Work Environment and Employees' Performance: Empirical Evidence of Nigerian Beverage Firm

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Abstract: The study focused on the relationship between work environment and employee performance in Intercontinental Distiller Limited. The objective of the study is to examine the relationship that exists between physical workplace setting and job satisfaction of employee. Also, examine the effect of work system on employee effectiveness.. Survey research design was adopted in this study. 132 copies of questionnaire were returned and valid for the analysis of stated hypotheses. Pearson Product Moment Correlation (PPMC) and Simple Regression analysis were adopted to test the relationship among variables. The physical workplace setting correlate with job satisfaction at a value of r = 0.813 while work system significantly affects employees' effectiveness at value of r^2 =0.870. The results showed a strong relationship of physical workplace setting and job satisfaction in beverage firm in Ado-Odo. Work system significantly affects employee effectiveness. The study recommends that management should place more importance to employees' safety by providing necessary facilities conducive for work environment.

Keywords: Physical work setting; Work System; Job satisfaction.

JEL Classification: M10

1. Introduction

The environment is man's immediate surrounding which they manipulate for his existence. Wrongful manipulation introduces hazards that makes the environment unsafe and impede human existence. The workplace entails an environment in which the employee performs his work assignments while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010, p. 250). Physical environment affects how employees in an organization interact,

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perform tasks, and are led. Physical environment as an aspect of the work environment has directly affected the human sense and subtly changed interpersonal interactions and thus employees" commitment (Ajala, 2012, p. 141). This is so because the characteristics of a room or a place of meeting for a group have consequences regarding employee's commitment 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. 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). Every organization wants to have employees with the necessary skills for achieving its organizational needs, employees who are committed to organization and have high performance. Therefore any organization competing for the best employees, need to do something to attract potential employees. One of the things that can be done to attract potential employees is to establish a pleasant working environment. According to Jain and Kaur (2014, p. 1), workplace environment involves all the aspects which act and react on the body and mind of an employee. A rested mind is a catalyst for employee performance. Work system policies form part of the work environment that can motivate employee on the job, help to tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities (Cynthia, 2015; Dae & Myungweon, p. 328). According to Nadler and Gerstein (1992, p. 195), a work system is characterized as a way of thinking. It can play an important role in strategic human resource management by helping to achieve a fit between information, technology, people and work. Also, provide the means for creating a performance culture. A congenial work environment minimizes fatigue, monotony and boredom as well as maximizes work performance. Workplace environment is one of the comprehensive concepts because it includes aspects of physical, psychological and social working conditions which beverage industry exist. According to National Bureau of Statistics (2017), the beverage industry in Nigeria is dominated by the bottlers for some of the key global brands. This industry grew by 8.74% in the third quarter of 2017 with 0.86% of the real GDP which was significant.

 The beverage firm of focus is Intercontinental Distillers Limited. This firm seeks many experienced and qualified employees from rival firms, with an offer of a better salary and compensation package. Although compensation package is one of the extrinsic motivation tool (Smith, 2011) it has a limited short term effect on employees commitment and morale. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Ajala (2012) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment. As suggested by Cynthia (2015), in the

twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their performance through improving the performance level of the employees. It is against this backdrop that a study of this kind is imperative in the beverage firm in Ogun State, Nigeria.

In the past couple of decades, a number of empirical studies have investigated the work environment (Mike, 2010, p. 250; Ajala, 2012, p. 141; Smith, 2011; Al-Hamdan, Manojlovich & Tanima, p. 103), and its relationship with retention outcomes (Salau, 2017; Asigele, 2012), organizational performance (Chandrasekar, 2011, p. 20; Alam, Sameena, & Puja, 2012, p. 32).

Empirical research on work environment has examined at least two major issues; Firstly, a number of empirical studies on work environment factors (Cynthia, 2015; El-Zeiny, 2013, p. 12). These studies have primarily examined the different factors and detailed process of work environment. The second group of studies focused on direct effect of work environment components on performance (Dixit & Bhati, 2012, p. 34; Hafiza, Shah, Jamsheed & Zaman, 2011, p. 198; Hope, Obianuju & Chibuzoh, 2017, p. 111).

Despite the growing empirical studies on work environment and employees' performance, it is worth noting that besides the employees' productivity in terms of output measure, other aspects of employee performance such as job satisfaction, employee's effectiveness, employee's commitment and morale are not equally treated as important variables. Hence, very limited studies have paid attention to these measures. Thus, a significant part of work environment literature has strongly emphasized the contributions of work environment (Smith, 2011; Salau, 2017). Therefore, this study will fill the gap identified above by investigating the effects of work environment on employees' performance in the beverage industry within Nigerian context.

The main objective of the study is to examine the effects of work environment on employees' performance in Intercontinental Distiller Limited. The specific objectives are to: (i)- examine the relationship that exists between physical workplace setting and job satisfaction of employee. (ii)- examine the effect of work system on employee effectiveness.

In order to achieve the objectives of this research study, the research study attempts to provide answers to the following research questions:

- What is the relationship between physical workplace setting and job satisfaction of employee.

- To what extent have work system influenced employee effectiveness.

1.1 Research Hypotheses

H$_{O1}$: Physical workplace setting does not play any significant relationship in enhancing job satisfaction of employee.

H$_{O2}$: Work system has no significant effect on employee effectiveness.

2. Literature Review

2.1.1 Work Environment

Work environment consciously involves the process of ensuring quality of life, improving the degree of satisfaction derived from the work itself, providing opportunities for growth, creating safe and healthy workplaces, increasing creative and critical use of work system initiatives leading to workers effectiveness (Salau. 2017). Kohun (2012) defined work environments as the forces that are currently and continually influencing performance, motivation and employment relationship. Work environment comprises a total network of inter-relationship existing among the stakeholders and the environment in which they operate. Hope et al., (2017) posited that work environments impact not only the commitment, satisfaction, aptitude, and performance but also have long-term effect on employees' health and employment continuity. Interestingly, work environment focuses on working hours, working space, equipment and facilities which are components of physical work environment (Salau, 2017) compensation packages, training, job security, job enrichment, organisational culture and change, staffing functions aliening with work system, promotion, among others (Kohun, 2012; Al-Hamdan, Manojlovich & Tanima, p. 103). All of these serve as basis for attaining maximum productivity.

Work environment significantly contribute to increased staff performance (Hafiza et al., 2011, p. 198). Over the last decades, physical work environment and work system have become complex due to the changes in several factors such as the social environment, information technology and work processes (Hashim & Mahmood, 2011, p.15; Hope et al., 2017, p. 111). According to Cynthia (2015), where workers are mentally and ardently fit, their passion to work will be enhanced and their performance outcomes will ultimately be amplified. Kohun (2012) also stated that a proper workplace environment reduces absenteeism and as a result strengthens employees' satisfaction. Research indicated positive reactions to an enabling work environment strategies such as the work processes, job designs, environment and facilities design (Jain & Kaur, 2014, p. 8).

2.1.2 Classification of Work Environment

Work environment are grouped into two; Internal environment and External environment. According to Jain and Kaur (2014) viewed external work environment as a result of factors such as custom and laws of the community within which the

business operates. It includes the weather condition and policies outside the work environment. Mbah and Ikemefuna (2012) argued that external work environment are factors such as political awareness, socio-economic issues, technology, and legal context which have direct and indirect influence on the organisation and environment at large.

The Internal work environment is seen as the environment that focuses largely on the operations of the organisation. Mohsan (2012) asserted that the internal work environment consists of the work system, buildings, furniture, layout, as well as the physical conditions under which employees operate. The internal work environment largely focused on the determination of specific goals and objectives aimed at fulfilling the mission. Objectives are normally focused on performance and could specify desired achievements. Importantly, organisations continually evaluate the changes that are needed to achieve the objectives and goals. Some strategies relate to areas such as improving the physical workplace setting, procedures for work overtime which contribute to employee retention, creating and developing workable system in enhancing effective workforce (Salau, 2017). The Physical work setting and work system are key components of work environment that leads to employee performance.

2.1.3 Physical Work Setting

A physical work environment can result a person to fit or misfit to the environment of the workplace and it is also known as an ergonomic workplace. There are some factors of physical work environment which help employees to perform their job more effectively and which leads to enhance their job satisfaction, such as lightings, the floor configuration, office layout and also the furniture layout (Lankeshwara, 2016, p. 47; Al-Hamdan, Manojlovich & Tanima, p. 103).

According to the Vischer (2007), physical work environment is one of the most important factor which influences on work performance. Evidence accumulated that the physical work environment in which people work affects both job performance and job satisfaction. Okiki (2013) explained that if employees dissatisfy with their working environment and once the employees become stressors at the work place, the employees tend to do thei2.3 r work very slowly. This will directly affects for the employees performance and as well as for the overall productivity of the organization. According to Lankeshwara, (2016), employees affect by the environment of the place they are working and by having a good environment, the employees could apply their energy and their full attention to perform work. Thus, to ensure employees' satisfaction and workplace performance, organisations must provide a suitable environment that is noise free (Hope et al, 2011, p. 113), adequate office spaces (Salau, 2017), appropriate work tools and furniture (Odunlade, 2012). Organisations are expected to identify areas where there is poor ergonomics workstation that contribute to stress outcome such as employees' dissatisfaction,

poor performance, complaints and perhaps, intention to quit the organisation as a result of stress (Okiki, 2013, p. 8).

2.1.4 Work System

Armitage and Keble-Allen, (2007) stated that work systems facilitate employee involvement, skill enhancement and motivation. Work System is generally associated with work practices that raise the levels of trust within workplaces and increase workers' intrinsic reward from work, and thereby enhance organizational commitment. They define work system as a way of organizing work so that front-line workers participate in decisions that have a real impact on their jobs and the wider organization. Godard (2004) suggested that work systems are based on both alternative work practices and high-commitment employment practices. Armitage and Keble-Allen (2007) indicated that people management basics formed the foundation of working system and they identified three themes underpinning the Work System concept. Firstly, an open and creative culture that is people-centered and inclusive, where decision taking is communicated and shared through the organization. Secondly, investment in people through education, training, loyalty, and flexible working. Lastly, measurable performance outcomes such as benchmarking and setting targets, as well as innovation through processes and best practice. A work system is described as an internally consistent and coherent management system that is focused on solving operational problems and implementing the firm's competitive strategy (Godard, 2004; Min, Ying & Mary, 2019, p. 28). They suggested that such a system is the key to the acquisition, motivation and development of the underlying intellectual assets that can be a source of sustained competitive advantage.

2.1.5 Employee Performance

Employee performance is an assessment of the efficiency and effectiveness of a worker or group of workers (Jalal, 2016, p. 61). In actual terms, employee performance is a component which directly affects the company's profits (Obdulio, 2014, p. 17). Performance may be evaluated in terms of job satisfaction an employee had on specific job role over a period of time. The performance of a given worker will be assessed relative to job description set out for employees doing the same work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Jalal, 2016, p. 61). As the success of an organization relies mainly on the performance of its employees, therefore, employee performance has become an important objective for businesses (Sharma & Sharma, 2014, p. 595). Studies have focused on one or two ways to measure employees' performance and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess this performance. According to Sharma and Sharma (2014), employee performance is based on the amount of time that an

employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker performance. Obdulio (2014) indicated that employees' performance can be evaluated in terms of effectiveness of an employee in executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee's job description.

According to Sharma and Sharma (2014), higher performance results in economic growth, higher profitability, and social progress. It is only by increasing performance, employees can obtain better wages/ salaries, working conditions and larger employment opportunities. Jalal (2016) also demonstrated that the alignment of functioning work system to employee productivity is a key contributor to the success of an organization. This alignment as a result would motivate and inspire employees to be more creative, and this ultimately can improve their performance effectiveness to accomplish organizational goals and objectives (Obdulio, 2014, p. 14).

The above discussion has clearly discussed the concept of employee performance as it relates to job satisfaction and employees' effectiveness which are key determinants of overall organizational success.

2.1.6 Job Satisfaction

According to Dixit and Bhati (2012), job satisfaction is an affective and emotional response to various facets of one's job. Hafiza el al., (2011) describes it as being an emotional response that results from the employee's perceived fulfillment of their needs and what they believe the company to have offered. Even though in recent times researchers have tried to replicate current theoretical footings of job satisfaction, Jain and Kaur (2014) definition which happens to be one of the initial definitions of this model is still the most cited. They defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job (Jain & Kaur, 2014). In general, most definitions cover the emotional feeling an employee has concerning their job. This could be the job in general or their attitudes towards specific features in the physical work setting, such as: their colleagues, salary or working conditions (Hope et al., 2017, p. 15).

2.1.7 Work Environment and Employee Performance

Studies have been carried out on work environment as a factor that determines employee performance **(**Lankeshwara, 2016, p. 47**).** In their studies, Jain and Kaur (2014) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, social needs and their need to stay in the organization. They also analyzed the impact of perception of work

environments on employee commitment and turnover in the organization. They concluded that if the employees are provided with enabling work environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate. Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity. Mohsan (2012) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance. Hafiza et al. (2011) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. According to Mbah and Ikemefuna (2012), in their study "effects of working ability, working condition, motivation and incentive on employees multi-dimensional performance" found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

2.2 Theoretical Framework

This study is anchored on Theory of Work Adjustment (TWA) developed by Dawes and Lofquist at the University of Minnesota, 1984. The theory describes the relationship that exists among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. The environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the workplace environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements (Dawes & Lofquist, 1984). The degree to which the requirements of both are met is called correspondence. This is why TWA is also known as Person–Environment Correspondence Theory. The forgoing has implication for this study. Where employees perceive some factors in the physical workplace environment as unconducive, then such environment may be construed as being unhealthy and unsafe. Hence, for an environment to be perceived as conducive, the Person-Environment relationship must be corresponding (i.e. the requirement of person and environment must be met). Where there is a lack of correspondence means that commitment may be affected. These further shows the need for empirical probing into the various gaps identified in this review.

3.   Methodology

The study employed survey research design. This design was used because it gives greater room to study the subject matter and ensures that inferences can be made about some characteristic attitude or behavior of the population in the study. To achieve this research objective, this study focused on the employees of Intercontinental Distiller Limited in Ota, Ogun State which comprise of the managerial and non managerial staff. The managerial staff comprise of the heads of various department, while the non managerial staff comprise of employees of the operations and marketing departments.

The population of this study was 178 employees of Intercontinental Distiller Limited in Ota, Ogun State and a convenient sample size of 178 was chosen. The questionnaire comprised of two sections, the demographics of the participants and the section regarding the antecedents of work environments and employees' performance. Work Environment was measured using items adapted from studies of Mowday and Porter (1979). The study adopted items from previous study (Adeniji, 2011) who successfully used survey questionnaire to measure job satisfaction levels while employee effectiveness was measured by 5 items adapted from the works of Agarwala (1978).

The study used a 5–point Likert Scale, weighted 1-5: Strongly Disagree (SD), Disagree (D), Undecided (UD) Agree (A) and Strongly Agree (SA). The research instrument was subjected to face validity. Senior university academics specializing in business environment and organizational behavior validated the instrument. Relevant research literature was used for the content validity of the study. Cronbach's coefficient alpha was used to determine the internal consistency and reliability of the multiple item scales. The alpha value for the construct indicates that the items that formed them had reasonable internal consistency reliability of 0.967. Hence the instrument is considered appropriate for the study (George & Mallery, 2003). The data for the study was analysed using the Statistical Packages for Social Sciences (SPSS). The hypotheses were tested with simple regression and Pearson's Product Moment Correlation Coefficient analysis.

4.   Results and Discussion

A total number of 132 questionnaire copies were filled, returned, and usable for the study which represents a return rate of 73.8% while 47 were rejected due to large unfilled parts.

H_{01}: Physical workplace setting does not play any significant relationship in enhancing job satisfaction of employee.

Table 1.1 Result for the relationship between Physical workplace setting and Job satisfaction

		Physical Work Setting	Job satisfaction
Physical Work Setting	Pearson Correlation Sig. (2-tailed) N	1 132	.813 (**) .000 132
Job satisfaction	Pearson Correlation Sig. (2-tailed) N	.813 (**) .000 132	

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

Source: Field Survey, 2018

Interpretation of Results

From the hypothesis test table 1.1, physical workplace setting was shown to have a significant positive relationship with job satisfaction with the correlation coefficient of 0.813 which is very high and probability value of 0.000 (p-value < 0.01) which is less than the significant level at 0.01, 2-tailed test. Based on this result, the research hypothesis which states that, Physical workplace setting does not play any significant relationship in enhancing job satisfaction in Intercontinental Distiller Limited is therefore rejected.

The findings of this study revealed that there exist a strong positive correlation between physical workplace setting and job satisfaction. The implication of this is that, any improvement in the physical workplace environment of the organization will lead to improvement in job satisfaction. That is, as management improves the conditions of office environment, workplace designs, noise free environment communication network, the employee will have the feeling that the organization is not only concern over profit making but also on the health and safety of its employee and this will increase employee satisfaction, eventually improve employee performance and ultimately organizational performance. This result is consistent with the previous findings of Ajala (2012) which stated that workplace features and good communication network at workplace have effect on worker's welfare, health, efficiency, and productivity. Similarly, Asigele (2012) found that, the working environment elements have a significant effect on the performance of health providers in the Reproductive and Child Health unit.

H_{02}: Work system has no significant effect on employee effectiveness.

Table 1.2 Result for the relationship between Work system and Employee effectiveness

	Model One	R^2	Adjusted R^2	D.W	Sig. value
Dependent variable: Employee effectiveness	$y_{1=} \alpha_0 + \beta_1 x_1 + \mu$	0.870	0.861	1.810	0.000
Independent variable: Work system	There is a direct, positive and high impact of work system on employee effectiveness therefore we fail to accept the null hypothesis since our estimates are statistically significant.				

Source: Field Survey, 2018

Interpretation of Results

The result from Table 1.2 reveals the extent to which a change in employees effectiveness can be explained by work system which is 87%. From the table, R square = 0.870 at 0.000 significance level which denotes a high predictive ability of the model. This implies that work system significantly affects employee effectiveness of Intercontinental Distiller Limited. It is evident from the table that work system affects employee effectiveness. This finding is similar to the outcome of Srilekha (2010). Muchiti & Gachunga, (2015) asserted that performance loss, absenteeism and high turnover rate are the organizational results of work system. Therefore, organizations that truly support work system policies will reduce job related stress, encourages vacations and reduces family work conflict. The implication of this is that it promotes job effectiveness which will reflect in their daily work-life activities.

5.   Conclusion and Recommendations

The researcher concludes that, work environment plays pertinent role in improving employee performance in organizations. Since money is a short term motivator in encouraging job satisfaction required in today's competitive business environment (Ajala. 2012, p. 141).

Based on the findings, these recommendations are made; Management of organizations should place more importance to employee health and safety by providing necessary facilities that are conducive for work environment, and take actions for employee welfare. This will encourage employees' job satisfaction and create personal goals that align with organizational goals thus drive the organization to peak performance. Managers and supervisors of organizations should periodically evaluate the work environment which includes the physical work environment. An intense review of existing relevant policies should be undertaken in order to clarify

meanings and remove ambiguities where needed; a more inclusive notion of work system for all organizations should be promoted and the scope of policies should be extended where appropriate. In order to achieve a successful work system, policy formulators must ensure that formal work system policies are consistent with employees' actual experience. Furthermore, the unsupportive work-life cultures such as long working hours that exist in Intercontinental Distiller Limited Ado-Odo Ota, Ogun State should be discouraged. For successful work system initiatives, there must be full management support therefore management should provide a working environment for employees' that supports high performance work system.

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