

WORK ENVIRONMENT AND EMPLOYEES' PRODUCTIVITY IN A COMPETITIVE BUSINESS ENVIRONMENT

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Abstract

Environmental changes and employees' comfort call for the attention of organisations to provide conducive work atmosphere to boost employees' level of productivity in the present day business cycle. This study aimed at examining the effect of work environment on employees' productivity at International Breweries, Ilesa, Nigeria. Other specific objectives are to; determine the impact of work environment on employees' productivity, to examine the relationship between work environment and employees' performance. Stratified sampling technique was used to select 205 employees from the organisation and data were gathered through structured Questionnaires. Pearson Correlation and Regression analysis were used to analysis the data. Based on the analysis, the result revealed an impact of 79% which means work environment has significant impact on employees' productivity. The result also showed strong correlation between work environment and employees' performance (89%). The findings reflected that employee' welfare, team collaboration, office/plant layout facility, adequate infrastructures, good working conditions and medical facilities affect employees' productivity positively. Therefore, it was recommended that organisations should strive to provide a satisfactory workplace environment for employees, build team work spirit among employees and provide medical facilities that will motivate them to increase their performances on continuous basis.

Key words: Work Environment, Competitive Business Environment, Employee Productivity and Team Spirit Collaboration.

Introduction

In today's competitive business environment, employees' comfort and welfares management on the job determined the level of their commitment and performance. Workplace environment has been recognized in today business environment as an important factor for measuring employees' productivity. Now a day's, no organisation can perform at peak levels unless each employee is committed to the organisation's objectives, and this can be done by putting the structure of work place environment in good order. Human Resource management is an integral part of the management process that requires close monitoring as the environment is changing on daily basis.

Business is full of risks and managers operates in an uncertainty environment and the ability of any organisation to respond successfully to the challenges posed by the present dynamic nature of economic situations will largely depend on how well the organisation can effectively and efficiently manage the human resources at its disposal. A well-managed organisation usually sees an average worker as the root source of quality and productivity gains, such organisations do not look to capital investment but to employees as the fundamental source of improving productivity. A satisfied, diligent employee is the biggest asset of an organisation.

Labour is generally regarded as the most dynamic of all the factors that are employed for the creation of wealth, having the potential to energize and serve as catalyst to all the other resources (Yesufu, 2000).

Today's work environment is different, diverse and constantly changing. Companies have come to realize the importance of comfort in the workplace environment, improving on functional ergonomic elements in order to retain quality personnel, increase productivity, and maintain a competitive edge. The workers are living in a growing economy and have almost

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limitless job opportunities and the pressure to attract and retain them has become a scary reality for most organisations. This combination of factors has created an environment where the business needs its employees more than the employees need the business.

According to Bole., Pellertier, and Lynch, (2004), when the employees' desire to work both physically and emotionally on their jobs, then their performance outcomes shall be increased. They also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance which will lead to the increasing number of productivity at the workplace. However, a well manage employees engage maximally with the organisation to attain their goals, especially with their immediate environment. The outcome of managing the issue of workplace environment and employees' productivity is the major concern of this study.

Sometime employers of labour fail to really establish a clear link between the adequate provision of conducive work environment, consistence payment of salary and employees' performance. Payment of salary is a factor that needs to be monitored but work environment requires more attention. The work place environment in most organisations is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employees' performance. Thus productivity is decreased due to the workplace environment. It is a wide industrial area where the employees are facing a serious problem in their work place like environmental and physical factors.

There has been increase in the level of employees' low productivity as a result of environmental influence and based on the failure of management to provide a conducive workplace. Hence, this study intends to find out the effect of work environment on employees' productivity. The major questions are these; is there any significant relationship between work environment and employees' performance? What effect does workplace factors have on employees' productivity?

The results of this study would be significant in the sense that it would enable both the management and the labour union to understand better how to make the workplace environment more effective and conducive, to inspire the workers, increase and sustain productivity in a dynamic environment. Also, this study will be of immense benefit to policy makers in the human resource function of the organisation to maintain a close gap in term of conducive workplace factors and operations of their workers. This study focused on the effect of work environment on employees' productivity with special consideration on case study company, International Breweries, Ilesha, Osun State, Nigeria.

Literature Review

A work environment can be identified as the place where employee works. Longman Dictionary of contemporary English(2003) defined work environment as “ all the situation, events, people etc. that influence the way in which people live or work” while “ work” is defined as “ a job you are paid to do or an activity that you do regularly to earn money”. The workplace environment includes all aspects which act and react on the body and mind of an employee .It can be described as the environment in which people are working and considered to be an important factor affecting performance. It is composed of all factors related to job and organisation, which influence the relationship between employees, their jobs and the organization. Organisations in order to boost productivity design work environment in a way that satisfies employees.

Akintayo (2006) referred to the immediate task and national environment where an organisation draws its inputs, processed it and returned the outputs in form of products or services for public consumption. The task and national environments include the supplier,

customer, stakeholders, socio-cultural, economic, technological, managerial and legal environment. Amir (2010) also stated that a physical workplace is an area in an organisation that is being arranged so that the goal of the company could be achieved. Haynes (2008), defined physical work environment as the working environment that consists of components that are related to the office occupiers' ability to physically connect with their office.

Kohun (1992), defined work environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists between the employees and the employers and the environment in which the employees work. The environment that people are required to work in have a significant impact on their ability to undertake the tasks that they have been asked to do. This can affect productivity and employee well-being. The key factors fall into two categories, those that are driven by procedures, protocols and management requirements and the factors that arise from premises, office or factory design.

Kochan (1980) considered environment in the economic context, social and technology context. It can be referred to as the surrounding of all situations, people event etc. that influence life. Thus, people who are working in a good environment exert greater effort to perform than those who work in an unhealthy environment.

Spector and Beer (1994) acknowledged that work environment cannot only affect commitment, competence and cost effectiveness but also have long term consequence for workers' well-being. Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele, 2010). This study dwell much on employee commitment, competence as a function of work environment.

An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating for employees so as to give employees a sense of pride and purpose in what they do. The following are some of the tools used to manage work environment to improve productivity: Noise control, contaminants and hazard control, enhancing friendly and encouraging human environment, job fit, rewards, feedback, work environment modeling, creating qualitative work life concepts and making physical working conditions favourable (Cecunc,2004; Opperman,2002 and Elywood, 1996). An organisation that want to ensure employee productivity improvements will exploit the tools used for managing the work environment in which such employees work.

Working environment can be divided into two components namely physical and behavioural components. The physical environment consists of elements that relate to the office occupiers 'ability to physically connect with their office environments. The behavioural environment consists of components that relate to how well the office occupiers connect with each other and the impact the office environment have on the behaviour of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories: office layout and office comfort (matching the office environment to the work processes), and the behavioural environment represents the two main components namely interaction and distraction, these various issues of organisational environment influence employee's productivity.

Characteristics of a Positive Work Environment

A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. The characteristics of a positive work environment include the following:

- ❖ Transparent and Open Communication

A transparent and open form of communication address the employees need to feel that what they have to say has value. It is what makes employees feel that they belong in the organization.

- ❖ **Work-Life Balance**

This has to do with making employee to feel balance between work and personal life will improve job satisfaction among employees because they will feel that they are not overlooking the other areas of their lives that are important to them than work.

- ❖ **Training and Development-Focused**

A training and development focused organization has a clear roadmap for training their employees to sustain and enhance the productivity of the organization as a whole.

- ❖ **Recognition for Hard Work**

Rewards are necessary to encourage certain behaviours in persons. When hard work is appropriately rewarded and duly recognized by the management, employees will naturally feel valued by the organization for what they put in. such mentality is healthy for the organization because employees will be willing to go extra mile without worrying about not getting anything in return.

- ❖ **Strong Team Spirit**

Employee belonging to a group and allow the group to work together as a team enhance the performance member. Collaboration towards achieving organisation goals enhances the organisation corporate performance and gives the employee sense of belonging.

Employees' Productivity

Productivity is the basic mission of any organisation to provide the maximum welfare for its employees. Productivity is the measure of efficiency and effectiveness and as a means of improving the quality of life that is generic from achieving the highest output from the limited resources. Rolloos (1997) defined productivity as, "that which people can produce with the least effort". Productivity is also defined by Sutermeister (1976) as, "output per employee hour, quality considered". To management, it means increased profitability. To customer, it is better goods after costs. To marketing directors, productivity improvement increases the firm's competitiveness abroad by reducing the cost of goods sold in foreign market and to economist, it means an increase in country's standard of living field to gain in output per man-hour.

Cecunc (2004), referred to it as "an index expressed as the ratio of output over input (Weihrich & Koontz, 1994; Bedejan, 1987). Lambert (2005) opined that "labour productivity is rarely measured directly but inferred from changes in employees' attitude and behaviour such as organisational commitment, organizational citizenship behaviour and job satisfaction".

Benefits of Conducive Workplace Environment

The benefits of creating a happy work environment for employees to work in cannot be overstated. Rather than ruling with iron fist, fostering an atmosphere of care and good vibes can have a major impact on the overarching way the business runs.

- ❖ **Employee Retention**

One of the biggest benefits is keeping employees engaged with their job. Stress and discomfort caused by oppressive working environment are of the leading causes for people to decline a promotion, leave their job or look for employment elsewhere.

- ❖ **Increased Productivity**

People are more likely to give themselves over to a company if they feel like their input is valued. Engaging with employees and encouraging compassion and collaboration is a much better way to push your employees to produce their best work

when compared to simply telling them what to do. When the workplace is happier and more compassionate, it becomes a nicer place to be. That is somewhere where people look forward to spending time rather than dreading every day. With everyone working towards the same goals, this will make work much happier and productive in the long run. However, most organisations can find a number of creative ways to keep their employees happy and productive which include:

- ❖ Offer room for growth
Employees are unlikely to be happy if they continue to come to a job that offers no room for growth and advancement. They will be more likely to search for a new job.
- ❖ Creating a favourable workplace environment
Employees are happier if they like where they work. Simple things such as reducing the length of meeting or playing music in the workplace or office can improve the morale of employees. Companies can also take simple steps such as providing food to employees in the workplace and recognizing employees after a job well done.
- ❖ Effective communicate
It is vital to communicate with staff about the future. Communication with employees helps to alleviate any concerns they may have about their job since it helps workers feel happier and more secured at work. Organisations should make it clear that employees can communicate with you in any way, either in person, in an email or with a hand-written note.
- ❖ Give workers balance in their lives
Balancing work life with home life may present a challenge for most workers, it presents an opportunity for organisations to keep their employees happy. Organisations that offer employees a balance between their work and personal lives to keep employees happy in their current jobs. To engage the workforce and remain competitive is no longer sufficient to focus solely on benefit. Today, top employers need to create an environment where employees feel connected to the business and have positive experience that is part of rich and fulfilling life.

Theoretical Framework

Person-Environment Fit Model

This model suggested that the match between a person and their work environment is key in influencing their performance. It is necessary that employees attitude, skills, abilities and resources match the demands of their job, and that work environments should meet workers' needs, knowledge and skills potential. Lack of fit in either of these domains can cause problems and the greater the gap or misfit between the person and their environment, the greater the strain as demands exceed abilities, and need exceeds supply (Sonnetag & Frese, 2003). These strains can relate to lower productivity and other work problems (French, Caplan & Harrison, 1982). Defence mechanisms such as denial, reappraisal of needs and coping also operate in the model to try and reduce subjective misfit (Buunk, deJonge, Ybema & deWolff, 1998).

Lazarus (1991) stated that the Person-Environment fit model represented an advance in thinking but that the concept of fit between the person and the environment is treated as static with emphasis on stable relationships rather than the changing process of action and interaction in work contexts. Buunk et al. (1998) stated that empirical support for the theory is limited.

User Satisfaction Model

This is one of the most prevalent theoretical models, which has guided explicitly or not the majority of studies of environmental effects on productivity to date. This model questions users on whether or not they 'like' or 'dislike' one or another environmental feature, whether they are 'satisfied' or 'dissatisfied' with their workspace, and if they have a preference for an

existing or future environmental feature. According to this model, as most interior office configurations resemble each other, workers' lists of likes and dislikes tend to be predictable and there is a continuous report with genuine surprise that occupants dislike high noise levels, lack of natural light, shortage of parking spots, slow elevators and so on. Widespread use of this approach has given an exhaustive knowledge of workers preferences without yielding much concrete information about functional measures of worker productivity. Moreover, carefully-designed workspaces all over the globe have been submitted to 'evaluation' characterized by whether or not users 'like' them – a poor and unsupported criterion often causing unnecessary condemnation of a well-intentioned office design. This is particularly evident in situations where workers have moved into new and unfamiliar workspace, as their likes and dislikes inevitably relate to the known and familiar and has little to do with whether or not the new environment works.

Adaptation and Stress Model

This theory assumes that adverse environmental condition causes stress at the point at which users are not able to adapt, or can only adapt with difficulty. It provides an important formulation of the long-term relationship between people and their environment. In the context of worker productivity, environmental adaptation behaviour is a useful (positive) outcome measure, as is evidence of stress (negative) when adaptation behaviour fails.

Thus, the theory states that an effective and supportive environmental design does not mean users make no adaptation to the environment, but keeps the need for such behaviour within comfortable boundaries. A variation on this approach is the concept of environmental competence. This model postulates user competence as an outcome measure: successful environments enable people to function to the best of their ability with the skills they have, however is limited (Pastalan, 1983). Unsuccessful environments create insurmountable problems for users and confine them within their physical or mental limitations.

User satisfaction model explains the likes and dislikes of an employee. These likes and dislikes tend to affect the productivity of an organisation. According to this model, employee dislike high noise level, lack of natural light, shortage of parking space etc. Therefore, the environment in which an employee finds himself will determine the workplace productivity.

However, the adaptation and stress model provides an important formulation of the long term relationship between people and their environment. This theory assumed that adverse environmental condition causes stress at the point at which employees are not able to adapt. Workers in an organisation can only work and adapt well under a conducive environment which is stress free..

This study support User Satisfaction Model because it guides explicitly or not the majority of studies of environmental effect on productivity to date. It questions users on whether or not they like or dislike one or another environmental feature, whether they are satisfied or dissatisfied with their workplace and if they have a preference for an existing or future environmental feature.

Empirical Studies

Work Environment and Employees Productivity

Ajala (2012) in a research titled “The effect of workplace environment on workers welfare and productivity” analyzed the influence of workplace environment on workers welfare and productivity in government parastatals of Ondo State, Nigeria. The study adopted the descriptive survey research design of the ex-post facto type. The random sampling technique was used to select 350 respondents. A structured questionnaire with three sub-sections was used to collect data that were analyzed with mean values and simple percentages.

The result showed that workplace features and good communication network at workplace has effect on worker's welfare, health, morale, efficiency, and productivity.

A research conducted by Akinyele (2009), titled "Influence of work environment on workers' productivity", primary data was used through structured questionnaires with closed ended questions. T-test was used to test the research hypotheses and respondents were randomly selected. The result indicated that employees' productivity problems are within the work environment and that bad working conditions contribute to low productivity.

Bruce (2008) study showed that workplace distractions cut employee productivity by as much as 40%, and increase errors by 27%. Also, Moloney (2011) citing Loftness study of 2003 confirmed the importance of natural light and air (ventilation) to worker productivity. The study showed a 3-18% gain in productivity in buildings with day-lighting system.

Brenner(2004) in a work place index survey conducted for steel case itemized what employees want and perceived to help their productivity in the work environment as better lighting, creative methods for assessing space, personalization, more impromptu meeting for work well done and involvement in the decision that impact their day to day lives at work. An organisation that want to ensure employee productivity improvements will exploit the tools used for managing the work environment in which such employees work. An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do. The following are some of the tools used to manage work environment to improve productivity. Noise control, contaminants and hazard control, enhancing friendly and encouraging human environment, job fit, rewards, feedback, work environment modeling, creating qualitative work life concepts and making physical working conditions favourable (Cecunc, 2004; Opperman,2002; Elywood, 1996).

Work Environment and Employee Well-Being

Stellman, Klitzman, Gordon, and Snow, (1987) explore the relationship between visual display terminal usage, physical work environment perceptions and employee well-being. They found that all-day visual display terminal users experienced higher levels of job and physical environment stressors than part- time users. They also reported that the incidence of musculoskeletal strain and job dissatisfaction is highest amongst all-day terminal users. A closely related factor to environment, work design was also found to affect employee well-being in the workplace..

Bruce (2008) found that reduction in workplace noise reduces physical symptoms of stress by as much as 27% and performance of data-entry workers increased with a 10% improvement in accuracy. Similarly, good ventilation and room temperature increased productivity and reduces stress in workers.

Hameed and Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Hameed and Amjeed (2009) survey found that accomplishing daily task with dim light by employees causes eyestrain, headaches and irritability. Due to these discomforts employees performance are greatly reduced.

Also, Moloney (2011) citing Loftness study of 2003 confirmed the importance of natural light and air (ventilation) to worker productivity. The study showed a 3-18% gain in productivity in buildings with day-lighting system. Chandraseker (2011) also confirmed that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers' productivity and health.

METHODOLOGY

Research Design

Research design is a systematic plan for collecting data in order to provide answers to specific questions. It is a plan, structure, and strategy of investigation which guides the collections

and analysis of data in a piece of research. Descriptive research design was used in this study since the aim is to determine the effect of work environment on employee productivity.

Study Population

The population of this research study is described as the total number of employees working in International Breweries, Ilesha, Osun state which is about 420 employees. (Nigerian Stock Exchange, 2013).

Sample and Sampling Techniques

In this study, stratified random sampling technique was used to select the sample size from a population 420 employees. According to Israel (2013), as cited in Cochran 1963, the sample size can be determined using the formula:

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

Where: n = Sample size, N= Population size, e= Level of Precision.
Since N = 420, e = 0.05

$$\text{Therefore, } n = \frac{420}{1 + 420(0.05)^2}$$

$$n = 205$$

The sample size for this research study however, is 205 and at least 205 staff must be sampled.

Data Collection Instrument

The research instrument used was structured questionnaire. Questionnaire forms the heart of the research as it is administered directly to the respondent within the sample area in form of sample, clear and direct question which elicit the required response to the needed information for the researcher. The questionnaire was divided into three sections. The first section focused on obtaining information on personal data while the second and third sections contained the real questions meant for the objectives of the study. Five questions were framed in the first section while six questions were drafted each for second and third sections respectively.

Distribution of the questionnaire was by personal contact with the employees and one week was given for proper reflection on the questions and completion of the questionnaire. The personal contact affords the researcher the opportunity of getting information from sources and gave chance for proper interpretation of some questions to the respondents and gave them the confidentiality of their responses. 216 copies of questionnaire were correctly filled and returned. This was used for the analysis in this study.

Method of Data Analysis

In analyzing and assessing the effect of work environment on employee productivity. The study employed regression, correlation analysis to measure the level of relationship between the variables.

Test of Hypotheses

Hypothesis 1

Ho: there is no significant relationship between Work environment and Employees' Performance

Table 1 Correlation Analysis of Work environment and Employees' Performance

		Work Environment	Employees' Performance
Work Environment	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	216	
Employees' Performance	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	216	216

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 depicts that the variables was statistically significant at 99% confident limit and the variables relate to one another in positive direction. The table shows that there is a positive relationship between Work environment and Employees' Performance, (about 89%) This means that there is strong positive correlation between Work environment and Employees' Performance. Therefore, the study rejects Ho, and concluded that there is positive significant relationship between Work environment and Employees' Performance.

Hypothesis 2

Ho: Environmental Factors in the workplace does not affect employees' productivity relatively.

Table 2.0 Analysis of Relative effects of Work Environmental Factors on Employees' Productivity

(Coefficients of Variables Measured)						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.444	.113		-3.937	.000
	Employees' Welfare	.751	.023	.754	2.189	.012
	Office / Plant Layout Facility	.066	.042	.064	14.042	.042
	Adequate Infrastructures	.347	.040	.353	8.583	.000
	Good working condition	.100	.024	.086	4.101	.000
	Medical Facilities	.070	.024	.073	2.973	.003
	Team Spirit Collaboration	.701	.028	.755	2.412	.000
a. Dependent Variable: Employees' Productivity						

Source: Author's computation (2016)

The results in the Table 2 shows the relative effects and contributions of each of the predictor variables. The model indicates that, standardized beta coefficients (.754, .701, .353, .086, .073 and .064) Employees' Welfare, Team Spirit Collaboration, Adequate Infrastructures, Good working condition, Medical Facilities and Office/Plant Layout Facilities affect Employees' Productivity in order of their importance and contribution respectively.

The result shows among the factors, the variable with the strongest significant effect is Employees' Welfare (.754), while the least effect factor is Office/Plant layout facilities (.064) The implication is that Employees' Productivity has been greatly affected by Employees' Welfare, Adequate infrastructures in the organization among other factors. All the variables are statistical significant ($P < 0.05$). The study therefore reject Null hypothesis and concluded that Environmental Factors in the workplace does affect employees' productivity relatively.

Discussion of Findings

From the data analysed, data shows that workers will put in their best to improve productivity and growth of the organisation when the workplace environment is conducive. The study showed that the employees/workers that are working under convenient environment will increase their performances. Factors like welfare, team spirit collaboration and provision of medical facilities, adequate infrastructures, good working conditions, physical design of offices and environmental conditions will influence employees' productivity.

It was discovered that any satisfied worker/employee will increase his or her performances in the workplace because most of the respondents declared that any employee who is dissatisfied with his or her workplace environment is bored to increase his/her efforts and performance. According to the employees, welfare and medical facilitate effective productivity.

In addition, employees' improve performance when they are comfortable in the workplace. A good working facility in an organisation enables employees to put in more effort and thus increase productivity. Majority of the respondents also agreed that workers

welfare should be a paramount issue of concern to the management. Ensuring the well-being of employees can contribute to more excellence and healthy competition.

Hence, it would be concluded that the organisation will perform better when the employees are comfortable with their workplace environment.

Conclusion

In view of these findings, the study concluded that there is a clear relationship between work environment and employees' productivity; good working conditions can motivate workers' performance. However, conducive work environment include, increase productivity, lower labour turnover rate, higher morale and reduced cost as it increases productivity, and promote goal congruence. Inconvenient workplace environment increases low productivity and poor quality in all aspect of operations.

Also, satisfied worker/employee will increase his or her performances in the workplace because most of the respondents declared that any employee who is dissatisfied with his or her workplace environment is bored to increase his/her efforts and performance. The empirical results indicated that there is a clear relationship between workplace environment and employees productivity at International Breweries, Ilesha. The results derived showed that employees are more productive when they are satisfied with their workplace environment. Employees can be motivated through provision of welfare and medical facilities, adequate infrastructures, more so good working condition in an organisation will promote employees' performance and show positive attitude to work.

Recommendations

In any organisation, work environment is a very sensitive and important issue not only to employer but also to the employees. Therefore, the ability of the organisation to attract and retain employees to be productive depends on the conduciveness of the workplace environment. Poor working conditions as well as poor office/plant layout is a constant source of frustration to the employees which result to decrease productivity

Therefore, it is recommended that organisation should strive to introduce a satisfactory workplace environment to employees. Workers should be allowed to participate in the affairs of the organisation (team spirit work. More so, employees' welfare and medical facilities should be made available, employees needs facilities that will motivate them to increase their performances and the management should ensure the provision of adequate facilities which should be provided without any fair of favour or bias mind. Welfare facilities should be tailored in line with medical facilities in order to motivate employees to put in their best and at the same time, organisation should strive towards equity in the administration of welfare and medical facilities.

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