



Effect of Work Environment on Organizational Performance in Auchi Polytechnic, Auchi, Edo State, Nigeria

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Abstract The efforts and the performance of the workforce is the soul and the heart of an organization. Performance of the employees greatly participates in the success of the organization. Several aspects of the working environment have a role in job satisfaction and employee performance. Therefore, the aim of this study is to investigate firstly the relationship between the employee performance and work environment and determining the impact of work environment on employees' performances at work. Auchi Polytechnic, Auchi, Edo State, Nigeria was chosen for this study due to accessibility and feasibility. The target population of the study was found to be 118, through the resource architecture oriented (RAO) Soft sample size was found to be 92 which were the respondents of the study and was tested, with confidence level of 95% while remaining 5% was considered as error. To collect data a structured quantitative questionnaire was adapted from the prior research with permission and referenced. A mixed methodology was selected for this study. The data collected is analyzed through SPSS, the cross-sectional approach was used. To test the data each of the questions were separately first analyzed and interpreted and to see the contribution of each variable and contribution to the work performance of Auchi Polytechnic employees, Pearson's Correlation Analysis was used to see relationship of variables. The factors which were selected for measuring work environment were employee benefits with a value of $r = 0.741$, supervisors and coworker's support with a value of $r = 0.643$, training and development ($r = 0.595$), adequate workload ($r = 0.533$), and physical work environment ($r = 0.531$), as well as employee benefits on workers performance having a significant value of $r = 0.744$. The results show all the variables had a significant and positive relationship with employee performance. The most dominating factor out of all was employee benefits as considered by the employees' which has great effects on their work environment in enhancing the performance of Auchi Polytechnic, Auchi, Edo State, Nigeria.

Keywords Work Environment, Employee Performance, Organization, and Auchi Polytechnic.

1. Introduction

The objective of an organization largely determines what component of the organization will rely mostly on. Organizations that provide services rely heavily on the strength of their employee's capabilities, skills, knowledge and abilities to take the firm to a greater height. Performance is something that must be owned by a company. According to Lengkong, Lengkong, and Taroreh (2019) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of the organization.

According to Chandrasekar, (2018) 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, 2018). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 2018). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale, 2021).

Nigerian working conditions is one of the poorest among the developing countries in the world. Nigeria is located in the West African Continent. It is on record that Nigeria is the most populous Black people in the World and not just in Africa. However, Nigerian workforce is the least motivated to work due to environmental and physical conditions confronting employees 'every day in their workplace (Johnny and Nwonu, 2019). Physical facilities where provided are not adequately maintained for optimal utilization by the workers who need them for their convenience and comfort while at work. The researchers worried by the state of these facilities decided to carry out studies in order to uncover through the review of literature on similar or related works on the effect of working conditions on the employee performance in Nigeria (Johnny and Nwonu, 2014). The purpose of the work environment is to create a comfortable environment in which employees can work comfortably. Ergonomic concepts allow employees to reconcile their tasks and requirements. This improves operator productivity, employee physical, physiological, social, mental health and safety, and work satisfaction and performance. The physical reality as part of the workplace has a profound impact on the human experience, which leads to gradual improvement of internal communication to increase production efficiency (Becker, 2022). Becker, (2022), considered workplace strategies for both individual small start-up projects and projects initiated by large corporations. Based on the results, the workers determine common workplace preparation and architectural factors that reduce costs and increase productivity while maintaining or improving the effectiveness of the organization. One of the most important human needs is a working environment that helps people work in the most comfortable environment they can imagine (Becker, 2022).

A. Statement of the Problem

The identified problem in the ever growing and the evolving market have brought advancement in the organizational practices along with which the organizations are also been exposed to several noticeable challenges and changes for example, higher rate of turnover as compared to prior years, dissatisfaction of employees at work, poor work conditions, intensity in the workload among others. Work environments are central to the achievement of the goals of the organization performance such as Auchu Polytechnic, Auchu. This is possibly the reason they involve on capital and infrastructure development for optimum performance of their employee. However, it was observed that more attention seems to be paid to the productive equipment than to the operating personnel. They ensure infrastructures are properly situated to prevent ineffectiveness in learning process and for proper ventilation. The employees who operate and manage these infrastructures and students however seem to be left out of the consideration for proper design to ensure that the infrastructures suit the person; rather they seem to be driven by the principle of the persons suiting the materials. Employees have been observed to complain of too much heat in the work environment, poor ventilation and lighting, equipment being too close to each other. This increases the risk of accident in the work place and increases stress level which reduces productive capability of employee.

B. Objectives of the Study

Therefore, the objective of this study is to investigate firstly the relationship between the employee performance and work environment and determining the impact of work environment and organization performances in Auchu Polytechnic, Auchu, Edo State, Nigeria for its accessibility and feasibility.

In order to fulfill the objective of the study, the following Research Questions were generated: which has helped us to generate hypothesis for the study that can either be null (H_0) or alternative (H_1). The null hypothesis (H_0) is used for the study but both can be formulated.

These research questions include;

1. What is the significant relationship between work environment and employee performance?



2. Does supervisor support has significant effect on employee's performance in organization?
3. How do social support significantly affect employee's performance in Auchu Polytechnic?
4. Does work life balance has significant effect on employee's performance in Auchu Polytechnic?
5. How does the workload develop significant effect on worker's performance in an organization?
6. How does the support of the supervisor and employee' developed significance impact on organization performance?

In view of the above research questions, the null (H_0) or alternative (H_1) hypothesis of the study were formulated.

C. Research Questions

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2. Does supervisor support has significant effect on employee's performance in organization?
3. How do social support significantly affect employee's performance in Auchu Polytechnic?
4. Does work life balance has significant effect on employee's performance in Auchu Polytechnic?
5. How does the workload develop significant effect on worker's performance in an organization?
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D. Scope of the Study

The scope of this research study will cover the academic and non-academic staff, administrative both senior and junior staff in Auchu Polytechnic, Auchu, Edo State were relevance data on the factors that are responsible for inadequate service delivery on the employee and the organization under investigation were collected and analyze with a statistical tool.

2. Material and Methods

This chapter discusses methods and techniques used for testing and evaluating the data collected.

A. Sources of Data

This chapter discusses methods and techniques used for testing and evaluating the data collected. Data were sourced through a structured questionnaire which was adapted from the prior research with permission and referenced. The relevant area considered in Auchu Polytechnic in which data were sourced includes; Academic staff, Administrative/Management Staff and Non-Academic Staff in the institution.

B. Research Design

The study adopted Survey Research Design as a result of the intention of the study to examine the nature of relationship that exists between the study variables (workers, ergonomics and job satisfaction) and to collect data from sampled respondents through the use of primary data collection instrument (questionnaire).

C. Population of the Study

This study considered population number of one hundred and twenty (120) employees as respondents who work in Auchu Polytechnic, Auchu. The population was selected due to the feasibility and accessibility of the respondents. The permission was first taken from the authorities of the institution and various department of the organization before selecting the population. The approval was generously given by the Management along with the number of employees as sampled in their organization which formed the population size.

D. Sampling Technique and Sampling Size

Taro Yamani's Statistical formula was used in determining the sample size of the study. The formula is given below:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where n = sample size, N = population size = 165, and e = error limit (0.05).

$$n = \frac{165}{1 + 165(0.05)^2} = \frac{165}{1.4} = 118$$

For distribution of questionnaire in proportion to the population of each of the studied organization, Bowley's proportionate allocation formula was adopted. The formula is given below:

$$nh = \frac{nNh}{N} \quad (2)$$

Where n = total sample size, Nh = Number of items in each stratum in the population N = population size, and n = sample size = 118 (a total number of questionnaires distributed)



E. Method of Data Collection

A 5 point-Likert structured questionnaire was used in eliciting for data Saket Kale, Satish Chandel, and D. K. Pal, (2015) relevant to the study and for analysis. The structure and points are: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1).

3. Data Presentation and Analysis

This chapter deals with the presentation and analysis of the data obtained from questionnaires. The data gathered were presented according to the order in which they were arranged in the research questions and simple percentages were used to analyze the demographic information of the respondents while the Chi-square test was adopted to test the research hypothesis.

A. Data Presentation

Table 1: Distribution of Responses

S/N	Item	SA(5)	A(4)	UD(3)	D(2)	SD(1)
1	My supervisor helps in improving work environment in Auchi Polytechnic, Auchi.	56	22	11	2	1
2	My performance level is improved with the help and support from my supervisor.	12	43	35	1	1
3	I believe good relationship with coworkers helps in building a good work environment that enhance organization performance	72	11	7	2	0
4	Good training and development programs help an employee to contribute to the good work environment of an organization.	48	32	11	1	0
5	Good training and development programs help workers to improve their work performance and develop new skills required for the job in an organization.	46	25	14	5	1
6	Good workers' benefits such as rewards and incentives helps in creating good and positive work environment to improve of the performance of an organization	70	11	5	6	0
7	Bonus, promotions and appraisals encourages workers to perform better and motivates them to achieve organizational goals.	44	30	14	1	3
8	Adequacy in workload (task and time given to complete the task) helps the workers participating in developing a good work environment.	8	41	32	4	7
9	Adequate workload helps the workers increasing level of performance at organization.	40	21	10	17	4
10	Inappropriate working condition (insufficient ventilation, lightening, congested office setup), contributed to the bad work environment that affect the organization performance	12	10	57	13	4
11	Inadequate working condition has a great effect on the level of workers performance in your organization	40	22	8	10	12

B. Findings

The target population of the study was found to be 118, through the resource architecture oriented (RAO). Soft sample size was found to be 92 which were the respondents of the study and was tested, with confidence level of 95% while remaining 5% was considered as error. The data collected was analyzed through SPSS, the cross-sectional approach was used. To test the data, each of the questions were separately first analyzed and interpreted and to see the contribution of each variable and contribution to the work performance of Auchi Polytechnic employees, Pearson's Correlation Analysis was used to see the relationship of variables.

4. Results and Discussion

A. Correlation Testing on Hypotheses

These results show the Correlation Testing of the Hypothesis:



H₁: Work environment has a significant relationship with work environment and employee's performance in Auchu Polytechnic, Auchu

Finding: $r = 0.741$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₁

H₂: There is a significant in supervisor support on training and development that enhance the workers performance in Auchu Polytechnic, Auchu

Finding: $r = 0.595$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₂

H₃: There is a significant effect of social support on employee performance in Auchu Polytechnic.

Finding: $r = 0.744$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₃

H₄: There is a significant effect of physical factors on work life balance of employee's performance in Auchu Polytechnic, Auchu

Finding: $r = 0.531$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₄

H₅: There is a significant effect of workload on workers performance in Auchu Polytechnic.

Finding: $r = 0.533$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₅

H₆: There is a significant effect of supervisor and coworkers' support that enhances the development of the organization performance under investigation

Finding: $r = 0.643$ (Strong positive) $p = 0.000$ ($p < 0.050$). Hence, fail to reject H₆

B. Results Analysis

In H₁: the factors that measured the relationship between work environment and employee's performance results to a significant value of $r = 0.741$.

In H₂: the supervisor support on the employee's performance have a value of ($r = 0.595$),

In H₃: the social support on the work environment has results to a significant value of $r = 0.744$.

In H₄: the work life balance on the employee's performance has results to a value of ($r = 0.531$),

In H₅: adequate workload on the employee's in Auchu Polytechnic, has results to a value of ($r = 0.533$), and

In H₆: supervisors and coworker's support has a significant value of $r = 0.643$ in Auchu Polytechnic, Auchu.

5. Conclusion

The factors which were selected for measuring work environment were employee benefits, supervisors and coworker's support, training and development, adequate workload, physical work environment. The results show all the variables had a significant and positive relationship with employee performance. The results were favorable, almost all the results showed the organization was good and positive in motivating its employees to work better and fulfilled their work environment necessities. Finally, it was clear enough to how much work environment plays an important role in the work performance of employees and contributes to a significant level in organizational success of Auchu Polytechnic, Auchu, Nigeria. The results show all the variables had a significant and positive relationship with employee performance and the most dominating factor out of all was employee benefits as considered by the employees' which has great effects on their work environment having a significant value of $r = 0.744$ in enhancing the performance of Auchu Polytechnic, Auchu, Edo State, Nigeria.

5.1 Recommendations

Arising from the results of this study, the following recommendations are made for future studies:

1. The statistical model (SPSS and Pearson's correlation) approaches used in this study for analysis and check the relationship of variables is feasible and suitable for employees' performance in Auchu Polytechnic, Auchu.
2. The models can also compare with other statistical models like Generic Algorithm, Decision Trees, Time Series, Cluster Analysis, Regression Techniques and so many others, for a better and sustainable analysis as a precursor of Auchu Polytechnic employees to enhance the performance of the Institution.
3. Constant training should as much as possible be made to suit the workers. It will make the workers to reduce stress and improve productivity.
4. The management of the focused firms should put the employee's health into consideration to will lower the hazard and also lower error rate of the workers.
5. Employee's consideration should be built into the design and layout if possible so as to adjust the positioning to suits different categories of workers.

5.2 Research Gap



In review of the literature, theoretical and empirical studies like Ushie *et. al.*, 2018, Akinyele, 2020, Becker, 2022 among others has been addressed especially on how working environment relate and affect employee performance as it is practiced in various areas in the world.

There however, seem to be dearth of materials that singled out a particular aspect of work environment and paired it with a particular institution performance that investigated the influence of workers and organization performance on the job satisfaction in an institution of higher learning specifically Auchu Polytechnic, Auchu which tends to fill the organizational gap and the gap of place.

To the best of our knowledge, the effect of work environment and organization performance in Auchu Polytechnic, Auchu, Edo State have not been specifically established. That formed the basis of our research gap.

5.3 Suggestions for Future Studies

The following topics/titles in relation with this research study has been suggested

1. The study explored only impact of working environment on employees' performance at Auchu Polytechnic. Therefore, other researchers should conduct study in other institutions across the country. Also, further study should aim to explore advantages which the organizations reap on improving working environment.
2. A research proposal on the impacts of work environment on the performance of employees in an organization should be carryout.
3. The effect of work environment, work motivation, and quality of work life on employee performance and its implications on performance of staffing and human resource development among others should be establish
4. Physical work environment and employee performance in government agencies in Nigeria should be performed.

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