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**WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN THE PUBLIC SERVICE: A STUDY OF CHUKWUEMEKA ODUMEGWU OJUKWU UNIVERSITY, ANAMBRA STATE, NIGERIA**

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**ABSTRACT:** *This work examines the effect of work environment on employee performance in Chukwuemeka Odumegwu Ojukwu University. It equally aims at ascertaining whether the social environment affect the productivity of workers of Chukwuemeka Odumegwu Ojukwu University. In other to properly articulate the work, data was gotten from both the primary and secondary sources of data collection such as questionnaires, interviews, journals, periodicals, textbooks etc. The tables and percentages where used to display the data while the, chi-square was used in its analysis. Taro Yamane's sample size determination was adopted to arrive at one hundred and fifty (150) as our sample size. Victor Vrooms Valence Expectancy theory was adopted as the theoretical framework of analysis. Based the foregoing, the study revealed that COOU's working environment had an impact on members as far as the respondents are concerned. By implication, the institution needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job. It was recommended among other things that; Chukwuemeka Odumegwu Ojukwu University should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them. Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity; Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. Finally, management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.*

**KEYWORDS:** work environment, employee performance, public service, productivity

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## **INTRODUCTION**

Employees use about 50 percent of their existence within work environments, which extremely affect their status of mind, aptitudes, and actions in addition to their performance (Sundstrom, 1994). Notwithstanding this, the environments in the workplace of most government organisations/ public companies are insecure and harmful to one's health (Perry & Porter, 1982).

These comprises poor air circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (absence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplaces. Employees operating in these environments are susceptible to job-related ailment and it influences on worker's productivity negatively. Meanwhile, it is the value of the work environment that influences greatly on the quality of worker's inspiration and productivity (Hughes, 2007). In recent time's competitive corporate environment have created a situation where companies cannot tolerate to misuse the abilities of their staff (Armstrong & Murlis, 2007). For that reason, public companies cannot afford not to do their possible best to create a comfortable, safe and healthy work environment if productivity is a priority.

There is important evidence that productivity advancement in government organizations has not kept pace with the growths discovered in the non-governmental sector (Killefer & Mendonca, 2006). The difficulty is that encouraging local workers is not an easy task in the mist of poor working environment. Government employees have a status for sluggishness and indolent due to their poor work environment (Wilson, 1989; Wright, 2001) and managers' cannot do much to resolve the issue because of the firm civil- service laws. How local managers can inspire their staff is considered to be one of the big challenges of Public Management" (Behn, 1995). The above situation can adversely affect the productivity of government organizations and for that matter needs immediate attention.

It requires a completely diverse method than what was used some years back to retain and motivate workers currently. Worker's wellbeing and confidence are regularly consistent with respect to efficiency in the work environs. There is important evidence that productivity advancement in government organ workplace environment of most government organisations is insecure and harmful to one's health. These comprises poor air circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (presence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplaces (Chandraseker, 2011). Individuals operating in these surroundings are susceptible to job-related ailment and it influences on worker's productivity negatively.

Every organization is set up for a purpose and such purpose which is generally referred to as the objective and this cannot be achieved if the environment looks unhealthy. The absence of work conducive material as a result of non availability of some necessary office facilities like air condition, rugs or tiles, good ventilation in some of the department in the company is a common feature. Some offices or departments look depressing and unstimulating. Some of them have no louvers, light and some with uncompleted roofs. The state of affairs do not compete favorably with other office outside, some office with dirty and scattered environment, most of the departments have small floor space with materials tables, chairs, papers, files and other things scattered here and there. Some office were furnished without due regard to the relationship between colour selection and workers morale.

Some of these facilities has colour which makes the office to be dark; in some of the department's world service are wrongly arranged. It is known from workers view point that the work of

accounting typing etc needs good quality of light because of visual discrimination involved. As a result of non availability of good work environment, the performance of employees is in a declining state. Most departmental manager in the company pay no attention in accomplishing the departmental set objectives, as to be recognized and promoted at the expense of workers or employees welfare.

These acts of negligence by the managers have gone a long way to reduce workers performance or morale. The state of affairs in the company has resulted to negative attitude by the employees which is inimical to the progress and accomplishment of the company's set objective. The above situation can adversely affect the productivity of employees in Chukwuemeka Odumegwu Ojukwu University and for that matter needs immediate attention.

## **LITERATURE REVIEW**

### **Overview of the Work Environment and Employees Productivity**

Hughes (2007) in a survey reported that nine out of ten workers believed that quality of work environment affects the attitude of employees and increases their productivity. Chandraseker (2011) also confirm that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers productivity and health. 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. Based on these findings and literature review, it was observed that most researches on workplace environment and productivity have been concentrated on profit oriented organizations and not much focus have been placed on government organizations, it was against this background that this study sought to analyze the influence of workplace environment on employees productivity in government organization.

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

“Working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” (Gerber *et al.*, 1998, p.44). According to business dictionary, the term working condition refers to working environment and all existing circumstance affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload.

Rolloos (1997) defined the productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (individual, industry or country) converts input resources (labor, materials, machines etc.) into goods and services. This study adapts the definition of working conditions which refers to the working environment and aspects of an employee's terms and conditions of employment. In addition, productivity refers to effort that individuals can produce with the least effort by putting labor, material and machines. The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations that have a friendly, trusting, and safe environment, experience greater productivity, communication, creativity, and financial health (Kreislner, *et al.*, 1997). Productivity is related to working conditions which in turn related to absenteeism, retention, the adoption of new methods and technologies. All of these things are related to how people are trained, encouraged are generally treated within the system (Hamilton, 2007).

### **Work Environment and Productivity**

Administrative office managers should be knowledgeable about office furniture. The result of selecting improper office furniture may be carry out for a long time, as it is often difficult discarding the pre-owned furniture, which is commonly purchased rather than leased or rented. Another issue, which is important to consider in enhancing employee productivity is by selecting and using proper furniture and equipment, the important physical factors in the office (Keeling and Kallaus, 1996; Quible *et al.* 1996). Selecting appropriate office furniture is an important consideration in which office managers need to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing employee productivity, adjustable office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day (Burke, 2000). The office design encourages employees to work a certain way by the way their workstations are built. In doing so, the company is answering the firm's business plan while making sure their employees have everything they need to work (Al-Anzi, 2009).

Secondly, today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. However, certain factors should come into thought in establishing proper temperature level; for instance obese workers will work best with lower temperature levels, whereas the reverse is true for thin workers. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. A comfortable office environment is a building or room in which workers can generate their work properly as it clean, with proper range of temperature, enough ventilation, and a sufficient humidity. After the temperature level in an office has been set-up properly within the favorable level of humidity, the

air in the office still needs to be circulated; otherwise it can increase the temperature, which in turn may cause discomfort. Air flow is also important as it can avoid people inhaling inadequate air. Moreover, smoking must be illegal in the office. Some small offices still use electric fans to make sure that the air is circulated well (Quible, 1996; Keeling and Kallaus, 1996). In one experiment, Lan *et al.* (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees feel slightly uncomfortable in both the coolest and warmest of these climates, that they were less motivated and that they experienced their workload as more difficult, with a consequent turn down in productivity.

### **Social Environment and Employees Productivity**

Effective workplace communication is a key to cultivation of success and professionalism (Canadian Centre for Communication, 2003). A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done (Quilan, 2001). It removes confusion and frees up wasted time that would have been otherwise spent on explanation or argument (Fleming & Larder, 1999). It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased productivity (Makin, 2006; Taylerson, 2012). Furthermore, another aspect of communication that affects productivity is noise level. Noise has negative influence on communication, frustration levels increase while productivity decreases in relation to persistence and loudness of noise. A reason adduced for this is that spoken communication becomes progressively more difficult as noise levels increase.

Communication is highly functional for work and occurs often in a workplace. Principle of least collaborative effort, people base their conversations on as little combined effort as possible. According to (Kraut *et al.* 1990; Peponis, 2004), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and an individual's job satisfaction (Ali and Haider, 2010). Salacuse, (2007) indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers. Cassar, (1999) found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment. In that competent communicators must employ communicative resources such as language, gestures, and voice, and in order for supervisors to be perceived as capable communicators. They must share and respond to information in a timely manner, actively

listen to other points of view, communicate clearly and concisely to all levels of the organization, and utilize differing communication channels (Stohl, 1984; Shaw, 2005).

Organizational communication does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks (Ali and Haider, 2010). Social interactions enable the development of common grounds for communication, which increases communication effectiveness and enhances the ability of individuals to work together. As well, through over-layered social ties, team members establish trust that carries over into feelings of safety in sharing ideas about the work process (Krauss and Fussell, 1990; Katzenbach and Smith, 1994). Kotter, (1988) unveiled that effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity. The focus on openness in communication between senior management and employees results in improved employee productivity and engagement. Meetings with top executives help to build affinity and trust. Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as 'a subjectively experienced quality of the internal environment of an organization; the concept embraces a general cluster of inferred predispositions, identifiable through reports of members' perceptions of messages and message-related events occurring in the organization (Kitchen and Daly, 2002; Goldhaber, 1993).

### **Working Conditions and Employees Productivity**

According to business dictionary "Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training". Gerber *et al* (1998, p.44) defined working condition as: "working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions" Therefore, we adopt the definition of working conditions as follows: "Working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment". In other side productivity is a concept that depends on the context in which it employed. It does not have a singular definite criterion measure or operational definition (Wasiams *et. al*, 1996). These definitions suggest that productivity is the measure of economic performance, as well as resource used to produce goods and services (Bernardin & Russell, 1998, p. 9, Ross, 1981).

But, Wasiams *et al.*, (1996) says this concept depends the context in which is employed and does not have operational definitions. Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Fosfuri *et al.*, 2001; Glass and Saggi, 2002). If non-monetary working conditions are

associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. In facts, “as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker’s product. Whether such a positive wage differential exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the observations” (Gariety and Shaffer, 2001). Work environment includes some factors, which contributes either positively or negatively to achieving maximum employees’ productivity (Elywood, 1999).

The factors that contribute either positively or negatively to employee productivity are temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub environment. According to Yesufu (1984), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill-ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect. Bornstein (2007) states that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

### **C: Theoretical Framework and Methodology**

This study is anchored on Victor Vroom Valence Expectancy theory, which was propounded in 1964. The choice of the theory was informed by the fact that the issues in employee performance management can better be explained by this theory. It is popularly called Valence-Instrumentality Expectancy (VIE). The theory posits that if one thing happens, it will lead to another and that the expectancy in the proposition is the likelihood that an action or attempt will lead to an outcome. Vroom clarifies thus: where an individual chooses between alternatives which involve uncertain outcomes he is not only moved by what he expects, but also by the degree to which he believes these outcomes to be possible. Expectancy is a temporary belief concerning the possibility that a particular act will be followed by a particular outcome. According to Vroom, the model is based on the assumption that man is a rational being and will always try to maximize his pay-off. He will choose an alternative that would give him the most benefit. Hence, according to the theory, motivation to work is strongly determined by an individual perception that a certain type of behaviour will lead to the certain type of outcome and his personal preference for that type of outcome (Chandan, 1987).

Put differently, Vroom who attacked Herzberg’s two factor theory on the ground of being too dependent on the constant and context of his research, was of the opinion that a personal motivation towards an action is determined by his anticipated values of all positive and negative outcomes of the action multiplied by the personal expectancy that the outcome would yield the desired goals (Vroom, 1964). He argued that motivation is produced by the anticipated worth of an action to a person’s perception of the probability that his goal would be achieved. Vroom’s theory can be

stated thus: motivational force = Valency  $\times$  Expectancy. Expectancy is the perception that a particular outcome will occur as a result of certain behaviour while Valence is concerned with how much value an individual place on a specific outcome. Both must be present before a high level of motivation can occur (Ile, 1999). of both the management and the worker, which can lead to the desired outcome (Peretomade, 1991). According to Ejiofor (1984), the theory states that motivation which an employee exerts to do his job depends on both expectancy and valence. This theory has been found to be useful in explaining employee satisfaction and effectiveness vis-à-vis the nature of their (employees) interaction with the management. Employees expect human and impartial treatment from the management and the management in return expects undivided loyalty and in its form, the theory is concerned more with the choice behaviour effective performance from the employees so that in the end, the common objective of achieving the organizational goal may be attained.

This theory is relevant to this study on work environment and employee productivity in Chukwuemeka Odumegwu Ojukwu University in that, when workers in the institution are objectively appraised, adequately rewarded and proper feedback given after appraisal then the workers will be encouraged to put in their best for the actualization of the institutions goal and objectives. Similarly, when the welfare and the conditions of service of the employees are taken care of by the school management it will lead to increased productivity. When employees of Chukwuemeka Odumegwu Ojukwu University are treated with care, shown trust, listened to and are encouraged to do better, then they will reciprocate by being responsible and productive. On the contrary, if the employees of the institution are not adequately remunerated the result will be, labour turn over, absenteeism, lateness to work, lack of commitment to organizational objectives, sub-optimal performance and low productivity.

When Chukwuemeka Odumegwu Ojukwu University employees are adequately motivated, productivity is expected to increase, also if the performance of the employee is high, that is if the output of the work effort is impressive, it is expected that the school management will reward or compensate him/her adequately and this will, in turn, encourage the worker to work harder for high productivity. A situation where the worker's performance/output is high and is well remunerated there will be increase in productivity this will lead to the attainment of goals and objectives set by the university.

On the method of research, the area of study is Chukwuemeka Odumegwu Ojukwu University formerly Anambra State University is a Nigerian tertiary institution located in Uli, a town in Anambra State. The University was established by law No. 13 of 2000 by the Anambra State Government and has a 2-Campus structure. The main campus of the University is located at Uli at the former site of the Ekwenugo Okeke Polytechnic, formally called Anambra State Polytechnic. The second campus is located at Igbariam in the former site of the College of Agriculture. The law establishing the University phased out the State Polytechnic and the University inherited its assets and liabilities. On the other hand, the University law failed to repeal the Edict establishing the College of Agriculture, Igbariam, hence, legally, the University and the College exist side by side at the Igbariam Campus site, until 2006 when the government relocated the College of Agriculture to Mgbakwu, about fifteen kilometers away from Igbariam. On 11 September 2014, the university



was changed to its current name after a bill was passed by the Anambra State House of Assembly with the aim of immortalizing Chukwuemeka Odumegwu Ojukwu, a politician and leader of the breakaway Republic of Biafra. Prof. Fidelis Okafor was appointed the first vice chancellor of the university under its new name on the 6<sup>th</sup> of January 2011 and presently is Prof Gregory Nwakoby. The population used in this study was the employees of Chukwuemeka Odumegwu Ojukwu University (COOU). The research population for this study includes academic and non-academic staff of COOU which according to the personnel department of the school is Eight hundred and seventy (872) and Five hundred and twenty seven (527) respectively, totaling one thousand three hundred and ninety nine (1399).

Given the population of about one thousand three hundred and ninety nine (1399) from Chukwuemeka Odumegwu Ojukwu University (COOU) academic and non academic staff chosen for the study, the sample size using Taro Yamane's formula (Yamane 1967) for sample size determination is determined as follows:

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

Where n= the relevant sample size

N= the total number of employee of the three local governments

E= Sampling error (5% in this case)

I= Constant value

From then study the sample size is computed as follows:

$$n = \frac{1399}{1 + 1399 (0.05)^2}$$

$$= \frac{1399}{1 + 1399 \times 0.0025}$$

$$= \frac{1399}{1 + (1399 \times 0.025)}$$

$$= \frac{1399}{4405}$$

$$n = 149.1941$$

$$n = 150$$

The obtained sample size shall be shared among the various units in the university using simple proportion technique. This is to ensure that none of the units is cheated.

## Data Presentation and Analysis

### Table1: Gender of Respondents

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table.

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Female	106	52.0	48.0	48.0
Male	44	48.0	52.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		

Source: Field Work, 2020

Table 1 above depicts that 52% and 48 % of respondents of male and female respectively answered the questionnaires distributed.

### Table 2: Rank of Respondents

The rank of respondents in this study was used in order to answer the distributed questionnaires.

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Junior staffs	80	50.0	50.0	50.0
Senior staffs	70	50.0	50.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		<b>100.0</b>

Source: Field Work, 2020

### Table 3: Age of Respondents

In this study, age of the respondents was considered to be important in finding the impact of working environment on employees' performance at Chukwuemeka Odumegwu Ojukwu University.

### Table 3: Age of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
20-30 years	14	28.0	28.0	28.0
31-40years	20	40.0	40.0	68.0
41-50 years	13	26.0	26.0	94.0
50 and above	3	6.0	6.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		<b>100.0</b>

Source: Field Work, 2020

The 31-40 year group constituted 40% of respondents and was highest number of respondents followed by 20-30 with 28% and then the 40-50 which made up 26% of the respondents. The lowest number of respondents was within the 50 and above which made 6% of employees.

### Physical Working Environment

Physical working environment in this study have been considered as one of the factors towards employees' performance as responded by employees through distributed questionnaires.

**Table 4: Physical Working Environment**

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	11	22.0	22.0	22.0
Bad	10	20.0	20.0	46.0
Moderate	13	26.0	26.0	68.0
Good	8	16.0	16.0	52.0
Very good	8	16.0	16.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Work, 2020

Majority of the employees from the table 4.4 which constitute 26% described their physical working environment towards performance as moderate to influence them to stay in the office and work comfortable. 22% of the employees said the physical working environments very bad for them stay in the office and work comfortable. 20% of the employees describe the physical working environment towards performance as bad for them stay in the office and work comfortable while 16% of employees said their physical working environment is good and the remaining 16% of employees was very good for them and work comfortable. Majority of employees agree that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job.

### Employee Performance Feedback

The following responses explained how employees performance feedback applied by supervisor towards employees performance.

**Table 5: Employee Performance Feedback**

Responses	Frequency	Percent	Valid percent	Cumulative percent
Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	40.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	32.00
Never	7	14.0	14.0	100.0
Not sure	1	2.0	2.0	
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Work, 2020

As shown from the table 5, 32% of the employees said they are sometimes receiving performance feedback from their supervisor, followed by 20% who said they are usually get performance feedback from their supervisor. 16% of the employees said they are rarely getting performance feedback from supervisor and another 16% said they are always receive performance feedback whereas 14% said they are never receive their performance feedback and lastly 2% not sure on receiving performance feedback from the supervisor. Employee performance feedback contributes

on employee performance because it consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.

### Employee Recognition as Individual

Employee recognition as individual was considered to be important factor towards employee performance. The following were the response.

**Table 6: Employee Recognition as Individual**

Response	Frequency	Percent	Valid percent	Cumulative percent
Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	36.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	84.0
Never	7	14.0	14.0	98.0
Not sure	1	2.0	2.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		<b>100.0</b>

Source: Field Work, 2020

As shown from table 6 that, 32% of the employees said they are sometimes recognized as individual, followed by 20% who said they are usually recognized as individuals in the organization. 16% of the employees said they are rarely recognized as individuals and another 16% said they are always recognized as individuals whereas 14% said they are never recognized as individuals by the organization. 2% said they not sure if they are recognized as individuals in the organization or not. Being not recognized as individual has negative impact on employees performance because of no feeling exist between them and the organization which occasionally demoralize them as they cannot air their views.

### Communication between Employees

The responses from the table 7 describe how employees are given opportunity to interact with other employees on a formal level towards their job performance.

**Table 7: Communication between Employees**

Responses	Frequency	Percentage	Valid percent	Cumulative percent
Strongly disagree	6	12.0	12.0	12.0
Disagree	4	8.0	8.0	20.0
Neither agree	2	4.0	4.0	24.0
Agree	17	34.0	34.0	58.0
Strongly agree	21	42.0	42.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		<b>100.0</b>

Source: Field Work, 2019

From the table 7, 42% of the employees strongly agree that they receive enough opportunity to interact with other employees on a formal level. On the other hand, 34% of the employees said they agree that the organization gives them the opportunity to interact with other employees while

12% said they strongly disagree that they are allowed to interact with their fellow colleagues on a formal level. 8% of employees said they disagree that the organization allows them to interact with other employees and 2% says that they neither agree nor disagree that the organization allows them to interact with other employees on a formal level. Communication between employees promotes trust and loyalty among them and encourages better team work and relationship shows communication system at the workplace which resulted in employee performance.

### **Employee Job Security in the University**

The following were the response regarding the presence of employee job security in the organization towards their performance.

**Table 8: Employee Job Security in the University**

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	0	0	0	0
Bad	0	0	0	0
Moderate	15	30.0	30.0	75
Good	25	50.0	50.0	100.0
Very good	10	20.0		20.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		<b>100.0</b>

Source: Field Work, 2020

From the table 8 the majority of employees who represent 50% describe to have good job security within the organization whereby 30% described their job security in the organization as moderate. The remaining 20% said their job security in the organization is very good in their staying. Employee job security in the organization contributes on employee performance because it plays a vital role in attract, keep and motivate them to perform their assigned task.

### **Discussion of the Findings**

Findings show that almost 50% of employees agreed that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. By having a good environment, the employees could apply their energy and their full attention to perform work Vischer, (2007). Cummings and Schwab (1973) mentioned the connection between leadership behavior and employees performance. It is further supported by Maritz (1995) who reported that effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance. A finding shows that 32% of respondents agreed with the thinking that their head of department communicate effectively which is supported by Salacuse (2007) who indicates that leaders are now required to lead by negotiation, they need to communicate effectively by appealing to the interests of the followers. 40% of respondents agreed on employees' participation in meetings and sharing ideas.

The findings are supported by Cassar(1999) that employee participation and involvement in decision making have a positive association with positive work attitudes and employee

commitment. 40% of the respondents agreed with the statement that “good communication environment at work place is necessary to improve performance”. Findings are supported by Chen (2011) who found that there are positive relationships between organizational communication, organizational commitment and job performance. Kotter, (1988) noted that effective organizational communication promotes productivity. Findings show that 32% of respondents rated their supervisor interpersonal relationship at the working place as good. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance (Blau, 1964).

## CONCLUSION AND RECOMMENDATIONS

Working environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. At the end of the research, it was realized that the employee's working environment find themselves in affect their productivity greatly. Therefore it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. Based on the results of findings, the following are recommendations for future implementation.

1. The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them. Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.
- 2.
3. Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

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