

EFFECT OF WORK ENVIRONMENT ON EMPLOYEE'S PERFORMANCE IN SELECTED PRIVATE SECURITY COMPANIES IN FEDERAL CAPITAL TERRITORY (FCT) NIGERIA

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ABSTRACT

Private security outfits over time has multiplied in many commercial cities in Nigeria complementing the mainstream security service by rendering their services to many organizations including public and private in Nigeria. The study investigated the effect of work environment on employees' performance of private security firms in Abuja, Nigeria. the population of this study comprise all employees of the 113 licensed private security in Abuja with 68, 508 employees. The sample size for this study is 398 employees, primary data was collected using well structure questionnaire. The data was analyzed with the aid of Partial Least Square Structural Equation Model (PLS-SEM). The study found that leadership style has positive and insignificant effect on employee's performance. Also, the study found that physical environment has positive and significant effect on employee's performance. The study concluded that, although effective leadership may contribute to a favorable work environment, it does not have a strong enough impact to be deemed crucial in enhancing employee performance. Based on the study's findings, it is recommended that that organizations in the private security sector look beyond leadership style as the primary driver of performance. They should consider a more holistic approach that includes factors such as employee engagement, professional development opportunities, and the overall workplace environment.

Keywords: Firms, Employees' Performance, Leadership Style, Physical Environment.

INTRODUCTION

Globally, the importance of employees' towards improving performance cannot be overemphasized as though improved performance is accomplished through the employees of the organization thus, putting employees as a most valuable asset every firm needs to improve performance (Nor, 2018). Whenever employees are used to their greatest capacity, business may attain limitless productivity, efficiency, and performance. All employees may not work in the same way since they have distinct working styles, their performances are however determined by their willingness and openness to complete their jobs which will in turn grow their productivity and subsequently contribute to improved performance (Raziq & Maulabakhsh, 2015).

In the dynamic and often demanding field of security services, the conditions and atmosphere in which employees operate play a pivotal role in shaping their effectiveness and overall job performance. The workplace environment is the major key factor that exists in the organization environment and its employees. The environment of an organization involves surroundings, employees' relationships, location, rules & regulations, culture, resources, and operations, these factors will have an impact on the employees' performance and commitment to their work (Rachman, 2021). Work environment encompasses physical setting, work characteristics, broader structure options, and aspects of additional organisational settings, implying that work environment is a combination of the interrelationships that exist between employees and employers, as well as the working context of employees, which includes the technical, social, and political aspects (Awoken, 2019). Similarly, Aggarwal et al. (2023) submitted that work environment can be referred to as the elements that consist of the setting in which employees put effort and work. Generally, it can be called the setting where the employees perform their tasks. It has been observed that a work environment is an essential element of job performance since it affects employees' actions.

The private security industry plays a crucial role in maintaining public safety and protecting assets in Nigeria. With an estimated over 500,000 personnel private security firms contribute significantly to societal security (Olayinka & Okunola, 2020). However, despite their importance, the industry faces challenges related to low employee morale, high turnover rates, and suboptimal performance (Amodu & Adeniran, 2018). Private security firms are tasked with safeguarding various assets, individuals, and properties, necessitating a vigilant and responsive workforce. The nature of this work involves facing

diverse challenges, ranging from potential security threats to maintaining order in various settings. Consequently, the work environment, encompassing factors such as physical facilities, organizational culture, leadership styles, recognition, teamwork, and interpersonal dynamics, becomes a critical determinant of how well employees fulfill their roles (Zainab, 2022; Amodu & Adeniran, 2018). This study therefore adopts these aforementioned factors as dimensions of work environment in this study since it covers the three-basic classification of work environment posited by Opperman (2002): human, technical and organizational environment.

Leadership style is the manner and approach of providing, direction, implementing plans and motivating people as seen by the employees, it includes the total pattern of explicit and implicit actions of their leaders. Similarly, the manner in which leaders performs his roles and directs the affairs of the organization is referred to as his or her leadership styles (Nsugba, 2018). A leadership approach that aligns with the specific demands of the security industry can contribute to improved employee performance and the overall effectiveness of the security team. However, choosing the right leadership style and fostering a positive work environment can be a powerful tool for maximizing the effectiveness of security teams and ensuring the safety of clients and stakeholders.

Samadara (2020) explained that organizational culture is the set of assumptions, beliefs, values, and norms shared by an organization's members. Besides, Qianqian and Zhihua (2020) noted that organizational culture can build friendly, family work atmosphere and care about development of employees, which is attractive for some employees who seek for employment ability, personal value, and career development. In essence, organizational culture shapes the environment in which employees operate, influencing their behaviors, attitudes, and interactions. A strong alignment between the organizational culture and the values and goals of employees often results in enhanced performance and productivity.

Furthermore, the physical work environment contextualizes the office layout and design to include components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings (Kohun, 2019). The physical work environment plays a crucial role in shaping the conditions under which employees perform their tasks. A thoughtfully designed and well-maintained physical environment can contribute to employee satisfaction, well-being, and ultimately, improved performance.

Private security outfits over time has multiplied in many commercial cities in Nigeria complementing the mainstream security service by rendering their services to many organizations including public and private in Nigeria. The demand for their services by these organizations has seen a lot of investment in the sector thereby leading to a careful recruitment process aimed at sustaining the security firms leveraging on capable hands (employees) delivering quality service to clients. Since, the firm rely so much on employees, they organize series of training for these employees so as to equip them with relevant skills on quality service delivery. However, despite these investments in facilities and training, organizations continue to raise concerns about negative behaviors of security guards deployed to their organizations with some even having to terminate the contract with such security firms and others asking that erring guards be transferred out. Since employee's performance accumulates to organizational performance, this study saw the need to examine the effect of work environment on employees' performance of private security firms in Abuja, Nigeria.

Studies have been conducted to link work environment and employees' performance (Aladetan, 2023; Aggarwal, et al. 2023; Angin, et al., 2021; Donley, 2021; Aisyah, et al. 2020; Badrianto & Ekhsan, 2020; Al-Omari & Okasheh, 2017; Awan, 2015; Chandrasekar, 2011). However, majority of these studies were conducted outside the geographical area of Nigeria while others focused solely on job satisfaction and not employees' performance. the study of Duru and Shimawu (2017) although was conducted in Nigeria, but did not focus on the private security companies in FCT Abuja nor did the study focus on employees' performance thus creating geographical, sectoral and contextual gaps which this current study seeks to

close by examining the effect of work environment on employees' performance in selected private security firms in FCT Abuja Nigeria.

Objectives of the Study

The main objective of the study is to investigate the effect of work environment on employees' performance of private security firms in Abuja, Nigeria. Specifically, the study set out to:

- i. assess the effect of leadership style on employees' performance of private security firms in Abuja, Nigeria;
- ii. examine the effect of physical environment on employees' performance of private security firms in Abuja, Nigeria;

LITERATURE REVIEW

Work Environment

The work environment itself according to (Saputri, & Pamikatsih, 2022) is everything that is around the worker and can affect him in carrying out the tasks assigned. The work environment in the organization has an important meaning for individuals who work in it, because the work environment will affect directly or indirectly the people who are in it (Saptono, et al., 2020). The work environment is an environment where an employee does his daily work which can affect him in carrying out his duties. According to (Putra, et al., 2022) a working environment condition is said to be good, if employees can carry out activities or work optimally, healthy, safe, and comfortable. Therefore, creating a good work environment will be able to determine success in achieving the expected goals of the company. Work environment is everything that exists around workers both inside and outside the room including those that are physical or not that affect employees in carrying out the tasks they carry (Mohammad et al, 2016). Olanipon et al. (2023) posited that a typical working environment which consists of behavioral and physical features are critical. All components which are linked to an employee's ability to physically engage with the workplace are referred to as the physical setting. While behavioral environmental components relate to workplace occupants' etiquettes with one another. Work environment can be anything that exists around the employee and can affect how he performs his duties (Al-Omari & Okasheh, 2017). According to (Bahri, 2019) the work environment is all aspects of the physical work, psychological work, and work regulations that can affect job satisfaction and productivity gains. Khair (2018) describes the work environment as the physical environment in which employees work can affect their performance, safety and quality of work life.

Concept of Leadership

Leadership can be defined as a process of influencing people to get the desired outcomes. Andersen (2016) stated that leaders are the ones who stimulate, motivate, and recognize their employees in order to get work done and achieve the desired results. Leaders adopt various leadership styles in order to motivate and stimulate the employees. Northouse (2012) defines leadership as a process whereby an individual influence a group of individuals to achieve a common goal. Leadership is the process of directing, influencing, and supervising others to perform tasks in accordance with planned orders (Qomariah et al., 2022). Whether or not organizational goals are achieved depends, among other things, on the leadership exercised by the leader. Leadership is a process of a person's activities to move others by leading, guiding and influencing others, to do something so that the desired results are achieved (Setiawan et al., 2022).

Leadership is the leaders' behavior in directing and controlling subordinates to achieve a set goal (Manik, 2011). It is simple to say that leadership is a way for a leader to influence its subordinates, educators and educational personnel. Chen et al. (2011) states that leadership is the ability to use the influence of the environment or situation of the organization, to produce a meaningful effect and environment impact on the achievement of challenging objectives. Leadership is the process of influencing others to act in order to achieve the goals that have been set. Marta (2011) defines leadership as the ability to influence a group's goals. Meanwhile, according to Parlinda (2012), leadership is a person's ability to control or

influence others or different societies toward a particular achievement. Priyono (2011) defines leadership is someone who can influence others to achieve his goal (critique to individual limitation).

Leadership is a friendly determination process in which the leader explore voluntary contribution of coworkers in an effort to attain organization objectives, a process in which one person exercise friendly determination over the other members of the group, a process of effecting the traits of any one or group of any one is a try towards objectives attainment in a particular given situation, and a comparative concept including both the effecting agent and the person being affected (Shakil, 2020). Leadership is a process of a person to stir others by leading, guiding and influencing to do something in order to achieve certain results and goals (Surbakti, 2013). According to Ivanova et al (2011), leadership is a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals. The leadership indicators proposed by Chebet (2015) is that the leader should be able to inspire, make decision and be responsible.

Concept of Physical Environment

The physical factors consist of elements that relate to the office occupiers' ability to physically connect with their office environment (Abdi, 2016). The physical form of working environment is space, physical layout, noise, tools, materials and co-worker's relationship; the quality of all of those aspects has an important and positive impact on the quality of the work performance (Masoud & Hmeidan, 2013). Factors such as Furniture, lighting, noise, communication, colour, sitting arrangement, temperature, and air quality are all physical factors of the work environment (Duru & Shimawu, 2017). According to Hadida et al. (2020), the specific physical environmental factors include: illumination (lighting), color (office & work equipment color), noise and music at work. Physical environmental factors are those working environmental factors that deal with the physical or tangibles at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space (George et al., 2017).

El-Zeiny (2013) opine that the physical work environment factors are those things that make up the entire workplace in which jobs/tasks are carried out, and that these factors include the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. According to Budianto and Katini (2017), a physical work environment is a physical condition in the company around the workplace, such as air circulation, wall color, security, space, etc. Sedarmayanti (2011) states that the physical work environment is all physical conditions that occur around the workplace that can affect employees directly or indirectly. The work environment involves all aspects that act and react to the body and mind of an employee. Physical environmental factors refer to the tangible and visible elements within a workplace which is essential for creating a conducive and comfortable work environment (Gupta & Shaw, 2014). These factors include; lightning, office layout, furniture and smooth floor. According to Amir (2010) there are some factors that associated to the physical work environment. Like the two leading components which are the arrangement plan of the office and also the comfort level of the office.

Concept of Employees' Performance

According to Buchanan and Badham (2020), an employee's performance is defined as the outcome of the quality and quantity of work he completes while performing the obligations assigned to him. Employee performance indicators include but not limited to: quality of work, quantity of work, work discipline, cooperation, initiative. According to Sultana, et al. (2012) performance is the achievement of set targets in terms of expected standards of accuracy, completeness, cost and speed. Employee performance is a result of the quality and quantity of work that can be achieved by an employee in performing tasks in accordance with the responsibilities (Ruky, 2015).

According to Sila (2014), performance is how well someone completes a particular task and additionally the perception with which he/she completes that task. Who further posits that job performance can be defined in terms of quantifiable outcomes of work behaviors such as number of sales, numbers sold and

also in terms of behavioral dimensions. Furthermore, performance is about generating actions or behaviors effectively to meet the set targets. According to all above definitions, employee performance means the accomplishment of a given task measured against present known standards of accuracy, competency, cost and speed. Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019).

Empirical Review

Leadership and Employee Performance

Persada et al. (2023) analyzed the influence of leadership, motivation and intensive on the performance of the Polda Kepri operations section personnel. The research method used was a causal model survey method using a census sampling technique, the entire population was sampled, totaling 72 people. The research instruments used for collecting data were interviews and questionnaires. The multiple linear regression was then employed to test the hypotheses. The research results showed that leadership and motivation have a significant effect on the performance of the Kepri police operations bureau personnel and incentives have no significant effect on the performance of the Kepri regional police operations bureau personnel. Further revealed that leadership, motivation and incentives together have a significant effect on the performance of the Kepri regional police operations bureau personnel. The study was however conducted in Indonesia which limits its findings from general applicability due to geographical constraint. Additionally, data from the study was analyzed using multiple linear regression whose result may differ when a different method is applied.

In the Chinese information technology industry, Chughtal and Khan (2023) examined the relationship between knowledge-oriented leadership and employees' inventive performance, as well as the mediating and moderating roles of knowledge sharing behavior and job engagement, as well as creative self-efficacy. The time-lagged approach was used to randomly gather data for the study in three parts. 452 information technology workers (139 direct supervisors and 313 subordinates) voluntarily participated. The findings of the confirmed that knowledge-sharing behavior and work engagement mediate the relationship between knowledge-oriented leadership and employees' innovative performance. Moreover, the study's findings also proved the moderating effect of creative self-efficacy between the relationship of knowledge-oriented leadership and knowledge-sharing behavior and work engagement. Additionally, moderated mediation results confirm that a higher level of creative self-efficacy increases the employees' innovative performance level through the indirect effect of knowledge-oriented leadership via knowledge-sharing behavior and work engagement. However, the study was conducted in Chinese information technology industry while this current study is conducted on selected private security companies in FCT, Nigeria.

Ulum and Mun'im (2023) examined the effect of leadership on the work performance of teachers and employees at SMK Sunan Drajat Lamongan. Quantitative research method involving 98 respondents using the validity test, reliability test and multiple regression analysis and data processed using the Statistical Packages for Social Sciences application. The results of the research at SMK Sunan Drajat Lamongan showed the magnitude of the positive influence between the influence of leadership on the work performance of teachers and employees at SMK Sunan Drajat Lamongan. The correlation indicates a positive relationship between leadership and employee performance at SMK Sunan Drajat Lamongan. While the coefficient of determination indicated the magnitude of the contribution of leadership to work performance. However, there is need from a different perspective.

Lopez-Cabarcos et al. (2022) investigated how the combined effects of work environmental factors and leadership behaviours lead to the presence (or absence) of industrial employees' job performance by applying fuzzy-set qualitative comparative analysis (fsQCA). A sample composed of supervisor-subordinate dyads was used to test the propositions of the study. Ten small and medium companies from the industrial sector were contacted in Galicia, Spain. Specifically, companies from the dairy industry (40%), canning industry (30%) and bread, cake, and pastry industry, including frozen baking products

(30%), agreed to participate in this research. Using a convenience sample, 87 questionnaires were distributed, and 73 were received from worker-supervisor dyads (16 supervisors & 73 subordinates; 4.56 subordinates per supervisor on average). The CoPsoQ-Istas21 method was used for the evaluation process. The results showed that the most important variables are transformational leadership and social support. Employee empowerment and task significance seem to play a secondary role in leading to employee job performance. These findings support the need for managers to use positive leadership to manage human resources. Nevertheless, the study used a different method of analysis from the PLS-SEM used in this study, as such the findings may differ.

The cause-and-effect correlations between safety performance and leadership in safety management were investigated by Zhang et al. (2022). In Chinese lead-zinc mines, information was obtained by a questionnaire survey. 450 workers in middle, elementary, and workshop received the questionnaires. A 100% response rate was obtained from the 450 surveys that were returned. A total of 305 valid questionnaires were examined after 145 invalid ones were gathered. Data were analyzed using exploratory factor analysis and confirmatory factor analysis, which identified five main dimensions of LSBs: safety management commitment, safety communication with feedback, safety policy, safety incentives, and safety training; the analysis also identified three main dimensions of safety performance: employee's safety compliance, safety participation, and safety accidents. The study was nonetheless conducted in China, as such its findings cannot be applicable to Nigeria due to geographical limitation.

Physical Environment and Employee Performance

Kearney et al. (2023) explored the influence of environmental stimuli on employees within their physical work environment and the effect on their satisfaction and loyalty. A two-stage approach was applied, with expert interviews followed by an employee questionnaire survey which was analyzed using structural equation modelling. Population consisted of managers and employees in a retail grocery service environment. 130 responses across the 15 stores within the greater Dublin area in Ireland were collected. Findings showed that the five physical environmental factors: color & design, cleanliness & odor, music, lighting and layout have positive significant effect on retail employees.

From the Nigerian perspective, Omigie and Egbon (2022) examined the impact of physical work environmental factors on employees' performance in selected manufacturing firms in Nigeria. This study adopted the cross-sectional survey research design. Data were primarily sourced through the administration of questionnaires as instrument used for data collection. The population of the study comprised two hundred and eighty-six (286) management and senior staff distributed across five randomly selected manufacturing firms in Edo and Delta states of Nigeria. A sample size of 170 was computed for the study. Out of a total of one hundred and seventy (170) copies of questionnaire that were distributed, one hundred and fifty-one (151) were retrieved and used for the study. Research data were analyzed using descriptive and inferential statistics. Frequency table, means and standard deviations; were the descriptive measures adopted. The t test for equality of means constituted the inferential statistic. Data analyses were performed using the Statistical Package for Social Sciences (SPSS 21.0). The research empirically showed that physical work environmental factors does not significantly impact on employees' performance in the understudied manufacturing firms in Nigeria. However, the study was conducted on manufacturing firms in Edo and Delta states whose data cannot be replicable to selected private security companies in FCT.

The impact of physical factors, discipline, and supervision on the work of employees at the Sirnajaya Village office in the Serang Baru area was ascertained by Arsita and Rachman (2022). Quantitative research was the method employed. The 61 individuals that made up the population were all employees in the Sirnajaya Village Office. Using the census sample approach, also referred to as the saturation sampling technique, the study's sample size was the entire population. The questionnaire instrument was used for data collection, and quantitative and statistical methods were used for data analysis in order to test the hypothesis that had been put forth. The study found that supervision, discipline and physical factors have significant effect on employees' performance of Sirnajaya Village office, Serang Baru district.

Nevertheless, the study was conducted in Indonesia as such the findings lacks general applicability due to geographical limitation.

Lemma et al. (2022) investigated the effect of indoor physical work environment factors on the employees' performance with Dejen Aviation Industry (DAVI) as the case study. Descriptive research design and quantitative research approach was used and sample of 100 employees; 35 from DAVI staff and 65 from DAVI factory. Data was collected from respondents using questionnaires. Data analysis was done using multiple regression via Statistical Package for Social Science (SPSS) software and information was presented through tables, bar charts and pie charts. The regression output revealed that all independent variables (temperature, noise, lighting & air quality) have a positive and significant impact on employee's performance in Dejen Aviation Industry. The data from the study used multiple regression to analyze its data whose output may differ when PLS-SEM method is applied. Further, the study was carried out in Dajen Aviation Industry which cannot be replicable to private security companies in FCT.

Tabassum et al. (2021) identified the connection, then measure the relationship among the physical workspace environment factors (air quality, noise, lighting, temperature & workstation) and employees job performance and intention towards leaving the organization. This investigation is a survey based on quantitative and explanatory research. The research conducted amongst the permanent and operational staff of higher education sector or institutes located in Karachi in both, public and private institutes. Having the data from 280 respondents, to examine the collected information, the Statistical Package for the Social Sciences (SPSS) Software was used and the independent sample T-test and one-way ANOVA analysis was performed. Findings showed that there is a vital impact of all the physical office atmosphere factors/ conditions on employee work performance and turnover intention. The study used T-test to analyze its data which does not produce a more robust result as compared to the PLS-SEM employed in this study. Also, the study was conducted on public and private institutions in Karachi whose data cannot be a representative of private security companies in FCT.

Burbar (2021) examined the effects of the work environment on employee performance in the Palestinian banking sector. The main objective was to see which aspect (physical and non-physical factors) of the work environment influences employees' performance the most. The study used a survey research design. Questionnaires were distributed among an initial 320 bank employees from a total of 14 Palestinian banks found in Palestine. Of the 320, 268 were deemed completed in a manner satisfactory to be considered primary source data. The remaining 52 surveys were improperly or incompletely populated and not calculated into the results. The data from these surveys were then analyzed using SPSS v 27. Findings indicated that the physical factors of the work environment correlate to a significantly positive effect on employee performance. However, the study was conducted in Palestinian banks which limits its findings from general applicability.

Resource-Based View (RBV) Theory

The starting point of resource-based view theory is dated back to the era of Penrose, (1959) who suggested that resource possessed, deployed and used effectively would give more results than other industrial structure employed. The RBV analyze and interpret resources of the organizations to understand how organizations achieve sustainable competitive advantage. The RBV focuses on the concept of difficult-to- imitate attributes of the firm as sources of superior performance and competitive advantage (Barney, 1991; Prahalad & Hamel, 1990). Resources that cannot be easily transferred or purchased, that require an extended learning curve or a major change in the organization climate and culture, are more likely to be unique to the organization and, therefore, more difficult to imitate by competitors.

However, the theory has been criticized for vagueness of terminology, and the lack of commonality of terms (Rugman & Verbeke, 2002). Moreover, the RBV researchers also challenge the foundation of the theory, suggesting that the view appears to assume what it seeks to explain (Hoopes et al. 2003). In spite of these criticisms, the theory has heightened knowledge regarding the nature, characteristics and potential usage of resources in unique ways (Kiiru, 2015). The RBV takes an 'inside-out' view or firm specific perspective on why organizations succeed or fail in the market place (Grant, 1991). Resources

that are valuable, rare, inimitable and non-substitutable (Barney, 1991) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance (Wernerfelt, 1984). According to RBV, an organization can be considered as a collection of physical resources, human resources and organizational resources (Barney, 1991; Amit and Shoemaker, 1993). Resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior performance (Barney, 1991). This theory relates to this study because employees are part of the intangible resources of an organization and therefore the organization should fully utilize the available resources which include financial, time and human capital to ensure that their employees are valuable, rare difficult to imitate and non-substitutable.

METHODOLOGY

This study adopted survey design. the population of this study comprise all employees of the 113 licensed private security companies operational in FCT Abuja at least for a minimum period of five (5) years. According to data obtained from the Human Resource Department of the various companies, the total number of employees of the 113 selected companies is 68,508. The sample size for this study is 398 employees of selected private security guard companies in FCT Abuja. However, additional 10% (40) was added as recommended by Singh and Masuku (2014) to allow for attrition bringing it to a total of 438. The study adopted a simple random sampling technique to select the sample from the population.

This allows all respondents equal chances of being part of the study and hence scientific. For the purpose of this study, only primary sources of information were used. The study applied descriptive and inferential statistics to the data collected. The mean, and the standard deviation were used to analyze the survey's item responses, and SmartPLS's Partial Least Square Structural Equation Model (PLS-SEM) was utilized to evaluate the hypotheses that were put forth at the 0.05 level of significance.

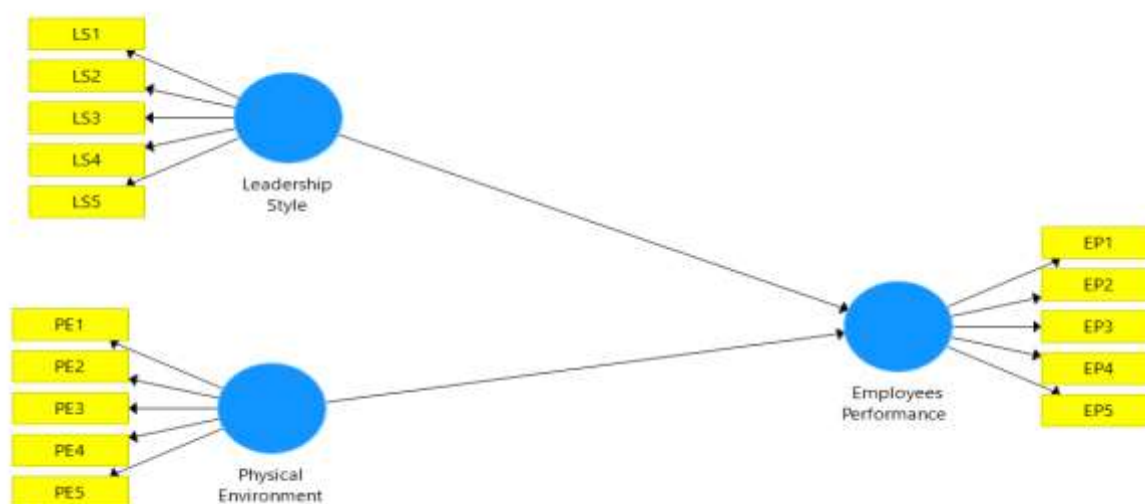


Fig.1: Theoretical Model on Effect of work environment employees' performance of private security firms in Abuja

RESULTS AND DISCUSSION

Out of the four hundred and thirty-eight (438) distributed questionnaires, 415 were properly filled and returned giving a response rate of 95%. Subsequently, all further analyses were done using 415 responses data.

Table 4.1: Descriptive Statistics

Variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
LS	4.7	5.00	1.00	5.00	0.96	-1.59	-0.09
PE	4.07	4.44	1.00	5.00	0.97	0.90	-0.98
EP	4.50	5.00	1.00	5.00	0.89	0.20	-0.68

Source: SMART, PLS Output, 2024.

Data on the study variables were described in Table 4.1 above in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values. Leadership style (LS) revealed an average value of 4.7 with a standard deviation value of 0.96. However, the minimum and maximum values stood at 1 and 5 respectively. Physical environment (PE) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 4.07 along with a standard deviation of 0.97. Furthermore, employee's performance (EP) showed a minimum value of 1 and a maximum value of 5 with an average value of 4.50 accompanied with a standard deviation value of 0.89. All the skewness and kurtosis values were less than 1 which shows that there is a normal distribution of data.

Assessment of Measurement Model

In assessing the measurement model, the researcher began by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.

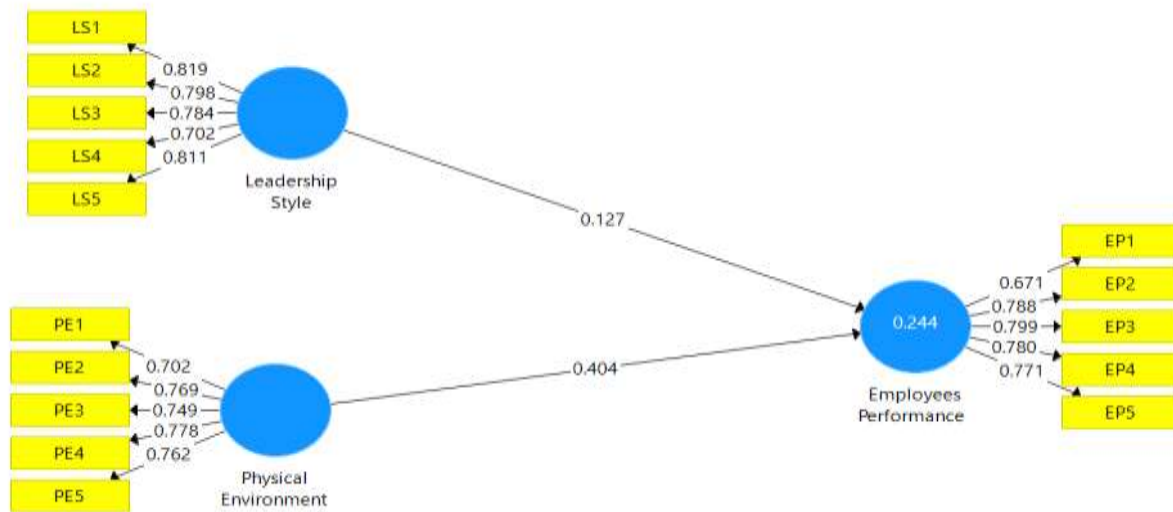


Fig 2: Indicator Loadings.

Table 4.2: Reliability of study scale

S/N	Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Leadership Style (LS)	LS1 0.819 LS2 0.798 LS3 0.784 LS4 0.702 LS5 0.811	0.843	0.888	0.615	5
2	Physical Environment (PE)	PE1 0.702 PE2 0.769 PE3 0.749 PE4 0.778 PE5 0.762	0.809	0.867	0.686	5
3	Employees Performance (EP)	EP1 0.671 EP2 0.788 EP3 0.799 EP4 0.780 EP5 0.771	0.819	0.874	0.682	5

Source: SmartPLS Output, 2024

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair et al. (2019) rating of good consistency. The Cronbach alpha value were above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler, et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Heterotrait-Monotrait Ratio (HTMT)

	LS	PE	EP
LS	1.000		
PE	0.056	1.000	
EP	0.075	0.432	1.000

Source: SmartPLS Output, 2024

The Variance Inflation Factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

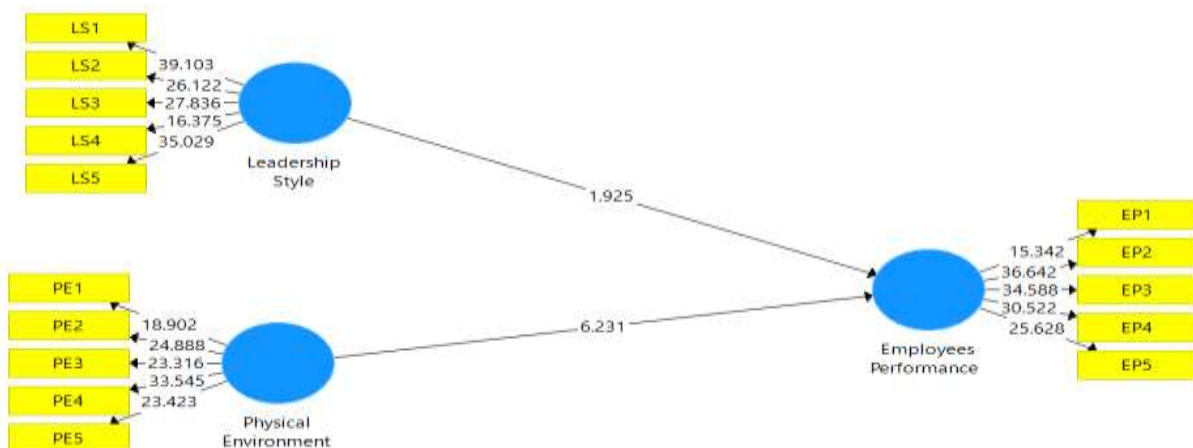


Fig. 3: Path Coefficients of the Regression Model.

R Square Table

	R Square	R Square Adjusted
Employees Performance	0.244	0.241

Source: SmartPLS Output, 2024

The R-square value stood at 24% indicating that work environment proxied by leadership style and physical environment are responsible for 24% variation in employees' performance. The remaining 26% variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered weak but does not jeopardize the result. The result of the path analysis is presented in the table below:

Table 4.4: Path Coefficients

Hypotheses	Variable	B	T-Value	P-Value	Decision
Ho ₁	Leadership Style -> Employees' Performance	0.127	1.925	0.054	Accepted
Ho ₂	Physical Environment -> Employees' Performance	0.404	6.231	0.000	Rejected

Source: SmartPLS Output, 2024

The result from the analysis indicates that leadership style has positive and insignificant effect on employee's performance. The decision was reached based on the t-value of 1.925 which is less than 1.964 and a beta value of 0.127 with a p-value of 0.054. The positive effect implies that effective leadership may contribute positively to employee performance, the impact is not strong enough to be considered meaningful within this specific context. This finding is in agreement with that of Zulmariad et al. (2022) who found leadership style to be positive and insignificantly effect on employees' performance.

The result from the analysis indicates that physical environment has positive and significant effect on employee's performance. The decision was reached based on the t-value of 7.991 which is greater than 1.964 and a beta value of 0.554 with a p-value of 0.000. This implies that organizations should prioritize investments in improving their physical environments through creating spaces that are conducive to work, employers may foster higher levels of efficiency and engagement among their staff. This finding agrees with that of Lemma et al. (2022) who made similar findings about physical environment and employees' performance.

CONCLUSION AND RECOMMENDATIONS

It is concluded that while leadership style exerts a positive influence on employee performance within private security firms in Abuja, this effect is statistically insignificant. This suggests that, although effective leadership may contribute to a favorable work environment, it does not have a strong enough impact to be deemed crucial in enhancing employee performance. It is also concluded that a well-designed and supportive workplace plays in enhancing employee productivity, morale, and overall job satisfaction. A conducive physical environment not only facilitates efficient work processes but also contributes to a positive organizational culture.

Based on the study's findings, it is recommended that organizations in the private security sector look beyond leadership style as the primary driver of performance. They should consider a more holistic approach that includes factors such as employee engagement, professional development opportunities, and the overall workplace environment. Also, it is recommended that private security firms prioritize investments in improving their physical environments. This could involve upgrading facilities, ensuring ergonomic workstations, optimizing lighting, and maintaining cleanliness throughout the workspace. Such improvements can create a more comfortable and motivating atmosphere for employees, ultimately leading to enhanced performance.

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Appendix I: Research Questionnaire

Please read each statement carefully and indicate your level of agreement on a scale of 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree , 5 - Strongly Agree

S/N	Statements	Agreement scale				
	Leadership Style (LS)	5	4	3	2	1
LS1	The leaders make decisions without consulting others					
LS2	The superiors allow employees to participate in decision making process					
LS3	The supervisors monitor the employees to ensure they are performing correctly					
LS4	My leader gives me a lot of freedom and autonomy in my work					
LS5	My supervisors go out of the way to make their employees feel good around them					

S/N	Statements	Agreement scale				
	Physical Factors (PF)	5	4	3	2	1
PF1	Work place for staff is comfortable					
PF2	Damaged facilities are repaired on time					
PF3	The lighting in my workspace is appropriate for my task					
PF4	I have access to quiet spaces when I need to focus deeply					
PF5	The temperature in my workspace is consistently at a comfortable level					

S/N	Statements	Agreement scale				
	Employees' Performance (EP)	5	4	3	2	1
EP1	I meet deadlines and deliverables in a timely manner					
EP2	I consistently produce high-quality work					
EP3	I consistently achieve the goals set for my role					
EP4	I am able to identify and solve problems effectively					
EP5	I ensure that my work is thorough and accurate					