators on job performance. In another study carried out by centres and Bugental (2007), they also base their research on Herzberg two factor theory of motivation, which separated job variables into two groups, hygiene factors and motivators. They made up of sample of 692 subjects to test the validity of two factor theory, and it was discovered that a higher occupational level. "Hygiene factors" or extrinsic job factors were more valued.



From this work they concluded that organization that satisfy both intrinsic and extrinsic factors of workers get the best out of them. Akerele (2001) observes that poor remuneration is related to profit made by organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity.

### 3. MATERIAL AND METHODOLOGY

The researcher used descriptive research design methodology. The design is preferred because it is concerned with answering questions such as who, what, which, how, when and how much. The research used target population of 40 staff of both branches in Asaba. The whole population was conceded for the data analyses because of it little nature. This research used questionnaire to collect data from respondents which were used for analysis. The data collected was analyzed using the sample percentage method and chi- square to test the hypothesis. Data was collected from both primary and secondary sources whereby questionnaires and literature review were done respectively so as to get detailed information

### 4. RESULT AND DATA ANALYSIS

In this section, we discuss the result and present our data analysis

**Research Question 1:** Is there significant relationship between environment and business organizations?

**Table 1**

S/ N	ITEMS/Statement	SA	A	SD	D	Total
	Is there significant relationship between environment and business organizations	16 (40%)	13 (33%)	5 (12.5%)	6 (15%)	40 (100%)

**Source:** Field Survey 2020

As shown in the table above, a simple majority of 16 respondents representing 40% said they 'strongly agreed that there is significant relationship between environment and business organizations, and were supported 13 (33%) respondents who 'agreed' that there is significant relationship between environment and business organizations, 5 respondents, representing 12.5% who 'strongly disagreed' and were supported by 6 respondents representing 15% who 'disagreed' on the item.

**Research Question 2:** What are factors that affect employee's productivity in business organizations?

**Table 2**

S/ N	ITEMS/Statement	SA	A	SD	D	Total
	Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives	17 (42.5%)	14 (35%)	6 (15%)	3 (7.5%)	40 (100%)

**Source:** Field Survey 2020



Table 2 above, reveals that 17 respondents representing 42.5% said they ‘strongly agreed’ and were supported by 14 (35%) respondents who also ‘agreed’ Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives. The above majority opinion was however not shared by 6 respondents, representing 15% who ‘strongly disagreed’ and were supported by 3 respondents representing 7.5% who ‘disagreed’ on the item.

#### 4.1 Testing of Hypotheses

##### Hypothesis One:

**H<sub>i</sub>:** There is a significant relationship between environment and business organizations.

**H<sub>o</sub>:** There is no significant relationship between environment and business organizations

**Table 1 Is there significant relationship between environment and business organizations?**

.S/N	Responses	Observed Frequency (O)	Expected Frequency (e)	o-e	(o-e) <sup>2</sup>	$\frac{\sum (o-e)^2}{E}$
1	Strongly Agreed	18	10	8	64	6.4
2	Agreed	10	10	0	0	0
3	Disagreed	7	10	-3	9	0.9
4	Strongly disagreed	5	10	-5	25	2.5
	Total	40	40			9.8

Source: Field survey, 2020.

The  $df = (r-1) (c-1) = (5-1) (2-1) = 4$

The calculated  $\chi^2 = 29.5$

Decision: Since the table value of  $\chi^2 = 1.26$  at 0.05 level of significance is less than calculated value of  $\chi^2 = 9.8$ , we reject the null hypothesis (H<sub>o</sub>). Therefore, there is a significant relationship between environment and business organizations

##### Hypothesis Two:

**H<sub>i</sub>:** There are factors that affect employee’s productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives

**H<sub>o</sub>:** There are no factors that affect employee’s productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives



**Table 2**

S/N	Responses	Observed (o)	Expected (e)	o-e	(o-e) <sup>2</sup>	$\frac{\sum (o-e)^2}{E}$
1	Strongly Agreed	21	10	11	121	12.1
2	Agreed	9	10	1	1	0.1
3	Disagreed	6	10	-4	16	1.6
4	Strongly disagreed	4	10	-6	36	3.6
	Total	40	40			17.4

Source: Field survey 2020.

The  $df = (r-1)(c-1) = (5-1)(2-1) = 4$

At 0.05 level of significance, the table value is = 1.26

Decision: Since the calculated value of  $X^2 = 17.48$  is greater than the critical table value = 1.26, we fail to accept the null hypothesis. Statistically therefore, There are factors that affect employees productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives.

## 5. DISCUSSION OF FINDINGS

The study investigated the impact of working environment on employees' performance at selected business organizations. It sought to find out whether working environment can influence employee's performance at the institute. Descriptive sample survey was used to carry out the study. The finding indicates as contained in table 1. that there is a significant relationship between environment and business organizations

The table 2. Aimed to answer the research question two, which was to determine that There are factors that affect employees productivity in business organizations such as Supervisor Support, Job Aid, Physical working environment, Performance Feedback and Workplace Incentives. This is in consonant with the research carried out by Adair, (2018), which stated that An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service.

## 6. CONCLUSION

Working environment is helpful increasing employees' level of productivity. Factors like supervisor support, good relation with co workers, training and development, attractive and fast incentives and recognition plans and adequate work load are helpful in developing a working environment that has positive impact on employees' level of productivity in the organization.



## 7. RECOMMENDATIONS

Based on the results of findings, the following are recommendations for future implementation.

1. The management should identify ways to get the employees to feel motivated as they were before the changes. One of the many ways is to discuss with the employees and understand their needs and try to accommodate them.
2. Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.

## 8. SUGGESTIONS FOR FURTHER STUDY

Banks and Insurance companies are important indicators of Financial Institutions. The study provides a direction for future research as the future research can also be conducted to examine the impact of working environment on productivity of employees in banks and insurance companies, based on the variables selected for conducting the research study.

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