

**WORK ENVIRONMENT AND EMPLOYEES JOB PERFORMANCE IN COCA-COLA BOTTLING COMPANY PORT HARCOURT.**

**Chukundah, Tutah Tonye Ph.D and Ile, Chinedu Victor**  
**Faculty of Business Studies, Ignatius Ajuru University of Education, Rumuolumeni,**  
**Port Harcourt, Rivers State, Nigeria.**

*Email: [tonyetutah@gmail.com](mailto:tonyetutah@gmail.com), [chimesco22000@yahoo.com](mailto:chimesco22000@yahoo.com)*

**ABSTRACT**

*This study centered on work environment and employee job performance. The study adopted descriptive research design with questionnaire as major instrument for data collection. Taro Yamen statistics was used to determine the sample size of 400 employees covered via judgmental sampling. Data collected were subjected to statistical analysis using z-statistics for the hypothesis test. The study found and held existence of significant relationship between work environment and employees job performance. Consequently, the study recommended among others that employers should take initiatives to motivate employees by improving their work environment. Organizations should consult, and even employ ergonomic experts that advice people on how to improve their office ergonomics and what type of furniture would be suitable to make the ergonomics of a work place better, since having ergonomic office equipments/furniture reduces the chances of any risk injury. Employees particularly secretaries and the sales force should be highly motivated by providing them conducive work environment, good office layout, well air conditioned, with necessary office equipment to improve performance and allow staff work more efficiently. There should be productivity appraisal system in place to reward high performing employees in terms of promotions, compensation and other benefits to encourage hard work, which helps in keeping employees satisfied and in turn increases productivity.*

**INTRODUCTION**

There has been a great deal of research conducted on how organizations can become more competitive and profitable. Part of that research indicates that employee performance is a factor that successful companies possess. Performance as defined by Campbell (2011) is "what the organization hires one to do and do well". A salesman is said to be a good performer if he regularly make sales with as many prospects as possible. In same vein, a secretary is considered good performer if he/she delivers on her secretarial duties. Performing employees help managers to create excellent organizations, and employee performance is affected by different factors. Secretary's job performance assesses whether the secretary performs his or her job well. Generally, employee performance indicates the effectiveness of employee's specific actions that contribute to attaining organizational goals. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the confine of an organization.

Management's new challenge is to form an environment that attracts, retain and motivates the workforce, and the responsibility lies with managers and supervisors at all levels of the organization. The work environment affects employee morale, productivity and engagement both positively and negatively. Work environment consists of the office buildings, its furniture and layout as well as the physical conditions under which workers operate. It is also concerned with the external factors to the business, which the office serves, the industry or other activities within which the business lies, the customs and laws of the community within which they operate. The work environment is dynamic but the most dynamic factor in the office is the human factor. Workers today are more educated than before; they are more likely to raise questions about their environment of work. However, poor work environment and bad conditions have posed a great

danger to workers health and therefore make them work with less joy and enthusiasm and work progress is hampered.

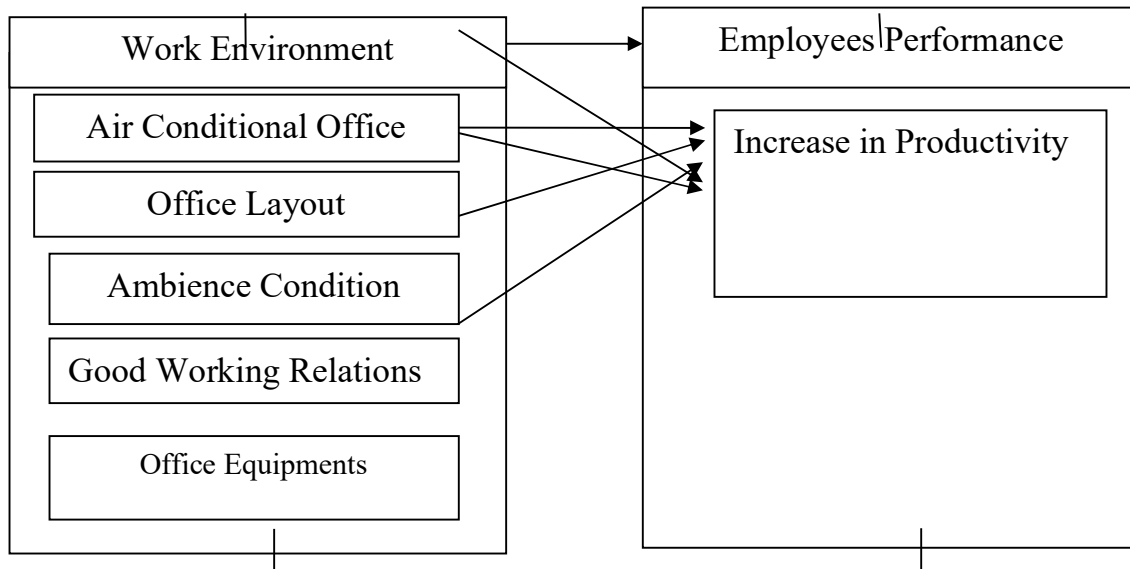
Higher salaries and compensation benefits may seem the most likely way to attract employees. A good salesman will ordinarily prefer where he gets sales commission. The quality of the physical workplace environment has a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, and comfort level, both positively and negatively. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, the work environment in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter with working conditions problems related to environmental and physical factors. Pech and Slade (2006) argued that in such problematic or poor work environment employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce.

### **Statement of the Problem**

Studies have shown that work environment accompanied the creative requirements of jobs, thereby enhancing the creative performance of employees, which has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, & Yperen, 2004). Employees generally, salesforce and secretaries inclusive do not carry out their job in a vacuum but within the work place (Chapins, 2014). 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. Unfortunately, many businesses fail to understand the importance of working environment to workers and such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). No doubt, ambient features in office environments, such as lighting, temperature, existence of windows, free air movement suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler; Veitch & Gifford, 2010). When employees are physically and emotionally fit they will have the desire to work and their productivity outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employee's productivity which leads to increased productivity at the workplace (Boles et al.2004). Noble (2009) states that more attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. It is therefore imperative carrying out this study on physical work environment and employees' job performance in manufacturing firms.

### Conceptual Framework



**Source:** Researcher's Desk, 2022, adopted from Opperman (2002).

### Objective of the Study

The primary aim of this study is to investigate the influence of work environment on employees' job performance.

### Research Question

The following question was put forward to address the objective of the study:  
To what extent does work environment enhance increase in productivity of Coca-cola Bottling Company in Port Harcourt?

### Research Hypothesis

The study is guided by the following hypothesis

**H0<sub>1</sub>:** There is no significant relationship between work environment and increase in productivity in Coca-cola Bottling Company Port Harcourt

### Significance of the Study

The increased interest in this study is its ability to unravel the influence of work environment on employees job performance, which would be of immense benefit to captains of industries, by ensuring that they provide conducive work environment for their employees. It is anticipated that the findings of the study would pave way for the authorities of manufacturing firms particularly Coca-cola Bottling Company to accept the variable that affects employee's working environment and their productivity at the organization. Such an acceptance could be utilized to improve on the working conditions of employees. It would also visualize that the findings of this study will enable the organization to know how to address issues concerning the employees and its working environment and to consider providing attractive comfortable work environment as an important factor in increasing employee's productivity.

Also, the study would throw more light on factors affecting employee's productivity as far as their environments are concerned. The study is expected to provide knowledge and measures to improve the working environment of employees for better productivity, which is very beneficial to management and staff in enjoying the beauty of form of well furnished, ventilated office as to put in their best towards accomplishment of the corporate goal.

No doubt, the study would benefit other scholars and researchers on similar study to consult the study, being rich in literature of knowledge as reference point.

### **Scope of the Study**

The study content scope covers influence of work environment on employees job performance, having work environment as independent variable and employees job performance as dependent variable.

The geographical variable covers Coca-Cola Bottling Company operating in Trans Amadi Port Harcourt. The unit of analysis scope has to do with marketing and secretarial staff of the bottling company.

### **Review of Related Literature**

#### **Working Environment**

Opperman (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably on individual productivity. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions. Working environment is also the sum of the interrelationship that exists within the employees and the environment in which the employees work.

Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Opperman (2002) defines working environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced, which is a basis to attain maximum productivity.

#### **Physical Work Environment**

Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004).

Furthermore, McCoy and Evans (2005) stated that the elements of working environment need to be proper so that the employees would not be stressed while getting their job done. They also stated that the physical element plays an important role in developing the network and relationship at workplace. Interestingly, Amir (2010) mentions elements that related to the working

environment. There are two main elements which are the office layout plan and the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

### **Employee Productivity**

Sinha (2001) stated that employees' productivity is depending on the willingness and also the openness of the employees in doing their job. He also stated that by having this willingness and openness on the part of the employees in doing their job, it could increase the employees' productivity which also leads to corporate productivity. Stup (2003) also explained that to have a standard productivity, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their productivity. Furthermore, a reward system should be implemented based on the productivity of the employees. This is to motivate the employees in order to perform more on their task.

There are several factors being described by Stup (2003) towards the success of the employees' productivity. The factors are such as physical work environment, equipment, meaningful work, productivity expectation, and feedback on productivity, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Franco et al (2002) defined productivity that relies on internal motivation as well as presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly having an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the productivity of employees meet the required standards.

### **Working Environment Factors that Affect Employees Productivity**

An attractive and supportive working environment provide conditions that enable employees particularly sales reps and secretaries to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. The identified work environment factors for our study that enhance productivity are explained below.

### **Office Layout**

To Black and Lynch (2011) increasingly an organisation's physical layout is designed around employee needs in order to maximize productivity and satisfaction. The physical environment of a workplace greatly affects the positivity within the firm. Great energy can be created by an, attractive, comfortable physical environment. This energy ultimately enhances productivity and success. A clean work environment without much clutter allows employees to focus on their goals. To accommodate these rapid changes while maintaining or improving outcomes, organizations have increasingly turned to some version of environment such as open office space (Terricone & Luca, 2008). To accommodate these rapid changes while maintaining or improving outcomes, organizations have increasingly turned to some version of environment such as open office space (Terricone & Luca, 2008). Successful firms have learnt to manipulate their physical environment efficiently infusing aesthetic elements such as architecture and design in the overall layout to be very appealing (Amoabi & Caleb, 2009). This is in collaboration with previous researchers that the physical working environment helped to deter employees' ability to connect with their work roles and influence their behavior (Al-Omari & Okasheh, 2017).

### **Air Conditional Office**

No doubt, poor air quality can raise a negative impact on employee health in the form of respiratory problems, headaches, and, fatigue, which in the long periods will reduce productivity. The power of good ventilation cannot be over stressed, as such firms allow office of secretary and salesman proper ventilation, since stagnant air has the potential to lead to comfort and significant health

problems. It's generally recommended that your building has enough ventilation to exchange the air inside at least every four hours. Air conditioning systems simply remove the excess moisture from the air to eliminate 'stickiness'. Sales reps offices are busy and can be a breeding ground for coughs and colds. Air conditioning systems contain filters that purify the air, reducing the number of bacteria and dust particles, odours and potential allergens. Cooling in traditional AC systems is accomplished using the vapor-compression cycle, which uses the forced circulation and phase change of a refrigerant between gas and liquid to transfer heat. In offices, the air conditioner will suck warm air into the ducts through vents found within office building. This air is transformed from a gas to a liquid and back to a gas in no time while the residual heat is removed. Ducts will then blow this cooler air back through the offices.

### **Ambience Condition**

This is the physical variables in a particular environment (e.g., temperature, humidity, air quality, noise level, and intensity of light) that, taken as a whole, create an atmosphere that may evoke a distinct feeling or mood. Ambience as a marketing strategy is increasing rapidly in most industry. Kim (1998) equally noted ambience conditions that affect perceptions of human responses to the environment to include: background characteristics of the environment such as temperature, noise, music, scent, and lighting. Good office lightening with background music could positively influence employees in carrying out their job.

### **Good Working Relations**

According to Indeed editorial team (2021) working relationships are the connections formed with coworkers, colleagues and managers in the workplace, stressing that all jobs require interaction with others at some point. Good working relationships can help employees collaborate better, like the sales team and create a positive workplace atmosphere, ensuring good teamwork and productivity. Indeed editorial team identified the following multiple reasons building strong work relationship: effective team work, improve morale in work place, increase productivity and work satisfaction, as well as improve personal growth. Emphasis was placed on communicating often, being consistent and trustworthy, avoiding gossip, supporting fellow team members, remaining positive in interactions and knowing company guidelines.

### **Office Equipments**

Office equipments and furniture comprises of desks chairs, the filing system, computers, drawers, etc. All these components have a specific role to play in the proper functioning of any office and the productivity and the efficiency of the employees. More so, workers today are working with technology advancement as such in buying office furniture ensure whether it is ergonomic or not. Ergonomics of office furniture is important because an employee has to work with them for the entire time that he/she is on office, and if they are uncomfortable and not user friendly, their working style and efficiency gets hampered considerably, in turn affecting the overall organizations. Non-ergonomic office furniture can also lead to health problems of employees, which again has an adverse effect on the productivity. Ergonomic office furniture ensures that each employee gets well with the things around him, like desks, chairs, computer alignment and even environmental factors. If the employee is uncomfortable due to any reason, his work is bound to get affected. If all factors surrounding the employee are ergonomically correct, then the employee will be comfortable and remain motivated to give his best. For instance, secretary's office furniture like desks can be designed to give greater leg room and adequate support to the elbows while working on the computer. The positioning of the computer monitor and the mouse should also be adequate, so that the user does not have to strain his vision to view and stretch uncomfortably far to reach them.

### **Theoretical Review**

Employees' productivity has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on 'Works, Wages and Profits' in 1913. This study indicates that the success of any organization largely depends on the motivation of its employees and built on goal setting theory.

### **Goal-Setting Theory**

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior productivity. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005). No doubt, employee productivity is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas & Yaqoob, 2009). Productivity is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012). Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work productivity, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

### **Empirical Review**

Haneen, and Khaled, (2017) investigated the influence of work environment on job performance. An engineering company was taken as a case study with a sample size of 85 employees. A quantitative methodology implying a cross sectional survey was used to satisfy the study objectives in addition to the literature review. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and colour; space and employers' satisfaction. The collected data was analysed using (SPSS, Version 22). Findings revealed that the situational constrains constituted of factors such as noise, office furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. It was suggested that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job, thus, increasing the employers' satisfaction.

Sarode, Shrrsath, and College, (2012) carried out study on the factors affecting employee work environment and it's relation with employee productivity, and noted that the quality and quantity of work generated by employees are influenced by the work environment while poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction. This study described some elements of the work environment that can impact on employee productivity and addressed lighting, noise, color, and air quality. furniture and equipment as the key physical factors in the organization. Attention was paid the four factors of the work environment that has impact on employee productivity that are: lighting, noise, color, and air quality. All of these factors cannot be treated separately, as they connect with each other. The work environment plays a very

important role if the organization would like to maintain better productivity as many employees spend most of their time on generating activities in the organization.

Mohan, and Lone, (2017) examined the impact of perceived work environment based on employees' job satisfaction. The study investigated the relationship between job characteristics and personnel which are interlinked with job satisfaction. The data was collected based on 280 employees of a business organisation. The results identify the organisational climate and component significance in predicting job satisfaction among employees. The analysis helped in understanding and gathering significance knowledge of perceived work environment which is being suggested and recognised as one of the significant and most important ways in which job satisfaction among the employees can be implemented providing them with numerous opportunities of professional development. The study also helped in contributing to knowledge and understanding the determinants that will provide improvement in job satisfaction as well as developed economy.

## METHODOLOGY

Our study adopted the use of descriptive design undertaken to ascertain and be able to describe the characteristics of the variable of interest in a situation (Kothari, 2008). (Orodho, 2004) contends that, to produce information that is of interest to policy makers even in business descriptive design is helpful. This involved collection of information by administering questionnaire and interviewing a sample of individuals. The descriptive study was on a total of 400 persons made up of male and female staff of Coca-cola Bottling Company Port Harcourt sampled for the study via non probability judgmental sampling technique. This technique was used since the study units were selected at the researcher's discretion.. The Yaro Yamen's statistics was used to determine the sample size for the study. The research instrument used was questionnaire for the generation of primary data and secondary data generated from (internet, published books and journals). The degree of reliability of the questionnaire was based on adoption of test-re-test method. Data obtained were subjected to reliability test via Product moment correlation coefficient statistics arriving at 0.85 a coefficient considered reliable enough. The questionnaire was self-administered to the selected staff. Data collected were collated and subjected to statistical analysis. The researchers used mean and standard deviation to analyze the research question, and Z-statistics to test the study hypothesis as to indicate whether or not there is a significant relationship between work environment and employees job performance in Coca-cola Bottling Company Port Harcourt. The Z-statistics formula given as:

$$Z = \frac{\chi^2 - \chi^2_1}{\sqrt{\frac{S^2_2 - S^2_1}{n_2 - n_1}}}$$

Two categories of respondents to the items in the research instrument were considered

**Group 1** - 250 Male Employees of Coca-cola Bottling Company Port Harcourt

**Group 2** - 150 Female Employees of Coca-cola Bottling Company Port Harcourt

## Research Question:

To what extent does employees work environment enhance increase in productivity of Coca-cola manufacturing firm in Port Harcourt?

**Table 4.1:** Employees Work Environment Versus Increase in Productivity of Coca-cola Bottling Company in Port Harcourt.

Work Environment	Level of Acquiescence					Total No (n)	Mean ( $\bar{x}$ )
	SA	A	N	D	SD		
Office Layout	107	79	14	35	15	250	3.91

	78	52	5	10	5	150	4.25
Air Conditional Office	128	67	15	30	10	250	4.09
	70	60	3	10	7	150	4.17
Ambience Condition	140	60	5	30	15	250	4.12
	82	58	2	5	3	150	4.41
Good Working Relations	129	61	10	40	10	250	4.04
	77	53	5	10	5	150	4.25
Office Equipments	112	88	15	28	7	250	4.08
	65	55	7	13	10	150	4.01

**Source:** Survey Data, 2022

$X_1$  = Male responses  $X_2$  = Female responses

The standard reference mean rating of the five-point Likert scale rating is 3.0. Table 4.6: above shows that the mean ratings of all the attributes measured are greater than 3.0 therefore, are all considered in the analysis of hypothesis three. Also, the associated standard deviations are small which indicates homogeneity in the responses of the respondents.

**Table 4.2:** Calculation of Sample Means and Standard Deviations

$X_1$	$X_2$	$X_1^2$	$X_2^2$
3.91	4.25	15.2881	18.0625
4.09	4.17	16.7281	17.3889
4.12	4.41	16.9744	19.4481
4.04	4.25	16.3216	18.0625
4.08	4.01	16.6464	16.0801
20.24	21.09	81.9556	89.0421

$$\begin{aligned} \bar{X}_1 &= 4.05, & S_1^2 &= 0.0068, & S_1 &= 0.082 \\ \bar{X}_2 &= 4.22, & S_2^2 &= 0.021, & S_2 &= 0.145 \end{aligned}$$

### Test of Hypothesis

$H_{01}$ : There is no significant relationship between work environment and employees job performance.

$$\text{i.e. } \bar{X}_1 = \bar{X}_2$$

$H_{a1}$ : There is significant relationship between work environment and employees job performance.

$$\text{i.e. } \bar{X}_1 \neq \bar{X}_2 \quad (\text{a two-tailed test})$$

test statistic: Sample size is large, Z – approximation of t-test is appropriate

calculation of Z – value applying the formula:

$$\begin{aligned} Z &= \frac{\bar{X}_2 - \bar{X}_1}{\sqrt{\frac{S_2^2}{n_2} + \frac{S_1^2}{n_1}}} = \frac{4.22 - 4.05}{\sqrt{\frac{0.021}{150} + \frac{0.0068}{250}}} \\ &= \frac{0.17}{\sqrt{0.00017}} = \frac{0.17}{0.013} = 1016.75 \end{aligned}$$

From the t-table, at a level of significance of 0.05 and a degree of freedom of 398, the value of Z for a two-tailed test is 1.960. Decision:  $Z_{\text{cal}} > Z_{\text{tab}}$ , reject  $H_{01}$ .

The tabular presentation of the Z-test of the influence of work environment on employees performance of coca-cola bottling company in Port Harcourt is depicted below:

Table 4.3: Z – Test the of the Influence of Work Environment on the Employees Performance of Coca-Cola Bottling Company in Port Harcourt

Group	Mean	N	Std.dev	Df	Std err	Z-cal	Z-tab	Decision.
-------	------	---	---------	----	---------	-------	-------	-----------

Female (X <sub>1</sub> )	4.05	250	0.082	398	0.0002	1016.75	1.960	Reject H <sub>01</sub>
Male (X <sub>2</sub> )	4.15	150	0.129					

### Discussion of Findings

From table 4.1 the male respondents indicated a mean response of 3.91 while the female respondents indicated a mean response of 4.25 on office layout influencing increase in productivity of the bottling company. On air conditional office, the male respondents indicated a mean response of 4.09, while the female respondents indicated a mean response of 4.17. Again, the male respondents' subscribed to a mean response of 4.12 while the female respondents subscribed to a mean response of 4.41 to ambience condition influencing increase in productivity of the bottling company. On good working relation male respondents subscribed to a mean response of 4.04 while the female respondents subscribed to a mean response of 4.25. The male respondents subscribed to mean response of 4.08 on office equipments enhancing employees productivity of the Coca-cola Bottling company while the female respondents subscribed to mean response of 4.01

### CONCLUSIONS

Our study on work environment and employees job performance noted that the office layout, practical décor, air condition office, ambience, good working relations, and office equipments eventually helped enhance workers' experiences, particularly the secretary and sales force and necessitate improved efficiency, Our study equally maintained that conducive physical working environment enhances employee performance. Our study strongly held that the identified work environment factors notably, the office layout, air conditioned office, and good ambience, good working relations and office equipments are significant to employees productivity. However, all of these factors cannot be treated separately, as they connect with each other. The work environment plays a very important role if the organization would like to maintain better productivity as many employees spend most of their time on generating activities in the organization.

### RECOMMENDATIONS

Based on the findings of the study, the following recommendations are put forward:

1. It is recommended that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job, thereby increasing the employers' satisfaction and productivity.
2. Organizations should consult, and even employ ergonomic experts that advice people on how to improve their office ergonomics and what type of furniture would be suitable to make the ergonomics of a work place better, since having ergonomic office equipments/furniture reduces the chances of any risk injury. They are designed in manner that makes them safe to be had around and also reduce the possibility of any accidents in the work place. And offices should regularly be properly arranged for work to be efficiently done.
3. Employees particularly secretaries and the sales force should be highly motivated providing them conducive work environment, good office layout, well air conditioned, with necessary office equipment to improve performance and allow staff work more efficiently.
4. There should be productivity appraisal system in place to reward high performing employees in terms of promotions, compensation and other benefits to encourage hard work, helps in keeping employees satisfied and in turn increases productivity.

5. Companies should be well equipped with appropriate office communication equipments like phones, fax machines and computers to save staff from traveling to meet with others, making sales calls and allows quick sharing of information in the organization.

## REFERENCES

- Amoabi, Y. K. and Caleb, C. B. (2009). physical environment: the value of customers in service firms. *Journal of marketing*, 83, 55-70
- Burke, A. (2000). The challenge of seating selection. *Ergonomic Supplement*, 69 (4), 70- 72. Retrieved: May 14, 2003, from ABI/Inform database.
- Chukundah, T.T.; Abadom, S. & Ikechi, P.O. (2018). Effect of store ambiance on patronage of shopping malls: A study of Everyday supermarket, Port Harcourt. *International Journal of innovations in Social Sciences, Arts and Management*, 8 (1), 158-166.
- Dowling, P. J, (1994). *International dimensions of human resource management*, 2nd edition, California, Wadsworth.
- Gilhooley, M.J. (2002). Green Green Grass of Work. *Facilities Design and Management*, 21(9), 26-29. Retrieved: March 19, 2003, from ABI/Inform database.
- Haneen, O. & Khaled, A. (2017).The influence of work environment on job performance: A case study of engineering company in Jordan, *International Journal of Applied Engineering Research* 12 (24), 11-23.
- Hogan, J. &Holland, B. (2003). "Using Theory to Evaluate Personality and Job Performance Relations: A Psychoanalytic Perspective." *Journal of Applied Psychology* 88 (1), 100-112.
- Keeling, B.L. & Kallaus, N.F. (1996). *Administrative Office Management*. 11th. ed., International Thompson Publishing, Ohio.
- Kim, J., Kim, M. & Lennon, S., (2009). Effects of web site atmospherics on consumer responses: music and product presentation. *Direct Marketing: An International Journal*, 3(1), 4 - 19
- Mohan, H. & Lone, Z. (2017).The impact of perceived work environment based on employees' job satisfaction.*International Journal of Multidisciplinary Educational Research* ISSN:2277-7881; 1(2), 10-22.
- Nwokah, N.G. (2007). *Salesmanship principles*. Owerri, Avan global press.
- Sarode, A.P., Shrrsath, M. & College, M.J. (2012). The Factors Affecting Employee Work Environment and It's Relation with Employee Productivity, *International Journal of Science and Research (IJSR) ISSN (Online):* 3 (11), 43-56.