

IMPACT OF CONDUCTIVE WORKING ENVIRONMENT ON EMPLOYEE PERFORMANCE IN NASARAWA STATE WATER BOARD, LAFIA

MAIWADA Abubakar Atiku¹ & ARI Anas Agabi²

^{1&2}Department of Business Education, School of Vocational and Technical Education,
College of Education, Akwanga Nasarawa State, Nigeria
abubakarmatiku@gmail.com & anasagabi15@gmail.com

Abstract

This study examined the impact of conducive working environment on employee performance at Nasarawa State Water Board Lafia. The study adopted a descriptive, survey study design to accurately and systematically describe the Impact of conducive working environment on employee performance. The study used structured questionnaire to collect responses from the study population sample. The data collected from the employees was analyzed using simple regression and descriptive statistics. NSWB has total staff strength of 202 employees working in various office locations in the State but in an attempt to realize the objectives of the study, 146 questionnaires were administered to the employees using stratified random sampling approach. The 146-sample size for this research was selected using Taro Yamane. A response rate of 72% was achieved. The analysis of data was based on respondents who returned correctly completed questionnaire and the hypotheses were tested using Pearson's correlation coefficient and ANOVA statistical tools. The result shows a significant relationship between the variables. The result revealed that physical and conducive working environment impacts on employees' performance. The study therefore recommends that the organization should ensure a conducive working environment to enhance employees' performance.

Keywords: Conducive working Environment, Employee Performance, Incentive, Managerial control and Training & Development.

INTRODUCTION

The complexity, competition and advancement in organizational structure has created more challenges for management on how to establish an environment that affect, attract, retain and to motivate its employees for maximization of performance. This responsibility lies with the managers and governance at various levels of an organization. They have to think over and explore the new working ways through which people can enjoy, feel and have pride in what they do. The conducive working environment affects employee morale, performance and engagement either positively or negatively and it may affect both physical and psychological well-being of the workforce. It is not just a twist of fate that new programs that address lifestyle changes, work life balance, health and fitness previously were not considered key benefits but now the primary considerations of potential employees, and common practices among the most admired companies.

Conducive 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, 2014). A work environment is the environment where People work together to achieve the overall organizational objectives. It means systems, processes, structures and tools and all those things which interact with employees and affect their performance either positively or negatively.

Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 1994 in Hameed & Amjad 2019). Better outcomes and increased productivity are assumed to be the result of better workplace environment (Carnevale, 1992; Clements-Croome, 1997 in Hameed & Amjad 2019). Better physical environment of office will boost the employees and ultimately improve their productivity. Various literature pertains 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. Businesses operate within a supra system, these environmental factors be it internal or external bear directly or indirectly on the operations of that business.

In this era of globalization, organizations that possess or nurture qualified and potential employees stand the chance to be more successful, this is drawn from the fact that, large part of their success comes as a direct result of those employees who will always give an organization a competitive advantage (Mariam, et al. 2017). The influence of work environment on the performance of employees cannot therefore be over emphasized.

Though there are studies that examined this very concept for instance, studies like; Roelofs (2018) the impact of office environments on employee Performance. This study is outdated and the results of the study can no longer be generalized; Sehgal (2018) relationship between work environment and productivity. The study was on productivity which is narrowed to efficiency as against performance which is about achieving wider action; Ollukaran and Gunaseelan (2017) a study on the impact of work environment on employee performance. The period in which the study was conducted has been taken over by other events, hence the need for further study in order to extend the frontier of knowledge. Hameed and Amjad (2019) impact of office design on employees' productivity. This very one was conducted in the banking sector which monitoring and regulations that regulate their activities are different from other sectors of the economy, also, the place in which the study was conducted is outside Nigeria. Osibanjo et al. (2018) relationship modeling between work environment, employee productivity, and supervision in the Nigerian public sector. Though the study was in public sector, but the period of the study has been over taken by institutional reforms. Therefore, there is need for more study in that area.

Based on the above gaps this current study examines the impact of work environment on employee performance at Nigeria Social Insurance Trust Fund, by looking at the proxies of work environment such as supervisor's support, training and development, incentives and rewards programmes, good relations with co-workers and adequate workload.

This study is designed to examine the impact of conducive working environment on employees' performance in Nasarawa State Water Board Lafia. The board, as it is known, is a public corporation with over 200 employees across various office branches in the State. In spite of the teeming number of staff there is an issue of prolonged delays in water supply and distribution to consumers. This problem has persisted over time and has become a matter of concern to the affected public and the researcher.

Most importantly, the problem has resulted to loss of revenue by the board from producing service quality to water consumers within the state, thereby subjecting the lives of people to unnecessary danger. Board is also becoming weary of their statutory obligations in remittances to the Head office as a result. This study attempts to evaluate the underlying issues that could reverse this ugly development.

Objectives of the Study

This research is set out on the following objectives;

- i. To Examine the impact of conducive working environment on employee's performance in Nasarawa State Water Board Lafia
- ii. To examine whether conducive working environment has influence on employees' performance
- iii. To examine whether managerial control and employee-employee relations contribution significantly towards employee's performance

LITERATURE REVIEW

Work Environment

Noble (2021) states that more attention should be paid in identifying and dealing with working environment, this is because when employees have negative perception to their environment they sometimes suffer from chronic stress. Opperman (2021) stated that working environment means those processes, systems, structures, tools or conditions in the work place that impact favorable or unfavorable on employee performance. The working environment also includes policies, rules, culture, resources,

working relationships, work location, internal and external environmental factors all of which influence the ways an employee performs his job functions.

Mullins (2022) work environment is not just where individuals perform job related tasks. It also includes a number of factors such as location of the organization, size of the organization, work condition, nature of the job, fellow employees, the local, state, and federal regulations that apply to the industry, the relationship with competitors, the relationship with the public, the managerial philosophy, the leadership styles and the organizational structure, any one of which may be considered the most important element by different people.

Brenner (2020) was of the opinion that “the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations utilize work Environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge”. In addition, he argued that working environment designed to suit employee’s satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2021) defines working environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. 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. The human environment refers to peers, others with whom employees relate, 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. Organizational environment includes 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 other co-workers who are trying to improve quality. Thus, issues of organizational environment influence employee’s productivity.

Employee Performance

Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee’s performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. Job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 2019), but not the actual consequences of the acts performed within a job. Campbell (2019) affirms that job performance is not a single action but rather a “complex activity. Performance in a job is strictly a behaviour and a separate entity from the outcomes of a particular job which relate to success and productivity. It is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about 2014 an increase in the productivity of the individual (Sinha, 2014), However, Howell and Hall-Merenda (2020) has a different point of view regarding this employees’ performance. Howell stated that employees Performance is all about social, standing which also related to the point of view that being stated by Greenberg and Baron (2022). Greenberg and Baron had stated that it gives a positive impact on the relationship in between of the job performance and also the vocation. In the organization, especially for-profit orientated organization, employee’s performance is considered as the most important aspect in generating continuous profit. Employee’s performance is determined during job performance reviews with consideration on factors of time management, leadership skills and productivity to assess each employee on an individual basis. According to Rabey (2021), she 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 them on the operational process especially when it comes to a new operational procedure.

Empirical Review

Mohammed (2022) examines the influence of reward types (extrinsic, intrinsic, social and rewards mix) on employees' performance. Subjects for the study consisted of 308 workers which constituted 60% of the total target population of 513 people working for Unified Mining Companies located in the southern part of Jordan. Total of 308 self-designed questionnaires were distributed to employees on their job location, 268 questionnaires were returned and only 250 were suitable for statistical analysis. SPSS version 16 has been used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. For this purpose, frequency Tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation coefficient was used to determine if there is a significant relationship existing between independent variables (rewards types: Extrinsic, intrinsic, social and rewards mix) and dependent variable (employees' performance). Analysis and interpretation were made at 0.05 level of significance. The findings indicated that there is a significant statistical relationship between rewards types and employees' performance. The study has concluded that, management should have deep sense of commitment towards the issue of rewarding employees, if performance levels must be enhanced.

Brian (2019) the effects of reward systems on employee performance in the modern work environment and how satisfaction with rewards can lead to higher performance and better job Satisfaction. Based on a critical review of published literature, it is clear how important the right combination of rewards is to the performance of an organization. Employees should always be aware of the relationship between their level of performance and how they are rewarded for that performance. This study will examine how different types of reward systems affect that performance and attempt to establish which type of reward systems are more beneficial to the company in question and in the current business climate it operates in. The research is conducted in a period of particular financial turbulence for the mining industry, and wider global economic environment. As such, reward structures and the perceived value of those rewards, come more into focus as financial pressures restrict the type of rewards available, while retaining and motivating staff becomes more challenging. How can performance be enhanced and the required business outcomes accomplished? How can reward systems contribute to this performance and outcomes? These issues will be addressed in the context of best international practice regarding reward structures and from primary data collection. This research was conducted at operational managerial level. Considering how many employees report into this level, this is where I believe both employee and employer interact the most regarding rewards, motivation and how that affects performance.

Asigele (2020) determine the effect of working environment on the performance of reproductive and child health care providers in Tarime district. A cross sectional exploratory study was conducted in 12 health facilities in the district. One hospital, three health centres and eight dispensaries were involved in the study. Data was collected using closed and open-ended questionnaires. The main variables in the questionnaire were socio- demographic characteristics (sex, age, marital status and education level), availability of product, office building space, presence of privacy, availability of Technicians & Tools. 30 technicians and 110 staff were interviewed. Analysis of data was done by using SPSS version 15.0. The result reveals that the working environment elements have a significant effect on the performance of staff in the supply and provision of water products. These elements are presence of office building with the standardized coefficient of 0.369 ($p = 0.014$), availability of products with the standardized coefficient of 0.362 ($p = 0.016$) and availability of Technicians /Tools with the standardized coefficient of 0.369 ($p = 0.012$).

Ushie, Agba, Ogaboh and Okorie (2021) examined the effect of work environment on employees commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety- four (1194) respondents were selected for the study. Information was elucidated from participants using four-point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation ®. Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with

employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Nnamani and Ajagu (2019) studied the effect of environmental factors and organizational performance in Nigeria. A study of Juhel Company Ltd. Emene, Enugu in Enugu Metropolis. The study had a population size of 1,152, out of which a sample size of 297 was selected using Taro Yamane at 5% error and 95% level of confidence. Instrument for data collection was structured questionnaire. The total numbers of 275 copies were returned. Data were analyzed using tables and percentages. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. The study revealed that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allows organizational interpretation process. Also, the result showed that there is relationship between employees and their work environment and that workplace factor play a positive and significant role on employee performance.

Junaida, Mahadir, Siti and Afidam (2017) investigated whether there is a relationship between the work environments (comfort level; temperature) with employee productivity in Malaysia. 152 civil servants were selected from four (4) main units in Ministry of Youth and Sports, Putrajaya. Findings of the results showed that work environment (comfort level, temperature) strongly influences the employee productivity.

Ikonne (2016) investigated the influence of workstation and work posture ergonomics on the jobs satisfaction of librarians in the Federal and State University libraries in Southern Nigeria. The study adopted survey research design. The total enumeration technique was used to include the 500 librarians from the 37 Federal and State University libraries in Southern Nigeria. Descriptive statistics was used to analyze the data collected. The findings revealed that there was a positive relationship between ergonomics (suitability of workstation and equipment and work posture designs) and job satisfaction. It was, therefore, recommended that ergonomic measures that would involve the set-up of adequate and healthy workstation equipment designs, which would allow the users to adopt optimal working postures suitable for a greater job satisfaction, be implemented in the Nigerian University libraries.

Ogunyemi et al. (2021) in their study examined the contribution of work environment, organizational culture, to employees' job performance. Ex- post facto research design was adopted. Proportional stratified and simple random sampling techniques were utilized to select 500 participants from three oil companies in River State, Nigeria (AGIP 150, Schlumberger 185, Nigerian AGIP exploration 165). Two standardized self-report questionnaires were used for data generation. Two hypotheses were raised and tested using multiple regression and t-test statistics. Findings revealed among others that the two predictor variables (work environment and organizational culture) combined and individually, predicted the criterion variable (job performance). Based on the findings of this study, a number of recommendations were made among which were: employers of labor should provide suitable work environment for increased job performance of employees, and make the organizational culture favorable so as to enhance productivity of the work force.

Akinyele (2017) analyzed the impact of work environment on future worker's productivity in Nigeria. Primary data were used for this study that was generated through structured questionnaires with close ended questions. T-test was used to test the research hypotheses. The respondents were randomly chosen from four selected oil and gas industry in Lagos metropolis. The results of T-test indicated that employee productivity problems are within the work environment. Conducive work environment stimulates creativity of workers. Poor work environment and bad working conditions contribute to low productivity of employees.

Human Relations Theory

This theory was propounded by Elton Mayo which is widely recognized as the father of human relations theory, this theory was developed in 1927. The said theory viewed human beings not as machine models but as individuals with differing psychological motivations and with distinct and dynamic group behavior affecting performances.

The organization's success depends on how well the employer applies different approaches to manage his employees. Employee considered as the main assets of the company in terms of their skills and their performance valuable to the organization's success (Mayhew, 2017). Managing employee is a great task to the employer, because he/she will try to guide the employee in day-to-day according to the organization's objectives. Thus, Taylor and Mayo introduced theories to help the employer to increase the performance of the workplace.

The scientific management theory was introduced by Frederick Winslow Taylor with the aim of increasing productivity and reducing labor cost (Chand, 2017). According to Taylor, scientific management means knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way. However, the features of scientific management are systematic approach, discard traditional management, requires strict observance of rules and improves the efficiency of workers. Systematic approach is ensuring that all activities are accomplished in a systematic and scientific manner. Here, systematic approach simply means that the production process systematically flows while employees were selected, trained and allocated to a particular area with a specific task to do in order to complete the process efficiently. For example, in USA the founder of Ford Company named Ford adopted scientific management system for producing a car (Chand, 2017).

Discard traditional management is another feature of scientific management which discard a rule-of-thumb work method with a method based on a scientific study of the tasks (Chand 2017). According with Samiksha (2018), the traditional management was discarded for the aim of improving the efficiency of the employee in the workplace. Other features of scientific management, require strict observance of rules, means that employee is required to follow or Stick to rules and procedure set by the employer. In these features, employees are considered as robotic machines and are closely monitored (Businesssay.net, 2017). Therefore, scientific management was introduced by Taylor to improve employee's efficiency at work as well as cutting down the cost of labor.

Human Relations theory was introduced by Professor Elton Mayo with the aim of proving the significance of employee performance but not machines (Perry, 2017). It was also developed to address the problem that was faced by Taylors 'scientific management theory'. Human Relations theory emphasizes employee as a human being and should be treated as a human being but not as machines (Chand, 2017). The features of Human Relations theory are the individual employee, informal organizations, and participative management. Individual employee refers to the recognition and appreciation of individual employees within the workplace.

Employees are considered as the main assets of the organization in terms of their skills. Hence, Human relations theory suggests that individual employee should be respected and treated well and that will link with the high productivity of the organization. Informal organizations are another aspect of Human Relations theory that focuses on "informal social aspects of workers who's overriding need that seen as a desire to belong, to be accepted by his/her work group" (Chand, 2017). It means here that the manager should encourage the formation of groups as a supplementary to strengthen the formal organization, as well as building a communication channel with worker with their group, formal and informal, and then 2020 follow a relations-oriented rather than a task-oriented style of leadership (Banerjee, 2020). The last features of Human Relations theory are participative management, means that individual employee is involved in decision-making process. In Human Relations theory, the involvement of individual employees through their group and informal leader is the most crucial part that will produce an effective decision whereby employees are aware of what they might affect them from the decision (Chand, 2017).

Hence, Mayo introduced “Human relations theory” to promote the idea that employee is human and they should be treated as human being, and also it promotes working as a group.

METHODOLOGY

This research adopted a descriptive survey study design to accurately and systematically describe the Impact of work environment on employee performance in NSWB. The population of the study Comprises all the staff in various Branch of Nasarawa State Water, which involve a total of 202 staff including top and junior staff.

The study utilized the statistical sampling technique in determining the sample size for the study. It applied the stratified random sampling techniques owing to the nature of the study population. The primary data collection instrument of this study was structured questionnaire which was administered to the selected employees of the organization

RESULTS AND DISCUSSIONS

Table 1. Model Summary

			<u>Adjusted R</u>	<u>Std. Error of the</u>
<u>Model</u>	<u>R</u>	<u>R-Square</u>		
			<u>Square</u>	<u>Estimate</u>
1	<u>.693^a</u>	<u>.462</u>	<u>.488</u>	<u>.4978</u>

In the Model Summary, R refers to the correlation between the variables. If the correlation (R) is high, then that would mean the relation is strong. In this table, the relationship between the independent variable and dependent variable is about 69% which indicates that the degree of correlation is moderate. R-Square describes the variability, which is the proportion of variation in the dependent variable (Employee Performance) that can be elucidated by the independent variable (organizational culture, training and development, stress, rewards and incentives and leadership). The R-Square in this table is 46% which means that the independent variable has this much variability on the dependent variable. The Significance Value in the table is 0.00 which determines that there is a highly significant impact on the variables since it is below 0.005

From this table, it can be determined that there is a positive and significant impact of independent variables on dependent variable. The coefficient table explains that the independent variables are highly significant since the value of Significance is below 0.05 and the impact is Positive as all the T-values are positive whereas the other two variables have significant value above 0.05 which is why they are rejected.

Table 4.2 ANOVA^b

	<u>Sum</u>		<u>MeanSquare</u>		
<u>Model 1</u>	<u>SumofSquare</u>	<u>Df</u>		<u>F</u>	<u>Significant</u>
<u>Regression</u>	<u>8.121</u>		<u>6.125</u>	<u>20.791</u>	<u>.000^b</u>
<u>Residual</u>	<u>.37.360</u>	<u>116</u>	<u>.403</u>		
<u>Total</u>	<u>45.481</u>	<u>123</u>			

The Significance Value in the table is 0.00 which determines that there is a highly significant impact on the variables since it is below 0.005.

Findings

The result of the study from the analysis of the respondents shows that the factors of conducive environment which were represented by the physical work environment, managerial control, training and development, incentives and rewards, good relations with co-workers and adequate workload. Most of

the respondents strongly agreed that there is high level of relationship between conducive working environment and employee performance. The employees also agreed that the employees in the organization are friendly. This means that a good interpersonal relationship exists in the organization but majority of the respondents expressed their dissatisfaction on the issue of promotion.

The result of ANOVA also supports the responses from the data collected. The Significance Value in the table is 0.00 which means that there is a highly significant impact on the variables since it is below 0.005. From the above results it was observed that Management control help in developing a good working environment that leads to increase in employees' performance. The result is in line with Lebleblei (2019) who argued that the supervisor support is helpful in increasing level of performance of the employees.

Good relations with coworkers were helpful in developing un-environment that increased employees' performance. The results are also proved from Ollukkaran and Gunaselan (2018), who pointed out that good relations with coworkers' influence employee level of performance. Training and Development is helpful in developing a good working environment that will improve employees' performance. Same results indicated by Ollukkaran und Gunaseelan (2018) who proved that training and development is helpful in increasing employees' performance in the study of impact of working environment on employee performance.

Similarly, good incentives, rewards and recognition plans are also helpful in developing a conducive working environment that has positive impact on employees' performance as endorsed. The results are also validated by Condly (2020) who found that incentives plan can significantly increase performance when they are carefully implemented. The study also found that adequate workload was helpful in increasing level of performance in NSITF. Similar results were described by Ali et al (2018), who explained that positive relationship existed between employee's performance and workload in presence of good working conditions. The working environment also impact on employees' level of performance. The result is in line with Ajala (2019), who argued that a conducive working environment helps to improve the performance of employees in the organization.

CONCLUSION AND RECOMMENDATIONS

The Conducive working environment is not a new concept in the field of Human Resource Management. Every functional organization should implement and put in place a good work environment to enhance the performance of her workers Again, the working environment matters a lot, also good Managerial control, reward system, congenial and congruent organizational policies that would allow workers attain their own goals vis-à-vis the organizational goals. Organizations should involve workers (employees) in decision-making. They should make allowance for workers to meet up with their basic needs.

From the above analysis it was concluded that working environment is helpful in increasing employees' level of performance. The results also send a message to organizations, that by developing a conducive environment, the level of employees' productivity can be increased and maintained.

The researcher sincerely recommends the findings of this research work to top management and human resource managers of Nasarawa State Water Board (NSWB). It is of good use to them, because it could be an eye opener to them to see the intricacies involved in increasing performance. The organization must initiate continuous training programs for line managers on developing a conducive working environment in the organization.

The working environment should be made conducive and improved boss-employees relationship. Employee-employee relationship most importantly to serve as motivation. The organization should also look into the issue of promotion, by so doing they will be able to motivate them more. What might constitute a motivation a year ago might not be what it would be the next year. So, a thorough diagnosis should be made on a regular basis.

The organization must encourage employees to develop new methods and experiment with new ideas that will lead to increase in employees' performance. The researcher recommends that promotion should be done in time as at when due. Workers get involved when they know that they could get to the top and manage various branches of the organization. Promotional exercises should not be biased. The management must develop a win-win approach in the organization and try to develop the concepts of synergy and team work among the employees.

References

- Ajala, E. M. (2019). *The influence of workplace environment on workers' welfare, performance and productivity*. The African Symposium 12(1): 141-149.
- Akinyele, S. T. (2017). *The influence of work environment on workers' productivity: A case of selected oil and gas industry in Lagos, Nigeria*, African Journal of Business Management 4(3), 299-307.
- Akinyele, S.T. (2017). *A Critical Assessment of Environmental Impact on Workers Productivity in Nigeria*, Research Journal of Business Management 4 (1): 61-72,
- Asigele, O. B. (2020). *The effect of working environment on workers' performance: the case of reproductive and child health care providers in Tarime district*, Master of Public Health Dissertation. Muhimbili University of Health and Allied Sciences.
- Brenner, P. (2020). *Workers physical surrounding. Impact bottom line accounting: Smarts Pros.com*
- Campbell, J. (2019), *Modelling the performance prediction problem in industrial and organizational psychology*. In M. Dunnette & L. Hough (Eds.), Handbook of industrial and organizational psychology (pp. 686-707). Palo Alto, CA: Consulting Psychologists Press.
- Carnevale, D. G., (1992). *Physical Settings of Work. Public productivity and management Review*
- Chandrasekar, D. K. (2014). *Workplace environment and its impact on organizational performance in public sector organizations*. International Journal of Enterprise Computing and Business Systems 1(1).
- Clements-Croome, D. J., (2017). Specifying Indoor Climate in book Naturally Ventilated Buildings. Spon.
- Condly, A. S. (2020). *The effect of incentives on work place performance: A meta analytic review of research studies*, 16(3), pp. 46-63.
- Ekudem, A.B.I. (2020) *Impact of environment on Employee Performance in Niger Social Insurance Trust-Fund, Abuja Nigeria*.
- Greenberg, J., & Baron (2022), *Behavior in organization*, New York: Prentice Hall.
- Hameed, A. & Amjad, S. (2019). *Impact of office design on employees' productivity: a case study of Banking Organizations of Abbottabad*, Abbottabad, Journal of Public affairs, Administration and Management, 3(1), 1-5.
- Howell, J. M., & Hall-Merenda, K. E. (2020). *The ties that bind: The impact of leader-member exchange, transformational and transactional leadership, and distance on predicting follower performance*. Journal of Applied Psychology, 84(5), 680-694.
- Ikonne, C. N. (2016). *Influence of workstation and work posture ergonomics on job satisfaction of Librarians in the Federal and State University Libraries in Southern Nigeria*. Journal of Humanities and Social Science (IOSR-JHSS) 19(9), 78-84
- Leblebici, D. (2019). *Impact of workplace quality on employee's productivity: Journal of Business, Economics and Finance*, 1(1):38-40.
- Marium, Z., Emadul, K., & Omair, A. (2017). *Factors of Workplace Environment that Affects Employee Performance in an Organization: A study on Greenwich University of Karachi*, MPRA Paper No. 78822
- Mohammed, R. A. S. (2022). *The Impact of Training and Development on Employees Performance and Productivity "A case Study of Jordanian Private Sector transportation companies located in the Southern region of Jordan*. A particular reference is made to the Govern ate of Maan". International Journal of Management Sciences and Business Research, 5(7), 36-70.
- Ogunyemi, A. O., Akinlaja, S. O., Adesoye, E., Abayomi, A., Rasaq, O. A. & Omolade, M. A. 2031 (2021). *Organizational Variables & effective performance of employees in Oil & Gas Section: An Empirical investigation*. International Journal of Psychological Studies, 7(1), 23-31
- Opperman C. S. (2002). *Tropical business issues. Partner Price Water House Coopers. International Business Review*.

- Osibanjo, A. O., Gberevbie, D. E., Adeniji, A. A., & Oludayo, A. O. (2015). *Relationship Modeling between Work Environment, Employee Productivity, and Supervision in the Nigerian Public Sector*, *American Journal of Management*, 15(2), 9-23.
- Rabey, G. (2017). *Diagnose then act: Some thoughts on training today*. *Industrial and Commercial Training*, 39(3), 164-169
- Roelofs, P. (2018). *The impact of office environments on employee Performance. The design of the workplace as a strategy for productivity enhancement*. *Journal of Facilities Management*, Vol-1 (3), 247-264
- Sehgal, S. (2021). *Relationship between Work Environment and Productivity*. *International Journal of Engineering Research and Applications* 2(4): 1992-1995.
- Sundstrom, E., Town, J. P., Rice, R. W., Osborn, D. P. & Brill, M. (1994), *Office noise, Satisfaction, and Performance, Environment and Behavior*, 26(2), 195-222.
- Ushie, E. M., Agba, A. M. Ogaboh & Okorie, C. (2015). *Work Environment and Employees' Commitment in Agro-Based Industries in Cross River State, Nigeria*, *Global Journal of Human-Social Science: Sociology & Culture* 15(6), 8-15.