



**THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN NIGERIAN  
POLYTECHNICS  
(A STUDY OF ASUP, FEDERAL POLYTECHNIC ILARO)**

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**Abstract**

*The workplace has a significant influence on an organisation. The majority of issues that employees encounter is work-related. By promoting a pleasant working culture within the firm, productivity may be boosted. The purpose of this study was to investigate the workplace and determine its impact on employee productivity. The study employed a descriptive and quantitative technique since primary data were gathered from the respondents. The study employed a questionnaire on a 5-point Likert scale and its target sample was made up of 282 workers of federal polytechnics in Ilaro. The data was collected and examined using SPSS software. The data were evaluated using a simple percentage analysis of responses in order to achieve the research's objectives. The results of the study show that giving employees a nice work environment will boost their morale and productivity. Furthermore, a comfortable physical workspace motivates workers to spend more time in their respective offices. A favourable work atmosphere also has an emotional impact on employees, who were less likely to take unnecessary sick days, be late for work, or exhibit other bad behaviours. Based on the results of the study, the researcher recommended the following things: The institution must devise a strategy for fostering a supportive work environment that will increase productivity and support worker health and safety. For the convenience of both the workers and customers, the company should ensure that each employee's workplace is consistently organised, spotless, and clean.*

**Keyword:** *Work Environment, Employee Productivity, Workload, Worker, Organization.*

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**Introduction**

According to Chandrasekar (2011), an employee's performance can be significantly impacted by their office environment, either in a positive or negative way. Employee rights are a topic of discussion for international organisation everywhere. A large portion of people's lives—about 50%—are spent indoors, which has a negative effect on their productivity, behaviour, aptitude, and mental health (Dorgan, 2000). It is thought that workplaces with higher productivity yield generally better results. Increased physical comfort at work will increase output and morale among employees. The loss in employee productivity is attributed to a variety of reasons, including unhappiness, crowded workstations, and the physical environment, according to several studies that concentrate on the investigation of multiple workplaces and office buildings (Carnevale 2000; Clements- Croome 2012).

The result is that without efficient strategies for attracting and keeping the best employees, a company may not be able to compete even with exceptional resources. It is believed that great outcomes and increased productivity arise from a better work environment. This suggests that a pleasant workplace will eventually boost employee productivity. The organisational goal must be accomplished in a favourable context.

The phrase "work environment" refers to both the physical surrounds of employees and the office buildings, as well as their interior design and furniture. External factors affecting the business that the office supports, the industry or other endeavours in which the firm is involved, as well as customs and laws of the area in which they conduct business, are also taken into account. Despite the need for the workplace to adjust to these continual environmental changes, how do customs and rules impact employee morale? This question can be answered after study. Although the workplace and its surroundings are dynamic, the human element is the most dynamic.

More than ever, workers now have higher levels of education. Management positions are dynamic, therefore employees in these positions are more likely to voice issues about their working conditions. Work environment tend to promote an environment that encourages worker productivity. But specifically what are those benefits that increase productivity? Therefore, a choice will be made after investigations. A dirty workplace and bad working conditions,



however, have a major negative influence on employees' health, which reduces their motivation and happiness at work, which impedes and slows job advancement.

In terms of air quality, furniture, equipment, security precautions, lighting, and workplace design, the majority of public companies and government organisations have dangerous work environments that are damaging to employees. As a result, those who work in this environment run the risk of developing a job-related condition and having their productivity suffer. According to Noble (2000), the majority of workplace environments in firms have risky and unhealthy characteristics, hence it is important to recognise and address them. Workplace conditions have an effect on how well employees perform. This includes inappropriate workplace design, inappropriate furnishings, excessive noise, inadequate lighting, an absence of protective clothes for employees, and insufficient safety precautions.

The working environment of an organisation is affected by poorly planned offices, bad lighting, and inappropriate furniture, which prevents employees from executing their tasks effectively. Working in these circumstances exposes workers to occupational illness, which has a detrimental impact on productivity. Meanwhile, the quality of the workplace has a significant impact on employees' creativity and productivity.

Examining how the workplace environment affects employee productivity in Nigeria is the study's main goal. The specific goals are:

- i. To examine the effect of workplace environment on workers' productivity.
- ii. To look at the connection between the workplace and worker productivity.
- iii. To determine the constraints the workplace places on worker productivity.

## **Literature Review**

### **Conceptual Review**

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

One of the most important social arenas outside of the home, the workplace establishes "a central concept for a number of things: the worker and his or her family, the employing organisation, the organization's clients, and the society as a whole" (Paul & Reima, 2014). A workplace without a fixed physical location has emerged as a result of the development of new communication technologies. These workplaces typically take into account a number of workplace factors, such as the air quality, noise level, and additional perks and privileges like free child care, unlimited coffee, or convenient parking.

The behavioural and physical components of the office environment can be distinguished from one another (Stallworth & Kleiner, 2012). Factors related to the physical environment have an impact on how easily office workers may physically engage with their workspace. The behavioural environment's elements have to do with how well colleagues get along and how the workplace may affect someone's behaviour. According to Haynes (2011), the office layout (open-plan versus cellular offices) and office comfort (aligning the office environment with the work processes) are the two main categories of the physical environment that influence a workplace's occupants' productivity, and the two main elements of the behavioural environment are interaction and distraction.

#### ***Concept of Employee Performance***

According to Elger's definition from 2017, a performance is "the undertaking of complex series of actions that integrate skills and knowledge to produce a useful result; and a performer is an individual or a group of people engaging in a collaborative effort." As a result of this definition, employee performance is understood to be any action that an employee engages in to generate a useful or viable result. According to Khanam (2014), employee performance includes both the quality and amount of production, being at work, being accommodating and helpful, and producing work on time. When evaluating the concepts of employee performance, Two distinct but related aspects were conceptualised by Sonnentag and Frese (2012): an action (or behavioural) element and a consequence component. The person's activities at work that are crucial for achieving organisational goals are referred to in the action or behavioural element, whereas the outcome aspect focuses on the results of such actions or behaviours.

Academic research have shown that employee performance is influenced by an organization's compensation structure (Shoib, 2013). According to study by Anitha (2013), employee performance is a good predictor of an employee's financial or other results and is directly related to the effectiveness and profitability of the business. As a result, top, middle, and lower levels of management all significantly influence performance (Xanthopoulou, 2009).

#### ***Concept of Organizational Performance***

Organisational success, according to Venkatraman and Ramanujam (2016), is a sign of a company's capacity to successfully carry out autonomous aims. They examined ten distinct evaluation types and summarised their findings into three categories: business performance, financial performance, and effective organisation. Market share and earnings ratio are two elements of a method developed by Delaney and Huselid (2016) to determine market performance. Huselid, Jackson, and Schuler's (2017) comprehensive collection of dimensions for human resource



performance is another. According to Lee and Lee (2017), organisational performance gauges how managers and workers behave, which can have a big influence. Consequently, four categories—commercial indicators, intellectual capital, tangible and intangible profits, and a balanced scorecard—can be used to classify organisational performance evaluation methodologies in knowledge management. Taking into consideration the firm's total performance as well as its level of innovation, Hanvanich, Sivakumar, Tomas, and Hult (2016) refined a pattern for assessing organisational success.

### **Concept of Work Commitment**

The term "work commitment" refers to an employee's strong emotional bond with their company or organisation. Numerous research conducted in this area sought to learn how to enhance employees' attitudes towards their work so that they would be more dedicated to their employers. Meyer and Allen (1991) proposed three distinct elements of job commitment, each of which corresponds to a different psychological state. Among these components are Affective Commitment, Continuance Commitment, and Normative Commitment. This model was created with two objectives in mind: to help with the interpretation of research projects that have already been finished and to offer a framework for studies that are still in progress (Meyer & Allen, 2011).

### **Concept of Job Satisfaction**

Work satisfaction is a multimodal psychological response to one's employment that comprises of cognitive (evaluative), affective (or emotional), and behavioural components, according to Hulin and Judge (2003). Different work satisfaction assessments vary in how much they evaluate emotional feelings about the job or cognitive judgements about the job. People utilise the concept of affective work satisfaction to explain how they feel emotionally about their occupations (Thompson and Phua, 2012).

The degree of joy or happiness that an individual's employment as a whole gives is then reflected in affective work satisfaction. Additionally, a link was found between a flexible and collaborative work environment and rising shareholder value. More than 40% of the top 100 businesses included in Fortune magazine's "America's Best Companies to Work For" are also included on the Fortune 500, demonstrating a strong link between contented workers and profitable businesses. The Watson Wyatt Worldwide Human Capital Index research contends, however, that strong business outcomes typically follow successful human resources practises, such as employee recognition initiatives, rather than the other way around. Successful workers most likely love working for successful businesses.

### **Concept of Employee Productivity**

Employee productivity is influenced by a number of important factors that develop their abilities. For instance, according to (Raja, Furqan & Khan, 2013), employees with more job experience will perform better since they have more skills and knowledge. Additionally, learning new information and developing new skills to perform tasks have an impact on productivity; as a result, training and development are crucial for the expansion and improvement of staff productivity (Noe, 2018).

Stup (2013) asserts that a number of characteristics affect an employee's successful productivity. Standard operating procedures, knowledge, abilities, and attitudes are also included in them, along with awards for effective or ineffective systems. The components include things like the actual workspace, equipment, meaningful work, productivity goals, and feedback on productivity. Employee productivity, according to Franco et al. (2015), depends on internal motivation, but having the resources, skills, and intelligence to complete the task has an influence as well. Therefore, businesses must provide adequate working conditions in order to guarantee that employee productivity meets the required standards.

Nadeem, Ahmad, Muhammad, and Hamad (2014) investigated a variety of Multan, Pakistan, firms to determine whether employee motivation had any observable effects on output. The research's findings confirmed the overall hypothesis that these office environment factors had a major impact on worker productivity.

Ibrahim and Brobbey (2015) conducted a second research to look at employee performance in Ghana's banking industry. The results showed that when workers received recognition for their achievements, were offered leadership chances, and maintained open lines of contact with their superiors, their excitement and production increased. The study also discovered that employee motivation improved productivity in a business, helping workers satisfy their unique personal demands and eventually accomplishing organisational goals. This level of production was made possible by improved management techniques, a positive work atmosphere, technology advancements, and reasonable incentive structures (Ibrahim & Brobbey, 2015).

### **Theoretical Framework**

This study's direction was provided by the goal-setting theory. According to the theory, values and intentions (goals) are two cognitive elements that have an impact on behaviour. Simply put, a goal is anything that someone is



consciously trying to do. According to Locke and Latham (1990), the desire to live up to one's values emerges from the emotional experience of making value assessments. Having a secondary effect on behaviour (job performance) are goals. As a result, according to Locke and Latham (1990), goals direct focus and behaviour.

Goals that are challenging also promote effort and strengthen continuous effort. By setting objectives, people are inspired to develop strategies that will enable them to perform at the essential target levels. Last but not least, attaining the goal may lead to fulfilment and greater motivation, but failing to do so may lead to frustration and diminished drive. Managers should consider the following suggestions when attempting to employ goal-setting to increase motivation and performance (DuBrin, 2012; Greenberg, 2011; Newstrom, 2011). Setting goals effectively may be a powerful strategy for motivating team members.

In order to make individuals feel proud of and inspired by what they do, this study suggests that the best method to accomplish employees' goals is to establish a work environment that is friendly, rewarding, motivating, and appealing to them. How the workplace is designed and occupied has an influence on employees' job performance, employer loyalty, and the creation of new knowledge inside the business (Taiwo, 2010).

The goal-setting theory was important to this study because it contends that although certain workplace factors do influence job satisfaction, job dissatisfaction is not always the result of their absence. According to this theory, even if people's goals may vary during their lives, "respect for me as a person" remains one of the most potent motivators. The goal-setting theory made a distinction between hygiene factors—such as status, job security, money, and fringe benefits—that, when present, do not motivate but, instead, lead to demonization when absent, and motivators—such as demanding work, responsibility, and recognition—that produce a sense of positive fulfilment.

### **Empirical Review**

Johnson et al. (2022) investigated the impact of a workspace's physical design on employees' output. The researchers found a positive relationship between increased productivity and job satisfaction and ergonomic furniture, good lighting, and enough air at workstations. The study also discovered that giving workers a suitable workspace greatly decreased employee absenteeism and turnover rates.

Smith and Brown (2023) took a novel method to studying the effect of organisational culture on worker productivity. The study found a significant correlation between greater production levels and an environment that values open communication, teamwork, and supportive leadership. According to the results, a supportive and inclusive work environment encourages employee engagement, motivation, and dedication to organisational objectives.

The study from 2023 by Chen et al. focused on how workplace flexibility affects employee productivity. According to the survey, companies that provided flexible working arrangements, including telecommuting and flexible hours, reported a rise in production. Less workplace conflict and greater job satisfaction were reported by employees, which improved performance outcomes. The survey stressed how important it is to give employees flexibility and choice over how they choose to work.

The Lee and Park (2023) study also examined the impact of social contacts on employees' output. The study stressed the impact that positive interpersonal relationships and supportive social networks have in increasing productivity and job satisfaction. Better levels of engagement, creativity, and general performance were linked to strong social bonds between coworkers and bosses.

### **Methodology**

The study adopted descriptive research methods. The Federal Polytechnic Ilaro Ogun State's personnel totals 959, which includes 495 academic employees and 464 non-academic workers in the population of this research. A sample size of 282 was determined by the researcher using Taro Yamane's formula. A structured questionnaire was used as the major data collection tool for this study's research instrument.

The reliability of the tool was evaluated using test-retest, which entails administering the research instrument to the respondents more than twice. The researcher employed the questionnaire's construct validity, face validity, and content validity to assess it. To ascertain if the research instrument was pertinent to the objectives of the study, the face validity was utilised. Content validity was established to check if the data correctly reflected the study's objectives and research concerns. Construct validity was used to determine if the findings are consistent with the claims and theoretical concepts posed in the questionnaire. The data were analysed using a simple percentage method.



**Results**

**Table 1: Sex of respondent**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	52	71.2	71.2	71.2
FEMALE	21	28.8	28.8	100.0
Total	73	100.0	100.0	

**Source: Field Survey, April 2023.**

52 respondents, or 71.2% of the total, are men, while 21 respondents, or 28.8%, are women, according to the aforementioned data. This suggests that men made up the majority of the responders.

**Table 2: Educational Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid O'level	8	11.0	11.0	11.0
OND	5	6.8	6.8	17.8
HND	16	21.9	21.9	39.7
Bsc	30	41.1	41.1	80.8
Msc	14	19.2	19.2	100.0
Total	73	100.0	100.0	

**Source: Field Survey, April 2023.**

According to the table above, 8 respondents—or 11%—had O'levels, 5 respondents—or 6.8%—had ONDs, 16 respondents—or 21.9%—had HNDs, 30 respondents—or 41.1%—had Bscs, and 14 respondents—or 19.2%—had Mscs. This suggests that the majority of respondents had a Bsc degree..

**Table 3: Staff Grade Level**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior Staff	36	49.3	49.3	49.3
Senior Staff	37	50.7	50.7	100.0
Total	73	100.0	100.0	

**Source: Field Survey, April 2023.**

According to the above table, 37 respondents, or 50.7% of the respondents, are Senior Staff, whereas 36 respondents, or 49.3% of the respondents, are Junior Staff. This suggests that Senior Staff make up the bulk of the respondents.

**Table 4: Working experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	4	5.5	5.5	5.5
1-5 years	22	30.1	30.1	35.6
6-10 years	23	31.5	31.5	67.1
More than 11 years	24	32.9	32.9	100.0
Total	73	100.0	100.0	



Source: Field Survey, April 2023.

According to the aforementioned table, 4.5% of respondents have less than a year of work experience, 22 respondents have between one and five years, 30.1% have between six and ten years, and 32.9% have more than eleven years. Additionally, 4.5% of respondents have less than a year of work experience, 23 respondents have between six and ten years, and 4.5% have more than eleven years. This indicates that most respondents likely have at least eleven years of job experience.

**Table 5: “Work environment provide existence of safe working conditions which encouraged workers to give sustained high performance at work”**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	58	79.5	79.5	79.5
Valid Agree	15	20.5	20.5	100.0
Total	73	100.0	100.0	

Source: Field Survey, April 2023.

Table 5's distribution of respondents' responses to the question "Work environment provide existence of safe working conditions which encouraged workers to give sustained high performance at work" revealed that 58 respondents, or 79.5% of respondents, strongly agreed with the statement, while 15 respondents, or 20.5% of respondents, agreed. This suggests that both respondents agreed and strongly agreed.

**Table 6: “Reward and recognition programs have positive effects on employee productivity”**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	41	56.2	56.2	56.2
Valid Agree	29	39.7	39.7	95.9
Valid Undecided	3	4.1	4.1	100.0
Total	73	100.0	100.0	

Source: Field Survey, April 2023.

Table 6's distribution of respondents' responses to the statement "Reward and recognition programmes have positive effects on employee productivity" revealed that 41 respondents, or 56.2% of respondents, strongly agreed with the statement, while 29 respondents, or 39.7% of respondents, agreed, and 3 respondents, or 4.1% of respondents, were undecided. This suggests that both respondents agreed and strongly agreed.

**Table 7: “Functional and pleasant surroundings have positive effects on employee productivity”**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	58.9	58.9	58.9
Valid Agree	26	35.6	35.6	94.5
Valid Undecided	3	4.1	4.1	98.6
Valid Disagree	1	1.4	1.4	100.0
Total	73	100.0	100.0	

Source: Field Survey, April 2023.

Table 7's distribution of respondents' responses to the question "Functional and pleasant surroundings have positive effects on employee productivity" revealed that 43 respondents, or 58.9% of respondents, strongly agreed, 26 respondents, or 35.6% agreed, 3 respondents, or 4.1% disagreed, and 1 respondent, or 1.4% of respondents, disagreed. This suggests that both respondents agreed and strongly agreed.

**Table 8: “A positive work environment has effects on employee productivity”**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	48	65.8	65.8	65.8
Valid Agree	22	30.1	30.1	95.9
Valid Disagree	2	2.7	2.7	98.6



Strongly Disagree	1	1.4	1.4	100.0
Total	73	100.0	100.0	

Source: Field Survey, April 2023.

Table 8's distribution of respondents' responses to the question "A positive work environment has effects on employee productivity" revealed that 48 respondents, or 65.8% of respondents, strongly agreed, while 22 respondents, or 30.1%, agreed, while 2 respondents, or 2.7%, disagreed, and 1 respondent, or 1.4%, strongly disagreed. This suggests that the responders are equally in agreement and strongly in agreement.