



WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN IMO STATE MINISTRY OF WORKS, OWERRI, IMO STATE, NIGERIA

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ABSTRACT

This work has examined work environment and employee performance using Imo State Ministry of Works as the focal point. The researchers used four objectives, four research questions and four hypotheses. In the methodology, survey research design was employed by the researcher and questionnaire served as the instrument of data collection. The study population made up of the entire management, senior and middle level staff in Imo State Ministry of Works which is 900. From that, 277 staff were sampled, but only 255 questionnaires were

Introduction

The 1960-late 1970 saw the establishment of many private sector organizations, creation of states, and establishment of public enterprises at both federal and state levels in Nigeria. At the state level, Imo State Ministry of Works was established. Here, Imo State ministry of works, Owerri was one of the seven states ministries established by the military governor on February 3rd 1976 during the Murtala Mohamed/Obasanjo regime. The ministry of works in Imo state is one of the major ministries in the administrative structure/programme of Imo State government. The ministry is in charge of implementing Imo State government policies or execution of public projects in terms of awards of infrastructural contracts, supervision of infrastructural contracts/projects of the state government or even direct execution of such infrastructural projects (which may include construction of roads, building/ construction of government house for schools, hospitals and offices etc). So, in terms of infrastructure, the ministry of works is the mother ministry. That is why Ubah (2016) opined that the extent to which infrastructural projects of the government are implemented lies on the efforts of the human resources at the ministry of works. Here, when the staff performs their duties as it ought to be, the government achieves high performance in the execution of infrastructural projects. The Imo State ministry of works has undergone several changes in nomenclature.

Formally, the ministry was known as the ministry of works, housing and transport, but during the civilian administration of Governor



Achike Udenwa, the ministry was restructured and its name became ministry of works. Since every ministry has its area of specialization, the Imo state ministry of works, Owerri as the bedrock of government policy implementation has specialized in the supervision or construction of roads, bridges, maintenance of rural roads, overhead tanks, dualization of roads, and general supervision of public infrastructural projects etc. For example, the ministry constructed some parts of secretariat (during Udenwa and Ohakim administration). The ministry also constructed part of the Imo State Teaching Hospital Orlu and Orlu International Market (Akukamma, 2017). But notwithstanding the establishments of the ministry of works since the creation of Imo State, employee performance has not been achieved as it ought to be. Kohun (2018) asserts that poor performance of public sector organizations led to the introduction of SAP in 1980s. From the SAP era till date, the situation has not changed as there are many issues in the work environment which has continued to hinder performance of workers. To address this problem, there is need to recognize that organizations exist in an environment. For that, the nature of work environment is one of the major factors which can determine the level of employee effectiveness in doing their job and the over-all organizational performance.

STATEMENT OF THE PROBLEM

It has been observed that the work environment sometimes may not have all it needs so that workers can be very committed in performing their functions. In this direction, it becomes clear that there are certain variables which need to be positive to make work environment favorable so as to achieve improve performance of the employees. Such covers finance, leadership, code of conducts and availability of working equipments

OBJECTIVES OF THE STUDY

The general objective of this study is to investigate work environment and employee performance (2015 – 2020). The specific objectives are:

- To determine the impact of finance on workers' performance.
- To examine the effect of leadership on employee performance.
- To identify how code of conduct hinder employee performance.
- To determine the extent availability of equipments enhance employee performance in the work environment.

RESEARCH QUESTIONS

Based on the objectives of the study, the following research questions were posed for the study.

10. What is the impact of finance on workers' performance in their work environment?
11. What are the effects of leadership on employee performance in the work environment?
12. How does code of conduct hinder employee performance in the work environment?
13. To what extent does availability of equipments enhance employee performance in the work environment?

RESEARCH HYPOTHESES

Based on the objectives of the study, the following research hypotheses guided the study.



Ho1: Lack of finance has no significant impact on workers' performance

Ho2: Poor leadership has no effect on employee performance in the work environment.

Ho3: Code of conduct does not hinder employee performance.

Ho4: Availability of equipments does not enhance employee performance.

CONCEPTUAL ISSUES

Work Environment

Organizations exist in an environment which consists of actors and forces that are external to the firm. In pursuance of its objectives, an organization cannot achieve its objectives without interaction with other members of the environment. According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation subsequently performance. Work environment can be thought of simply as the environment in which people work; as such, it is a very broad category that encompasses the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity) (Briner, 2010). Briner (2010) adds that it also encompasses broader organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g. local labor market conditions, industry sector, work life balance). Becker (2012) states that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way.

Employee Performance

Employee performance is the level of goal accomplishment by the workers in the organization. In view of Farh and Seo (2020), employee performance is the level of employee productivity, efficiency, and effectiveness in the organization. Platt and Sobotka (2010) assert that employee performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate. Performance is not only a matter of what people achieves but how they achieve. Performance defined by Chaddha, Ravi & Noida (2011) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

Finance and Workers Performance

Finance is the “generality of financial resources, allocation and distribution of income, expenditure and the underlying principles in private and public sectors” (Njoku, 2008). Finance is the most dependent variable in functional public sector organization like the ministry of work. It suggests the revenue and expenditure of an individual, institution or an organization. finance is an engine



room of every organization. It determines the extent in which organization achieves its success. For the ministry of works, money is used to buy material resources for work, money is used to perform functions through maintenance and doing new work, money is used for staff motivation and many others. Here, when employees are paid in the organization, it will motivate them, it will encourage them to perform more and add value to the organization. Challenger (2019) asserts that money remains the most significant socio economic strategy of enhancing employee morale for better performance. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater morale and productivity.

Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Money has the power to attract, retain, and motivate individuals towards higher performance (Becker, 2012). For instance, if an employee has another job offer which has identical job characters-with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. When workers are motivated through salary increase, improved allowances and other financial incentives, it helps them to put good effort in performing their functions thereby enhancing employee performance, through high morale.

Leadership and Employee Performances

It has been accepted as a truism that good leadership is essential to organization, be it private or public sector. Leadership is the major determinant of organizational success. Leadership refers to the degree of direction that leaders provide to subordinates in the effort to influence their behavior towards the accomplishment of organizational objective (Mullins, 2016). Leadership can be described as a process of influence on a group in a particular situation at a given point in time and a specific set of circumstances that stimulate people to strive willingly to attain organizational objectives. In this case, favorable work environment can be achieved through effective leadership. An important factor in the leadership process is the relationship that a leader has with individual followers. Successful interaction between leaders and all their followers are central to the overall functioning of an organization. The achievement of any objectives depends, among other factors, on how resourceful the organization leadership is.

This is because leadership involves leading, organizing, controlling and directing people to achieve organizational goals, and human beings (human resources) are the most difficult resources to handle/organize. For any organization (like Imo State Ministry of Works) to continue to be viable (through execution and supervision of government projects), expand and achieve sustenance, its employees must be well motivated by the organizational leadership. Effective leadership makes sure that the organization utilizes what it has to acquire working tools, motivates its staff and achieves the goal of the organization. Organizational leadership or management should strive to make the organizational staff (workers) performed their functions very effectively. This is because in every organization- like the ministry of works - the level of productivity and the achievement of organizational goals depends on the effectiveness of the management.



Code of Conduct and Employee Performance

When an organization has a clear cut policy, procedure, principle and ethics, such will guide the employees and therefore enhance the employee performance in the organization. Akpan as cited in Okereke (2013) defined policy as “a form of law made by the governing bodies of organizations to govern, direct, control and regulate members of the organizations”. Codes of conducts are set of guidelines or rules that determine a cause of action. In view of Amaechi (2016), codes of conducts are organizational policies or statement of intent and is implemented as a procedure in organization. Here, codes of conducts is seen as organizational affairs. Seeing codes of conducts as a practical and realistic plan of action, and guiding principle, Ndimaeme (2018) cited in Okereke (2013; 2) opined that “codes of conducts should designate what is actually done rather than what is proposed in the way of action on some matters”. Code of conduct is a blue print on the stand of the organization in all issues and the way and manner the organization implements its programs and activities. Effective adherence to organizational code of conduct will always enhance employee discipline in the organization.

High level of discipline by all stakeholders in the organization will lead to improved organizational performance (Ubah, Onyebueke & Omodu, 2019). To them, code of conduct implies keeping order and control among a group of workers by using methods that build morale, esprit de corps and obedience which is one of the most basic demands in organizational structures. If these standards of behavior are to be effective, members of the organization have to accept and adhere to them, so as to enhance organizational growth. In all, an employee is disciplined when he adheres to the ethical standards, values, norm and obedient in his organization, and does the things that will enhance the progress, growth and high performance of the organization. Also, the nature of organizational code of conduct, principles, and roles can enhance employee discipline/indiscipline in the system.

Working Equipments and Employee Performance

Working equipments are tools, machines, and other material resources needed to deliver function in an organization. The ability to provide Working equipments to employees in an organization is the basic function of both management and the government. Workers cannot perform their function without working tools. For that, the extent of availability and utilization of working equipments in government ministry determines the extent of organizational accomplishments. This is because working equipments is the most important and valuable asset of any practical organization like the ministry of works. Here, providing needed working equipments, making the workers to enjoy work safety, and enhancing conducive working environment is an avenue to promote productivity (Tripathi, 2014).

Functionality of working equipments refers to the ability of the same items to facilitate performance and the accomplishment of goals in the ministry. How employee productivity is achieved will be affected by how well people fit with their Working equipments in work environment (Srivastava, 2008). Not only that, some of the workers in their work environment do not have the required equipments which will facilitate positive job performance. For example, former permanent secretary of Imo State Ministry of Works (Mr. Chinedu Uzor) in 2014 stated that the ministry lacks the required working facilities like machines and other material instruments to



perform its functions effectively. This is the situation in most of the government establishment in Nigeria.

THEORETICAL FRAMEWORK

Efficiency Service Theory

Efficiency service theory was propounded by Langood in 1953. The theory was popularized by Sharpe (1989). The proponent argued that government institutions and ministries occupy the best position for the efficient performance of certain functions. This is as a result of the fact that they are public sectors that ought to offer essential services. As argued by Sharpe cited Ola and Tonwe (2009), the government institutions are the most efficient agent for the provision of both infrastructure and services that they have responsibility to provide. The implication is that those needs are so germane that if there were no government's ministries, there would have been another agent of government that would have established to perform development responsibilities. Such development functions are the major focus of ministry of works. These functions include roads construction, rehabilitation and maintenances; housing functions; and other infrastructural development.

The theory of efficient services was relevance with the work, in the sense that ministry of work was established to perform government functions very effectively. In this case, the ministry cannot offer the needed service very effectively if the leadership, finance, material, and code of ethics are ineffective. The performance of the ministry in service delivery depends on the effectiveness of the above environmental factors. More so, the theory argued that government ministries (like Imo State Ministry of Works) are an essential instrument that caters for the development of the state. For that, the environmental factors affecting it should be handled to enable workers in the ministry to perform their functions well. For that, the ministry requires adequate funds to be able to deliver these services which they are established to discharge. The leadership must be very effective and pragmatic. The needed materials for work should be made available to be used for work and there must be effective code of conducts to regulate the activities of staff.

EMPIRICAL REVIEW

Ushie, Agba, Ogaboh and Okorie (2015) 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 purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r). 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.

Junaida, Mahadir, Siti and Afidam (2020) investigated whether there is a relationship between the physical 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 physical environment (comfort level, temperature) strongly influences the employee productivity.

Ogunyemi, Akinlaja, Adesoye, Abayomi, Rasaan and Omolade (2018) in their study examined the contribution of work environment, organizational culture, to employees' job performance. Quasi survey 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 labour should provide suitable work environment for increased job performance of employees; and make the organizational culture favourable so as to enhance productivity of the work force.

Akinyele (2021) 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. Improvement in work environment and bad working conditions contribute to low productivity of employees.

RESEARCH GAP

Many studies have been done in related areas of this work. However, the exact subject matter has not been covered. Research gap exist on the subject matter, geographical location, indices in the objectives and methodology employed.

- **Subject matter:** This study covered work environment and employee performance. Other studies did not cover the exact dependent and independent variables in this work and therefore did not cover exact topic. Some of them covered environmental factors, business environment, and workplace environment and related areas, without the exact dependent variable.
- **Geographical gap:** This study utilized ministry of works, Owerri, Imo State as the focal point. None of the past studies used the ministry of works and most of the studies did not even use organizations in Imo State.
- **Gap on the indices in objectives:** None of our past studies focused on indices in the objectives as used in this work. Such indices or variables include finance, code of conducts, leadership, and material availability.
- **Gap in methodology:** The research methods employed in most of the empirical studies differs from what was used in this work, as it concerns instrumentation, study population, sampling technique and method of data analysis.

RESEARCH METHODOLOGY

- **Research design:** The research design that was adopted by the researchers was survey research design.



- **Population of the study:** The population of this study is made up of the entire 900 management, senior, and middle level staff in Imo State Ministry of Works (**Source:** Imo State Ministry of Works, 2022).
- **Sample size:** The get manageable sample size, Taro Yamane formular was used. The formular is given as follows:

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

Where n = Sample size
 N = Population of study
 (e)² = Square of the level of significance

Therefore n = $\frac{900}{1+900(0.05)^2}$

$$\begin{aligned} & \frac{900}{1+900(0.0025)} \\ & \frac{900}{1+2.25} \\ & \frac{900}{3.25} \\ & = 276.9 \\ & = 277 \text{ staff} \end{aligned}$$

Table 1: The population and sample of staff selected from Imo State Ministries of Works

S/N	Staff	Population of staff	Sample size
1	Senior/management staff	205	56
2	Middle level staff	695	221
	Total	900	277

Source: Personnel Unit of the Ministry and the Researcher, 2022

- **Sampling technique:** In this study, the researcher used simple random sampling technique (a probability sampling method) to select 277 respondents (staff of the organization).
- **Instrumentation:** The data collection instrument used for this study was structured questionnaire.
- **Validity and reliability of research instruments:** Content validity and test-retest reliability methods were used.
- **Data analysis technique:** The data collected were analyzed using mean statistic and Pearson product moment correlation coefficient (at 0.05% level of significance) through SPSS version 21.0.
- **Decision rule:** According to Asika (2008), it is very essential to establish research decision rules so as to determine the level of relationship among variables. Since the research questionnaire was constructed on four scale point, the mean point up to 2.5 is considered positive. According to Alvin & Ronald (2010) the decision rules for Pearson Product Moment Correlation Coefficient (PPMCC) could be presented thus:



Table 2: Pearson decision rule

Coefficient Range	Strength of Association
0.81 – 1.00	Very Strong
0.61 - .80	Strong
0.41 - .60	Weak
0.21 - .40	Very Weak
0.00 - .20	None

DATA ANALYSIS AND RESULTS

It should be noted that out of 277 copies of the questionnaire distributed, only 255 were return and used.

Item one: What is the impact of finance on workers' performance in their work environment?

Table 3: Lack of finance and workers' performance.

S/N	Questionnaire Items	SA	A	D	SD	N	$\sum X$	X	Dec.
1	Lack of finance has negative impact on workers' performance	230	10	5	10	255	970	3.8	Positive

Source: Field survey (2022)

The table above indicates that lack of finance has significant impact on workers' performance as the calculated mean of 3.6 is above the standard mean of 2.5; hence the null hypothesis is rejected.

Item two: What are the effects of leadership on employee performance in the work environment?

Table 4: Poor leadership and employee performance.

S/N	Questionnaire Items	SA	A	D	SD	N	$\sum X$	X	Dec.
2	Poor leadership has negatively affects employee performance in the work environment	137	104	3	11	255	877	3.4	Positive

Source: Field survey (2022)

The above table shows that poor leadership has effect on employee performance in the work environment as the resulted mean of 3.5 is above the standard mean of 2.5; hence the null hypothesis is rejected.

Item three: How does code of conduct hinder employee performance in the work environment?

Table 5: Code of conduct and employee performance.

S/N	Questionnaire Items	SA	A	D	SD	N	$\sum X$	X	Dec.
3	Poor implementation of code of conduct hinders employee performance	190	30	15	20	255	900	3.5	Positive

Source: Field survey (2022)



The above table shows that code of conduct hinders employee performance as the calculated mean of 3.8 is above the standard mean of 2.5; hence the null hypothesis is rejected.

Item four: To what extent does availability of equipments enhance employee performance in the work environment?

Table 6: Availability of equipments and employee performance.

S/N	Questionnaire Items	SA	A	D	SD	N	$\sum X$	X	Dec.
4	Availability of equipments enhances employee performance	210	21	5	19	255	932	3.7	Positive

Source: Field survey (2022)

The table above indicates that availability of equipments enhances employee performance as the calculated mean of 3.8 is more than the standard mean of 2.5; hence the null hypothesis is rejected.

TESTING OF RESEARCH HYPOTHESES

Restatement of Hypothesis One

H₀₁: Lack of finance has no significant impact on workers' performance.

To test the hypothesis one, data in table 3 were used.

H₁₁	Lack of finance has significant impact on workers' performance	Pearson Correlation = 0.88	VALID
		Sig = 0.05	
		N = 255	

The table above shows that the Pearson product moment correlation is 0.88 which indicates lack of finance has significant impact on workers' performance. Hence, the null hypothesis is rejected.

Restatement of Hypothesis Two

H₀₂: Poor leadership has no effect on employee performance in the work environment.

To the test the hypothesis two above, data in table 4 were used.

H₁₂	Poor leadership has effect on employee performance in the work environment	Pearson Correlation = 0.90	VALID
		Sig = 0.05	
		N = 255	

The table above shows that the Pearson product moment correlation is 0.90 which indicates that poor leadership has effect on employee performance in the work environment. Hence, the null hypothesis is rejected.

Restatement of Hypothesis Three

H₀₃: Code of conduct does not hinder employee performance.

For the test of hypothesis three, data in table 5 were used.

H₁₃	Code of conduct hinders employee performance	Pearson Correlation = 0.80	VALID
		Sig = 0.05	
		N = 255	



The table above shows that the Pearson product moment correlation is 0.80 which indicates code of conduct hinders employee performance. Hence, the null hypothesis is rejected.

Restatement of Hypothesis Four

Ho4: Availability of equipments does not enhance employee performance.

For the test of hypothesis four, data in table 6 were used.

H_{i4}	Availability of equipments enhances employee performance	Pearson Correlation = 0.83	VALID
		Sig = 0.05	
		N = 255	

The table above shows that the Pearson product moment correlation is 0.83 which indicates that availability of equipments enhances employee performance. Hence, the null hypothesis is rejected.

Concise Table Result for Hypotheses Testing

S/N	Hypotheses	Statistical Tools Applied (Software R studio)	Result
H_{i1}	Lack of finance has significant impact on workers' performance	Pearson Correlation = 0.88 Sig = 0.05 N = 255	VALID
H_{i2}	Poor leadership has effect on employee performance in the work environment	Pearson Correlation = 0.90 Sig = 0.05 N = 255	VALID
H_{i3}	Code of conduct hinders employee performance	Pearson Correlation = 0.80 Sig = 0.05 N = 255	VALID
H_{i4}	Availability of equipments enhances employee performance	Pearson Correlation = 0.83 Sig = 0.05 N = 255	VALID

DISCUSSIONS OF FINDINGS

In line with our hypothesis one, this study discovered that lack of finance hinders workers' performance. Considering the above result, it could be stated that the level of financial resources availability determines the commitment and input of workers. Also, if there is financial motivation, it will help to enhance employee productivity (Ikonne, 2019). Making finance available in the workplace helps to manager to buy needed working tools, motivate the staff and enhance the growth of the firms. When staff are not motivated financially, they may quit their job, but when work environment is motivating enough, it will lead to increase in productivity..

Considering the result of our hypothesis two, this study revealed poor leadership has effect on employee performance in the work environment. Here, it could be stated that the nature of management in an organization can enhance or mar employee dedication to duty and performance. Not only that, Ali and Zia (2010) noted that democratic leadership, consultative leadership, transformational leadership and charismatic leadership in most cases enhance employee dedication through positive leadership styles. Leadership is the major determinant of



organizational success. Swato (2017), have examine many types of leadership type which include charismatic, traditional, bureaucratic, autocratic, democratic, transaction and transformational, but none of the type is best or worst in application to handling employees in the organization. It depends on the type a leader wants to apply to ensure employee performance and productivity. Leadership style is very crucial in an organization be it public or private.

Based on our data analysis for hypothesis three, this study discovered that code of conduct hinders employee performance. In this same line of thought Ubah, Onyebueke and Omodu (2019) opined that developing a clear organizational principle and implementing such principle will enhance employee discipline. Furthermore, the issue of organizational ethics, organizational norms, rule and regulations in organization contribute to reduce in disciplinary behaviours among workers and therefore enhance employee effectiveness and positive behavior at the work place. , the nature of organizational code of conduct, principles, and roles can enhance employee discipline/indiscipline in the system. When an organization have a clear cut policy, principle, strategy and mission statement and train its employees on how to adhere to them in their day-to-day functions, such organization is likely to enjoy employee discipline and high employee/organizational performance. Going by the result of our hypothesis four, it was discovered that availability of equipments enhances employee performance in the work environment. In this same line of thought Farh and Seo (2012) stated that workers morale will always be high when they are working with the right tools, and equipments. Also, workers walking with modern equipments have been observed to have more commitment than those who work with manual tools. Here, providing needed working equipments, making the workers to enjoy work safety, and enhancing conducive working environment is an avenue to promote productivity of workers (Tripathi, 2014). The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings.

CONCLUSION

Creating a work environment which promotes wellbeing of employees and increase individual performance is viewed as a strategy for enhancing efficiency. This is because employees normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can boost organizational competitiveness. This study therefore conclude that the achievement of employee high performance in their organizations depends on the extents to which an organizations provide friendly work environment through, good leadership, acceptable code of conduct, work materials, and finance.

RECOMMENDATIONS

Based on the findings, the following recommended were made.

1. Organizational owners should ensure proper financing of the organization, so that workers will have what they need to perform their functions appropriately.



2. Organizations should employ professionally trained and qualified managers who understand work environment, and who will adopt good leadership style to achieve organizational growth.
3. The organizations should develop and implement organizational code of conduct which will enhance employee discipline, dedication, and employee productivity.
4. Organizational leaders and owners should make sure that material and other resources needed by workers to achieve perform their functions appropriately are provided.

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