

Effects of Physical and Social Environments on Staff Productivity in the Ebonyi State University: A Study of the Academic Staff

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Abstract

This study “Effects of Physical and Social Environments on Staff Productivity: A Study of the Academic Staff of the Ebonyi State University, Abakaliki”; was conducted to determine the extent to which comfortable offices improved the performance of workers in the Ebonyi State University; to ascertain the extent to which well-ventilated lecture halls entice lecturers to frequently teach students in the Ebonyi State University; to determine the extent to which a friendly relationship with co-workers improved the performance of workers in the Ebony State University. The Dual-Structure of Motivation Theory propounded by Fredrick Herzberg in 1959 was adopted for the study. Simple Random Sampling technique was used to select the targeted population. A Descriptive Survey Design was used with questionnaire as an instrument of data collection. The hypotheses of the study were tested using the Chi Square formula. The result showed that the provision of comfortable offices to academic staff of the Ebonyi State University helped in the improvement of their work performance and that well ventilated lecture halls entice lecturers to frequently teach the students in the Ebonyi State University. The implication of the findings entails that good work environment improved workers performance in the Ebonyi state university. Finally, it was recommended that there is need for the establishment of more offices to accommodate all the academic staff, the Management and the state government should ensure that all the lecture halls are well ventilated.

Keywords: Work Environment, Social Environment, Motivation, worker's Performance, Worker's Productivity

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I. INTRODUCTION

Humans are influenced by certain activities around their habitat or work environment. A work environment can be identified as the place that one works, which means the milieu around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. Hay (2017) contends that work environment include a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed, organized offices and work areas make significant differences to how people feel about their work. A bad social work environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Murlis, 2017).

A satisfied, happy and hardworking employee is the biggest asset of any organization. An effective social environment encourages happier employees with their job that ultimately influence the growth of an organization as well as the economy. Lambert et al. (2018) found that environmental factors are an important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, good offices and relation with co-workers are the very important factors. Creating a better and higher performing workplace requires an awareness of how workplace impacts behaviour and how behaviour itself drives workplace performance (Armstrong & Murlis, 2007). People work individually and interact with others and this requires different workplace solutions (Chandrasekar, 2011).

Management's new challenge is to form an environment that attracts, retain and motivate its workforce. The responsibility lies with managers and supervisors at all levels of the organization. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential. The work environment affects employee morale, productivity and engagement-both positively and negatively. In an effort to motivate workers, firms have put into practice a number of

activities such as performance-based pay, employee involvement, recruiting agreements, good working environment, practices to help balance work and family life as well as various forms of information sharing, (Chandraseker, 2011).

Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business. It is the quality of the employee's work environment that most impacts the level of employee's motivation and subsequent performance. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Hughes, 2007). Therefore, most government organizations are making all possible efforts to make work environment more comfortable, safe and healthy. The workplace environment impacts employee morale, productivity and engagement both positively and negatively. Comfortable office design motivates the employees and increases their performance to a large extent.

According to Abdulla et al. (2010), environmental factors represent the immediate job environment that contains skills required to perform a job, authority, autonomy, relationship with supervisors and co-workers and other working conditions. It is important for the employer to know how the work environment impacts greatly on the employee's level of motivation and performance. A well-designed office signals the values and objectives of the organization and the use of design in office interior communicates organization values and identity. Office design therefore should be one of the factors affecting employee's productivity. It's therefore important to find out if employees' health can directly or indirectly disturb their work performance or productivity. So, it is necessary to study the impact of social work environment in an organization on the productivity of its employees. Brill (1992) estimated that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity.

Statement of the Problem

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. Notwithstanding this, the environment in the workplace of most governmental organizations/ public companies (Ebonyi state university) happened to be insecure and harmful to one's health. These comprise 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 ailments and it influences workers' productivity negatively. Meanwhile, it is the value of the work environment that influences greatly on the quality of worker's inspiration and productivity.

There is important evidence that productivity advancement in government organizations has not kept pace with the growths discovered in the non-governmental sectors. The difficulty is that encouraging local workers is not an easy task in the midst of poor working environment. Government employees have a status for sluggishness and indolent due to their poor social work environment 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". It requires a completely diverse method than what was used some years back to retain and motivate workers currently. Workers' wellbeing and confidence are regularly consistent with respect to efficiency in the work environs. There is important evidence that productivity advancement in governmental organizations has not kept pace with the growths discovered in the non-governmental.

The above situation can adversely affect the productivity of Ebonyi state university and for that matter needs immediate attention. Given the above expositions, the study intends to provide answers to the following questions;

1. To what extent do comfortable offices improve the performance of workers in Ebonyi state university?
2. To what extent do well-ventilated lecture halls encourage lecturers to frequently teach students in Ebonyi state university?
3. How can friendly relationship with co-workers improve the performance of workers in Ebony State University?

Objectives of the Study

The broad objective of the study was to ascertain how physical and social environments affect the academic staff in productivity Ebonyi State University, Abakaliki. However, the specific objectives included:

1. To determine the extent to which comfortable offices can improve the performance of workers in Ebonyi state university
2. To ascertain the extent to which well-ventilated lecture halls can encourage lecturers to frequently teach students in Ebonyi state university

3. To find out how friendly relationship with co-workers can improve the performance of workers in Ebony state university.

II. Conceptual Review

Environment

Different attempts have been made by scholars, institutions and agencies to define the concept of environment. Oxford Advanced Learners Dictionary by Hornby (2005) defined environment as “the natural world in which people, animals and plants live”. Kwakfwaan and Gwang (2011) defined the environment as “a consideration of the properties and the interplay of all the elements that make up the earth- the hydrosphere, the biosphere, the lithosphere, and the atmosphere. They concluded that the environment include water, air, land, physical properties and the interrelationships that exist among and between them and human beings, other living creatures, plants and microorganisms. Thus, the environment is the sum total of all physical, biological and ecological factors. According to Yavyar and Tyav (2013), environment refers to the “sum total of all conditions that surround man at any point in time on the earth’s surface”. Ityavyar and Tyav (2013) asserted that the term “environment could be perceived as “the aggregate of external conditions that influence the life of an individual or population, specifically the life of man and other living organisms on the earth’s surface. Therefore, environment could be perceived as “the aggregate of external conditions that influence the life of an individual or population, specifically the life of man and other living organisms on the earth’s surface. Ityavyar and Tyav (2013) defined environment as the “totality of space, time and socio-cultural settings of man and other living organisms therein”. Sonowal (2009) argued that the environment is an interactive entity and could be cited as the other side of life in the sense that the very basic support system for life is provided by environment only, in one way or the other. Osuntokun (1997) in Waila and Tini (2011) see environment as the “sum total of all external condition which may act upon an organism or community, to influence its developments or existence. Adegoroye (1997) as cited by Waila and Tini (2011) sees environment as “the aggregate of the physical and biological entities outside of man and supporting the existence of man whether on land, in water, and air”. This definition explains environment in terms of its function. Environment could also be seen as “a community of organism with complex levels of interactions between the past creation and the unforeseeable future” (Osuntokun 1997). Waila and Tini (2011) see environment as the combination of the physical and biological entities which support the existence of mankind. According to Akpofure (2009), everything that affects an organism during its lifetime is collectively known as its environment. He defined environment as the sum total of all external conditions that affect the growth and development of all living organisms. These external conditions may be the air we breathe, the soil on which we stand, or organizations we live in, the water we drink or the living and non-living things around us. According to him, the basic components of the environment are: the atmosphere or the air; hydrosphere or the water; and the living component of the environment or the biosphere. The dimensions of environment have been identified to include social environment, cultural environment, moral environment, physical environment, home environment, psychological environment, behavioral environment, geographical environment, chemical environment, and biological environment (Adedeji and Eziyi 2010; Mbalisi and Ugwu, 2012).

Physical Environment

Physical environment has equally been defined by some scholars. Odia (2016) defined physical environment as ones surrounding which include land, air, water, plants and animals, buildings and other infrastructure, and all of the natural resources that provide our basic needs and opportunities for social and economic development. Nzewi, Arachie, Ibrahim and Okolie (2018) on their own, see physical environment as where individuals live, learn, work, and play. Raji (2019) observed tha physical environment consists of tangible and intangible factors existing in the physical location where the worker operates to execute the fundamental duties of the organization. According to him, this include the tangible workplace offices or location, working conditions as good ventilation, air conditioning, safety and security, good office layout, technological facility as internet system, telephone, office equipment’s , workplace policies and procedures, design and construction of the workplace etc. Samson, Waiganjo and Koima (2015) opined that immediate physical work environment plays a significant role in the maximization of individual employee performance. This lends credence to the assertion of Leblebici (2012) that how well employees engage with their immediate work environment determines tremendously their error rate, efficiency and innovativeness as well as collaboration with other co-workers, absenteeism and how long they stay in the job. A clean, healthy environment is important for people’s physical and emotional wellbeing. At a fundamental level, factors such as clean air and good quality drinking water are vital for people’s physical health. Other environmental factors such as noise and pollution can cause both physical harm and psychological stress.

Social Environment

According to Onuoha and Eze (2017) the term social is mostly synonymous in meaning to members of the human race - their co-habitation in groups and communities; while the environment could simply mean the sum of surrounding conditions. Ogaji and Okoson (2012) noted that human social environments encompass the immediate physical surroundings, social relationships, and cultural milieus within which defined groups of people function and interact. According to them, components of the social environment include built infrastructure; industrial and occupational structure; labour markets; social and economic processes; wealth; social, human, and health services; power relations; government; race relations; social inequality; cultural practices; the arts; religious institutions and practices; and beliefs about a place and a community. Yen and Syme (1999), in Onuoha and Eze (2017) observed that social environment encompasses "the groups to which we belong, the neighbourhoods in which we live, our workplaces, and the policies we create to our lives. Akinyele (2014) maintained that Man's social environment has contributed a great deal in influencing his behaviour, attitude, interest, choice and decision making, beliefs, purchases, career, aspirations, and so on.

Overview of the Workers' Social Environment and Productivity

Hughes (2017) in a survey reported that nine out of ten workers believe that the quality of work environment affects the attitude of employees and increases their productivity. Chandraseker (2011) also averred that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc, affect worker's 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 governmental organizations, it was against this background that this study sought to analyze the influence of workplace environment on employee's productivity in governmental 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 good 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 affects 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 satisfactory levels. 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 include psychological as well as physical working conditions" (Gerber et al., 1998: 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 (labour, 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 the effort that an individual 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 is related to retention, the adoption of new methods and technologies. All of these things are related to how people are trained, encouraged and are generally treated within the system (Hamilton, 2007).

Features of Workers' Social Environment and Employees Productivity

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic

environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on workers physical, physiological and psychological health, and on their overall performance at the workplace. Salient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998; Veitch & Gifford, 1996).

Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking frame or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and possesses high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000).

With technological development, innovative communication methods, virtual reality; e-market improvement and alternative work patterns, workplace continues to change rapidly (Challenger, 2000). To accommodate these rapid changes while maintaining or improving outcomes, organizations have increasingly turned to some version of environment such as open office spaces (Terricone and Luca, 2002). This type of work environment supports new styles of working and flexible workplaces which offers interpersonal access and ease of communication compared to fully enclosed private offices. The change to open plan office has increased employee's productivity compared to closed office spaces (Becker, 2002). Furthermore, it is easier to communicate with someone whom you can see more easily than someone adjacent/distant or separated by objects from you (J'Istvan in Business (2010). The open office creates egalitarian system with equal working conditions that reduces the distance between employees and improves communication flow (Brennan, Chugh & Kline, 2002, Hedge, 1986, 2000).

Noise is one of the leading causes of employees' distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress. According to Bruce (2008), study showed that workplace distractions cut employee productivity by as much as 40%, and increase errors by 27%. Also, Moloney (2011) citing Loftness study of 2003 confirmed the importance of natural light and air (ventilation) to worker productivity. The study showed a 3-18% gain in productivity in buildings with day-lighting system.

Fixtures and Fittings in the Workers Environment and Productivity

Administrative office managers should be knowledgeable about office furniture. The result of selecting improper office furniture may be carried 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 in a certain 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, which they were less motivated and they experienced their workload as more difficult, with a consequent turn down in productivity.

Communication in the Workers' 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 a 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 as much as competent communicators must employ communicative resources such as languages, 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; 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).

Physical Work Environment and Employee-Engagement

A recent global survey of employee engagement found that fewer than one in three employees worldwide (31 per cent) are engaged, and nearly one in five (17 per cent) are actually disengaged (Blessings White Inc, 2011). Recent Gallup studies have estimated that the costs of disengagement in lost productivity for Australia is \$39 billion, for the USA \$350 billion, and for Germany 133.6 billion euros (Coffman, 2012; HC Online, 2011; Nink and Ott, 2011). Albrecht (2012) argued that to motivate and engage employees, organizations should create open, supportive and fair organizational and team culture, and ensure that jobs are clearly aligned with organizational goals and have the appropriate levels of autonomy, support, and career development opportunities. In a survey of a large multi-national mining company in Australia, Albrecht tests a theoretical model underpinning work engagement using structural equations modeling. He found that the job demands resources (JD-R) model could usefully be elaborated to explicitly include organizational and team level resources and to operationalize job resources as a higher order factor. While job resources have been found to significantly influence engagement and wellbeing, the contributions of contextual and team level resources in the motivational processes implicit in the JD-R model have yet to be fully explored. Albrecht found that beyond the provision of job level resources, organizational, and team level resources are also key motivational constructs which helped to explain how greater levels of engagement and well-being can be generated. The key message of study for researchers and practitioners is that additional job resources (e.g. job involvement) and

additional up-stream organizational and team climate factors (e.g. vision clarity, psychological safety) could also be assessed for their direct and indirect impact on job resources and engagement (Bakker et al., 2011).

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 (1998:44) defined working condition as: “working conditions are created by the interaction of employee with their organizational climates, 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, 1998:9, Ross, 1981). But, Wasiams et al., (1996) said that the concept depends on 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 not to lose the employees. 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, and the type 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 and first aids facilities etc. Both management and employees should be safety conscious at all times and the minimum of requirements of the factories act must be respected. Bornstein (2007) states that in the 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 the working conditions are good, productivity will increase and there is a positive impact on the delivery of services.

Working Hours and Productivity of Employees in the Work Environment

A substantive cost to employers occurs when financially troubled employees use work hours to deal with personal money matters. The use of time on the job to handle personal issues results in productivity losses. Joo (1998) noted that previous research has not used work time to handle personal financial matters as a factor in measuring productivity. According to research conducted by a national consumer credit counseling agency, almost 60% of the people who telephone their counselors are calling from the workplace (Amsel, 1998). This counseling agency operates services 24 hours a day, six days a week and therefore is not limited to providing assistance during traditional work hours. Although Kim (2000) categorized work time used as positive and negative, any amount of work time used to handle personal financial matters, whether positive or negative, may be an indicator of lost productivity. Most people do not experience serious negative effects after one night of work, but problems can emerge following a series of consecutive night shifts. These include fatigue, decreased productivity and emotional exhaustion (Knauth & Hornberger, 2003). According to a number of authors (Hill et al, 1998; Igbaria et al, 1999; Kelliher & Anderson, 2010; Messenger, 2004; Golden, 2012), workers’ ability to choose their working time arrangements has a positive impact on job performance and productivity. This choice turns out to be a powerful factor in determining an increase in productivity. It results in a more satisfied workforce who is more committed and productive. Conversely, ignoring this issue may lead into a situation in which employees act contrary to the organization’s interests, through increased absenteeism, lateness, reduced focus on the job tasks, attention being diverted to personal matters, and ultimately searching for alternative jobs and resigning. Visser (1989) showed that over half the private firms reduced operating hours in the early 1980s and that this working hour’s reduction was mainly used to cut unproductive hours, mostly by interrupting company operations between Christmas and New Year. According to Bosch and Lehndorff (2001) the working hour’s reduction went hand in hand with improvements in relative international competitiveness because of the additional productivity gains by the cuts in working hours.

Workload and Productivity of Employees in the Work Environment

Workload is generally defined as the extent of the processing capacity that is expended during the performance of a task and thus involves the interaction between resource supply and task demand (Young et al., 2008). According to (DiDomenico and Nassbaum, 2008) support this definition and stated that workload is determined by the relationship between task demands, the circumstances under which that task takes place and the perceptions, actions, skills and knowledge of the individual performing the task. The task demands may include physical actions, cognitive tasks and/or a variety of other factors. These definitions suggest that workload is concerned with the relationship between the task demand and the person's resources, which include skills, knowledge, behavior and task perception (Young et al., 2008; DiDomenico & Nussbaum, 2008). Workload can also be defined as the expenditure incurred by a person, given their capacities (resources), while achieving a particular level of performance on a particular task with certain demands (Hart & Staveland, 1988). Increased workload can improve short-term productivity, but it can increase long-term costs, as stress and illness among employees lead to poor judgments and low productivity (Peterson & Armets, 1998). According to the points, if the workload increased but the short term productivity improved, it can decrease long-term productivity.

Workload refers to the intensity of job assignments, (Parveen et al, 2013). It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint (Robbins, 2011). Allen, (1996) defined workload as the total amount of time a faculty member devotes to activities like teaching, research, administration, and community services etc. A study conducted by Moy, (2006) opined that the clerical and the professional workers' association found that 65.5% of workers believed a five-day work week would help them better manage their private matters. Whereas half of respondents believed that the practice would allow them to spend more time with their families and improve their quality of life which helps in improving their productivity at work. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. In fact, modern times have been called as the "age of anxiety and stress" (Rehman et al. 2012). Excessive work interference with family is also associated with greater stress mostly, job burnout, increased absenteeism and higher turnover (Allen et al., 2000; Anderson et al., 2002). Jex and Beehr, (1991) reported that strains associated with being overworked have been found to be uniformly negative across behavioural, psychological, and physiological outcome domains. Kirchmeyer, (1995) indicated negative links in between experience of work/nonworking conflict and organizational commitment. Workload is an opportunity for the employees to learn and prosper more quickly. As employees do their jobs they gain more work experience, which enhanced their exposure. It is also viewed that those employees who have enough work to do remains more active while work-less employees' leftover lazy. Workload pressure can be positive leading to increased productivity. Underutilization of human skills or failing to reach the full potential of the employees is also one cause to increase stress. Employees who have the capabilities to perform a job enjoy workload situations. However, when this pressure becomes excessive it has negative impact (Shah et al. 2011). All types of stress including work overload have a definite impact on the individual and the organization. Both physical and mental illness renders the employee unfit for work, and combine both to decrease the satisfaction obtained from work and reduce job performance and productivity levels. A long - term heavy workload can affect an employee's physical or mental health, performance, or productivity. Heavy workloads have been shown to have a negative impact on turnover (Malik and Ahmad, 2011).

Combining Workers Social Environment Factors, Employees Family and Productivity

Work is unequivocally an important sphere in most people's lives occupying a significant component of their sense of self. Beyond the financial benefits that work provides, one's job/career is known to bring life satisfaction and personal growth (Mannheim and Schiffrin, 1984). Yet, the work environment can be a considerable source of strain. An increasingly competitive market combined with a lack of resources and a shortage of manpower can create a stressful and even hazardous environment for workers. Although work provides many great opportunities for self-fulfillment, its accompanying demands and pressures can lead to increased work interfering with family (WIF), resulting in a number of physical, mental, and interpersonal outcomes.

First, work interfering with family (WIF) has been shown to diminish feelings of work satisfaction, the family satisfaction, and the life satisfaction (Ford et al., 2007). For instance, several studies using different samples across varying work environments have found a negative correlation between WIF and job satisfaction as well as life satisfaction (Allen et al., 2000; Judge et al., 2006; Kossek and Ozeki, 1998). Other studies have found work-family interference to negatively impact life satisfaction (Mesmer-Magnus and Viswesvaran, 2005). Given that Greenhaus and Beutell (1985) have proposed that the relationship between work and family is bidirectional (or reciprocal), past research has shown that work interfering with family is also related to family interfering with work (FIW), (Frone et al., 1992, 1997; Netemeyer et al., 1996). In other words, it is expected that when an employee experiences conflict in one domain, chances are that this individual may also experience conflict in other life domains.

Second, WIF has been related to several indicators of physical and mental health (Judge et al., 1994). For instance, measures of WIF have been associated with incidences of clinical depression and work distress (Frone et al., 1992), emotional exhaustion (Leiter and Durup, 1996; Se´ne´cal et al., 2001), and experiences of burnout (Kossek and Ozeki, 1999). Thus, it appears that WIF is a worthwhile variable to investigate given that it is often the result of unfavorable work conditions and individual differences. Moreover, it is linked to important physical and mental health problems. Thus further empirical scrutiny into the work environment factors and individual difference variables as antecedents of WIF, along with its associated outcomes, is warranted.

Social Environment and Employees Turnover Intentions

Individuals spend a large amount of their life-time working, which plays a central role in society (Hochschild, 1997). It has been well established that the circumstances of work are a key sources of individual well-being (Lane, 1998). In the last few decades a large amount of efforts have been expended in attempting to discover how to recruit and retain good workers and generate higher levels of job satisfaction. This concept has raised interest across such diverse fields as: psychology, economics, industrial relations, and especially management as it highly correlates with job performance and thus is a crucial factor to firm success (Judge et al., 2001). Research has shown that low levels of job satisfaction can have negative effects upon the way an individual carries out duties and their performance in the workplace. This is important in a government organizational setting as the levels of job satisfaction are directly correlated to the on-the-job officer performance (Hackman and Oldham, 1976). This viewpoint is supported by Skolnick and Fyfe (1994), who indicated that employees dissatisfaction translated into poor job performance, low effort (or “mailing it in”) and in the breakdown in the relationship with the public and other employees (often as aggression). The nature of government work creates a challenging working environment and as such it is unsurprising that retaining officers over the longer term is of great importance to both the government departments and policy makers. These work environments are strategically important and essential for a well-functioning society, this is primarily due to any inefficiencies in government operations can induce large negative externalities for society. Thus, the conditions of government employees are not only characterized as being both physically and emotionally demanding, but it is generally seen as one of the most stressful work situations (Robertson and Cooper, 2004). Retention of experienced employees is vital for maximizing performance and successful outcomes, as it lowers the cost of training and recruitment. Some research has suggested that the high turnover rates are due in part to low levels of job satisfaction (Freeman, 1978), which makes it more difficult to attract and train new employees.

Evidence for this link has been demonstrated through meta-studies of research findings into turnover rates (Griffeth et al., 2000). There are two major advantages in retaining experienced employees: first, it is costly and time consuming to recruit new employees; and second, when older employees quit, they take away a large amount of job related human capital. Even with the plethora of research in recent years, there has been relatively little investigation specifically conducted on intentions to quit or on job satisfaction among government employees. A detailed general analysis of the determinants of workers’ quit intentions is missing, even though such a factor has been a sub-category of overall job satisfaction indices for some time (Caplan et al., 1980; Mowday et al., 1979). What are the advantages of focusing on workers’ intentions to leave and not just the actual quitting behavior? First of all, employers and supervisors should be interested in having a “sensor” or “indicator” that helps to predict whether or not their employees are seeking to quit. Second, the high turnover rates are connected with the heavy transaction costs of losing human capital stock as well as hiring and training costs, which can have a large effect on firm performance (Judge et al., 2001). It would appear that it is the nature of government work, with its high stress and fluctuation in demands that are the root cause of high turnover. For this reason, employers should have a natural interest in determining the root causes of workers’ quitting intentions and the ability to identify workers who are considering quitting. From a policy and management perspective it is important to understand the incentive structure of current workers and not just those who have already left, as employers are still able to influence current workers’ decisions and attitudes about whether or not to quit their current jobs. Moreover, generating feedback from individuals who have already left may generate noise and biases, as they may ex post justify their quit decision and draw a biased picture of the prior work environment and its problems.

The existing literature on government employees has strongly focused on the demographic relationships underpinning job satisfaction, such as education (Carter and Sapp, 1990), race (Haarr and Morash, 1999), gender (Sullivan, 1993), intelligence (Ganzach, 1998), or job connected factors such as experience (Dantzker, 1994). It is important to have a stronger focus on the impact of the working conditions and environmental aspects, which should include stressors, strains and traumatic events. Within this work we follow the O’Driscoll and Dewe (2001) definitions: stressors are characteristics of the work environment that cause strain and strains are the labels for the resulting physical or psychological impacts such as burnout or ill-health. In the traditional models of job satisfaction (Herzberg, 1968; Locke, 1976) the work environment was included as important factor determining of job satisfaction.

However, the nature of the job itself is also able to derive positive job satisfaction (Zhao et al., 1999) and by working in this particular job, intrinsic feelings can generate what can produce positive attitudes about that duty (Tietjen and Myers, 1998). This concept is supported by Lane (1998), who stresses that for “those seeking jobs, pay may be the most important consideration, but for the employed, the intrinsic feature of work not easily priced by the market, is more important” (Lane, 1998, p. 478). Griffeth et al. (2000) supports the notion of satisfaction beyond payday, by demonstrating that while pay is a significant factor in turnover rates, it only accounts for 6 percent of the variance, whereas distributive justice is significant and has an almost eight-fold larger impact. The examination of the determinants of job satisfaction and, even more importantly, an analysis of workers’ quitting intentions is therefore a relatively underexplored topic in government literature. Little has been done to determine the size or impact of environmental and organizational factors despite the usefulness of such an analysis being indicated some years ago. Brown and Campbell (1990), for example, stressed that: empirical evidence is somewhat scant in providing a systematic account of those aspects of a job which are stressful or the impact that these have on workers. In practical terms this makes designing successful interventions difficult in both identifying the type of intervention and targeting appropriate recipients. Some of the factors we explore in this study are: physical, psychological strain and traumatic event stressors, as well as perceptions of workplace fairness and acceptance, work-life balance, and social capital.

Consequences of Inadequate Social Environment for Workers

Previous research has demonstrated a strong link between low levels of job satisfaction and work issues such as: high turnovers, absenteeism and lower work performance (Clark et al., 1998; Drago and Wooden, 1992; Freeman, 1978; Gordon and Denisi, 1995; Judge et al., 2001). Nevertheless, it is possible that the higher rate of observations for absenteeism and lower levels of work performance could be artifacts of a decision to quit having already been made by a worker (Griffeth et al., 2000). Work attitudes have been identified as some of the best predictors of staff turnover (Griffeth et al., 2000). That is, workers that report low levels of job satisfaction and have low levels of job involvement are much more likely to be searching for an alternative employment. Furthermore, individuals who indicated they were actively searching for alternative employment were much more likely to quit.”

In more recent times the study of job satisfaction has shifted away from the purely performance enhancing studies to focus on the increasingly costly area of employee retention. Low levels of job satisfaction as a result of poor work environment have been linked to higher rates of quitting and high rates of absenteeism (Drago and Wooden, 1992; Freeman, 1978; Griffeth et al., 2000).

Employees Attitude towards Physical Working Environment

Distracting noise: Noise in open offices created among others such as stress, disturbances and decrease concentration, and through all these it increases the individual workload (Witterseh et al. 2004; Jensen and Arens, 2005; Evans and Johnson 2000; Sundstro'm et al. 1994; and Roper and Juneja, 2008, 2007). Lack of privacy: Individuals suffer from a lack of acoustical and visual privacy (Bharucha-Reid and Kiyak, 1982; Block and Stokes 1989; and Oldham and Rotchford 1983). Disturbances: The different features of an open plan solution, such as noise and the presence of others, cause disturbances to work Processes (Lee and Brand 2005; and Furnham and Strbac, 2002). Presence of others: The presence of others may be perceived as distracting even when they are just present (Bharucha-Reid and Kiyak, 1982). Density: If the workstations are placed densely, the employees may perceive this density in a negative manner (O'Neill and Carayon, 1993; and Sundstro'm et al. 1980). Ambient conditions: The ambient conditions in buildings built for other types of work are not always optimal in an open plan setting (Hedge 1982). Problems in social relations/Decreased teamwork: The assumption has been that the advantages of open plan solutions include better social relations and increased teamwork. Some studies suggest that this is not the case (Allen and Gertsberger, 1973; Zahn ,1991; Oldham and Brass 1979 and Becker et al. 1987)

Social Environment and Presenteeism

Many studies have shown that an unfavourable psychosocial environment increases the risk of mental and physical illness, as well as absenteeism, or sickness absence. However, more costly than absenteeism is presenteeism, where a person is present at work even though disabled by a mental or physical illness.

A variety of psychological, economic, social and medical aspects have been studied in relation to absenteeism due to not conducive work environment. Studies in the stress prevention field often suggest that stress prevention programmes are associated with reduced sickness absence (Bond & Bunce, 2001; Cooper & Kompier, 1999; Kompier et al, 1998), although this premise is not constant across all studies. However, little research has been conducted on going to work while one is sick, or ‘presenteeism’, and, according to a recent review by Sanderson and Andrews (2006), it has been used and conceptualized in different ways. Some researchers measure it by the number of days where usual tasks were impaired by a health condition (cutback

days), or by the extent to which the quality or quantity of work was affected. Others have defined presenteeism as the absence of sick leave in persons with health conditions. According to Aronsson et al (2000), presenteeism refers to 'the phenomenon of people who, despite complaints and ill health that should prompt rest and absence from work, are still turning up at their jobs. This definition implies that productivity loss and cutback days are, in fact, consequences of presenteeism. Little research has been carried out to understand why people might choose to work when they are sick, instead of taking time off. Indeed, it is often believed that low sickness absence rates indicate low morbidity and a healthy workforce, yet this assumption is questionable. Chatterji and Tilley (2002) suggested that 'any attempt at reducing the potential productivity loss from absence has to be offset against the potential productivity loss from presenteeism. As argued by Kristensen (1991), the individual is not passive; he or she makes a conscious choice of whether or not to attend work. For example, McKeivitt et al (1997) suggested that, even though high levels of occupational stress can lead to increased rates of absence, economic uncertainty and changes in work practices could foster presenteeism by discouraging employees to take sick leave, and so induce artificially low absence rates even though the work environment is poor.

Social Workplace Factors Affecting Employee Performance

According to Chandrasekar (2011), the most important workplace environment factors may impact on performance. A close consideration of each of these factors is also very useful in ensuring that employees apply the skills they learn during training programs once they return to their workplace.

Goal-setting: Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process (Roelofsen, P. 2002). Performance feedback: Information on how the employee is performing is fed back regularly to employees. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement Sparks et al (1997). Role congruity: The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization's role expectations are consistent with tasks allocated by the employee's immediate supervisor (Smith et al, 1983). Defined processes: The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees. Workplace incentives: The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Supervisor support: Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done (Kahya, E. ,2007). Mentoring/coaching: Skilled and respected people are available to employees to help them perform better in their current role and to assist them develop further into a future role. Opportunity to apply: Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Job aids: Their work is to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists. Environmental factors: Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion. Physical factors: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects (De-Croon et al, (2005).

Productivity in the Work Place

Investments in buildings, equipment, technology, processes and procedures are insignificant unless the people who use and apply them are performing, since a business cannot exist without people. Nevertheless, it is easier to measure the return on these investments than it is to measure the productivity of people as it is the hardest thing to measure (The Insider, 2002). Generally, productivity refers to the relationship between the input provided and the output generated by a production or service system. Thus, productivity is defined as the efficient use of resources such as labour, land, capital, materials, energy and information in the production of various goods and services (Prokopenko, 1987). It is often not effective to provide employees with the needed resources and expect that productivity will increase automatically. This is because; productivity will only increase when a further consideration or benefit has been given to that employee for which the assigned job will be performed (The Insider, 2002). Accomplishing more with the same amount of resources or achieving higher output in terms of volume and quality for the same input also depicts higher productivity (Prokopenko, 1987). Therefore, the use of variety of strategies that focus on employee satisfaction, health, and morale by companies could be used to address issues on productivity in order to maintain high worker productivity (Corporate Leadership Council, 2003). Alternatively, productivity can be defined as the relationship between results and the time takes to accomplish them. Thus, the less time it takes to achieve desired results, the more productive a system is (Prokopenko, 1987). Then again, employee productivity depends on the amount of time an individual

is physically present and the degree to which that individual is “mentally present” at a job or functioning efficiently while present at a job (Corporate Leadership Council, 2003).

Productivity Measurement

There is a rich body of literature (Solow, 1956; Griliches and Jorgenson, 1967) addressing the issue of how to measure productivity as a ratio of output to all types of inputs such as labour, capital, material which is referred to as total factor productivity (as cited in Dogramaci& Adam, 1985). The single or simple factor that is the ratio of output to a specific type of input such as sales per employee is the most common type of productivity measure (Anderson, Fornell & Rust, 1997). Throughout a recorded history, there have been studies about what we call today as productivity, of which one of the first men to study the productivity of manual work was Frederick Winslow Taylor (Drucker, 1999).

Measurement within corporate environments followed the tradition of Frederick Taylor and his Principles of Scientific Management, which called for breaking down jobs into discreet behaviours or task elements, segmented and integrated optimally to minimize the time required to perform the overall activity (Brand, 2009). In recent years, evident in literature is the theme of knowledge work productivity, which was first described by Peter Drucker. According to Drucker, the rise in the productivity of manual work was one of the key events of the 20th Century whilst knowledge worker productivity is the most important challenge for management in this 21st Century (Drucker, 1999).

A notable characteristic of knowledge work productivity is that its result is often to a large extent intangible, partly reflecting the unstructured and creative aspects of knowledge work itself. Thus, the typical productivity measurement method which is based on the physical quantity of output is of no use to knowledge work organizations (Dogramaci& Adam, 1985). Among Drucker’s six major factors that determine knowledge worker productivity are the facts that (i) “productivity of the knowledge worker is not - at least not primarily - a matter of the quantity of output. Quality is at least as important (ii) knowledge worker productivity requires that the knowledge worker is both seen and treated as an 'asset' rather than a 'cost'. ”It requires that the knowledge workers want to work for the organization in preference to all other opportunities” (Drucker, 1999).

Many productivity models developed as well as econometrics including the Return on Investment (ROI) and Return on Assets (ROA) have influenced the measurement of productivity in early office environments. Unfortunately, most of these have assumed conceptual resemblance of what office workers produce to what factory workers produce (Brand, 2009). In measuring knowledge work productivity, quality is regarded as the essence of the output. This means that to determine the volume of work that has been performed as it is with manual work, quality has to be obtained; not minimum quality but optimum quality if not maximum quality (Drucker, 1999).

Theoretical Framework

The theory considered suitable for this work is the Dual- structure of motivation. The proponent of this theory is Fredrick Herzberg in 1959. The theory states that motivation is energizing force that induces or compels and maintains human behaviour and makes them satisfied. The theory classified the need for workers as a factor dependent on two concepts, job enlargement, and enrichment. Herzberg further identified factors which are jobs that are not related to that actual work but job environment. These include such factors as company policy; type of supervision and working conditions; payment and job security, while the motivators are intrinsic while the hygiene factor is extrinsic.

The relevance of Dual-structure or two-factor theory to the study is that the employees will make more input if they are motivated. If the work environment is favourable, the employees will feel satisfied and enhance greater productivity in the organization. The two factors or dual structure theory will make the employees commit their moral and effective performance to work. This theory enhances other informal relationships, better leadership, efficient communication, participation in decision-making teamwork, etc. If the employees were happy, the productivity will go up since the non-economic incentives play a greater role in the motivation of workers because the hygienic factors are adequate for them.

III. Methodology

This study adopted descriptive survey design. The study is carried out in Ebonyi State University, Abakaliki. Population of the study comprised of 801 (eight hundred and one) academic staff of Ebonyi State University (EBSU), Abakaliki. Out of the total population, sample of 267 was obtained using Taro Yamani (1964) formula for sample size determination. The study used both primary and secondary sources of data. The primary sources comprise the questionnaire which were distributed to the respondents. The secondary sources include information from textbooks, journals and internet sources relevant in the study. Questionnaire is the main instrument for the study which is designed to capture the required data or information

The data collected was analyzed using Simple Mean and Standard Deviation. This was used to analyze the respondents' response to the items on the questionnaire which was based on a four (4) point rating scale.

IV. Data Presentation and Analysis

Table 1: Socio-demographic Characteristics of Respondents

S/N	Items	Analysis					
		No distributed	Number returned	Number not returned	No wrongly filled		
1	Questionnaire distributed	267 (100%)	250, (95%)	17 (5%)	0 (0.0%)		
2	Distribution of questionnaire based on Sex of respondents	Male 164 (53.7%)	Female 86 (46.3%)				
3	Distribution of questionnaire the based on age(years) of Respondents	18yrs - 25yrs 78 (27.1%)	26yrs-35yrs 73(25.8%)	36yrs-45yrs 52(22.6%)	46yrs and above 47 (24.4%)		
4	Distribution of respondents rank of staff	Junior Staff 145(57.4%)	Senior Staff 105(42.6%)				
5	Distribution of questionnaire based on educational qualification of respondents	FSLC-SSCE 81(35.8%)	NCE/OND 63(28.4%)	HND/B.Sc 92(34.7%)	M.Sc and others 14 (1.1%)		

Source: Field survey, 2022.

The above table showed that, item I in the above table shows that, out of the 267 questionnaire items administered, 250, (95%) were returned, 17 (5%) were not returned, while 0 (0.0%) was wrongly filled. Therefore, data presentation and analysis was based on the 250 total valid questionnaire copies. Analysis of Items 2 in the above table showed that 164 (53.7%) of the respondents were male while 86 (46.3%) respondents were female. Therefore, majority of the respondents were male. Item 3 above showed that 78 (27.1%) were between 18 - 25years, 73 (25.8%) were between 26 - 35 years, 52 (22.6%) are between 36-45years while 47(24.4%) were between 46 years and above. This means that majority of the respondents were between 18-25 years and above. Item 4 above, showed that 145 (57.4%) of the respondents were junior staff, while 105 (42.6%) were senior staff. This means that majority of the respondents were junior staff. Item 5 above showed that 81 (35.8%) respondents had FSLC-SSCE, 63(28.4%) respondents had between NCE and OND. 92 (34.7%) respondents had HND/B.Sc, while 14(1.1%) respondents had M.Sc and above. This showed that majority of the respondents had HND and B.Sc.

Table 2: To determine the extent to which comfortable offices can improve the performance of workers in Ebonyi state university

S/N	Items	SA	A	D	SD	N	FX	\bar{x}	SD	DECISION
6	Provision of suitable and conducive offices made the job appealing and motivating to workers in the Ebonyi state university	133	77	22	18	250	825	3.30	0.95	Strongly Agreed
7	Provision of quality offices will help eliminate any form of work absenteeism	137	72	26	15	250	831	3.32	0.95	Strongly Agreed
8	Quality offices will serve as a major non-financial motivation to workers of the Ebonyi State University	117	72	33	28	250	778	3.11	1.02	Strongly Agreed

9	Non-provision of offices to accommodate workers in the Ebonyi State University worker might lead to losing of workers in the nearest future	117	73	33	27	250	780	3.12	1.02	Strongly Agreed
Grand Mean								3.21		Strongly Agreed

The result of data analysis in table 2 above showed the extent to which comfortable offices can improve the performance of workers in the Ebonyi state university. From their various responses, item 6 recorded a mean score of 3.30 which is above 2.50 acceptable mean, indicating that majority of the respondents strongly agreed that the provision of suitable and conducive offices made the job appealing and motivating to workers in the Ebonyi state university. Item 7 recorded a mean score of 3.32 which is above 2.50 acceptable mean indicating that majority of the respondents strongly agreed that the provision of quality offices will help eliminate any form of work absenteeism. Item 8 recorded a mean score of 3.11, which is above 2.50 acceptable mean affirming that majority of the respondents strongly agreed that quality offices will serve as a major non-financial motivation to workers of the Ebonyi State University. Item 9 recorded a mean score of 3.12 which is greater than the acceptable mean of 2.50 showed that the majority of the respondents strongly agreed that non-provision of offices to accommodate workers in the Ebonyi State University might lead to losing of workers in the nearest future. At the same time, the grand mean of 3.21 showed the acceptance of the respondents on all the items provided thereby attesting to the fact that comfortable offices can improve the performance of workers in the Ebonyi state university.

Table 3: To ascertain the extent to which well-ventilated lecture halls can encourage lecturers to frequently teach students in Ebonyi state university

S/N	Items	SA	A	D	SD	N	FX	\bar{x}	SD	DECISION
10	Good ventilated lecture halls will entice lecturers to frequently teach students in the Ebonyi State University	124	71	35	20	250	799	3.20	0.98	Strongly Agreed
11	Lecturers in the Ebonyi State University will comfortably impact in students when teaching in a comfortable environment	121	63	23	43	250	762	3.05	1.12	Strongly Agreed
12	Lack of good ventilated offices leads to greater percentage of absenteeism from both the lecturers and the students	145	63	17	25	250	828	3.31	1.02	Strongly Agreed
13	Staff tends to put in their best in the dispensation of their work in a well-ventilated environment	133	64	30	23	250	807	3.23	1.01	Strongly Agreed
14	Provision of well-ventilated environment will increase the overall productivity of workers in the Ebonyi State University	154	63	18	15	250	856	3.42	0.96	Strongly Agreed
Grand Mean								3.24		Strongly Agreed

The result of data analysis in table 3 above showed the extent to which well-ventilated lecture halls can encourage lecturers to frequently teach the students in the Ebonyi State University. From their various responses, item 10 recorded a mean score of 3.20 which is above 2.50 acceptable mean, indicating that the majority of the respondents strongly agreed that good ventilated lecture halls will entice lecturers to frequently teach the students in the Ebonyi State University. Item 11 recorded a mean score of 3.05 which is above 2.50 acceptable mean indicating that majority of the respondents strongly agreed that the Lecturers in the Ebonyi State University will comfortably impact in students when teaching in a comfortable environment. Item 12 recorded a mean score of 3.31, which is above 2.50 acceptable mean affirming that majority of the respondents strongly agreed that lack of good ventilated offices leads to greater percentage of absenteeism from both the

lecturers and the students. Item 13 recorded a mean score of 3.23 which is greater than the acceptable mean of 2.50 which showed that majority of the respondents strongly agreed that staff tends to put in their best in the dispensation of their work in a well-ventilated environment. Item 14 recorded a mean score of 3.42 which is greater than the acceptable mean of 2.50 which showed that majority of the respondents strongly agreed that provision of well-ventilated environment will increase the overall productivity of workers in the Ebonyi State University. At the same time, the grand mean of 3.24 showed the acceptance of the respondents on all the items provided thereby attesting to the fact that a well-ventilated lecture halls can encourage lecturers to frequently teach students in the Ebonyi State University.

Table 4: To determine the extent to which friendly relationship with co-workers improve the performance of workers in Ebony state university

S/N	Items	SA	A	D	SD	N	FX	\bar{x}	SD	DECISION
15	Provision of good relationship with co-workers helped to form a synergy for carrying out duties in Ebony state university	118	72	36	24	250	784	3.14	1.00	Strongly Agreed
16	Lack of good relationship with co-workers lead to lack of cooperation and workers productivity	137	72	26	15	250	831	3.32	0.94	Strongly Agreed
17	Tedious task can only be accomplished through mutual cooperation and good workers relationship	126	71	29	24	250	799	3.20	1.00	Strongly Agreed
18	Failure to achieve good workers relationship may lead to crisis in the Ebony State University	123	80	27	20	250	806	3.22	0.96	Strongly Agreed
Grand Mean								3.22		

The result of data analysis in table 4 above showed the extent to which friendly relationship with co-workers improved the performance of workers in the Ebony State University. From their various responses, item 15 recorded a mean score of 3.14 which is above 2.50 the acceptable mean, indicating that majority of the respondents strongly agreed that the provision of good relationship with co-workers helped to form a synergy for carrying out duties in the Ebony State University. Item 16 recorded a mean score of 3.32 which is above 2.50 the acceptable mean indicating that majority of the respondents strongly agreed that lack of good relationship with co-workers leads to lack of cooperation and workers productivity. Item 17 recorded a mean score of 3.20, which is above 2.50 the acceptable mean affirming that majority of the respondents strongly agree that tedious task can only be accomplished through mutual cooperation and good workers relationship. Item 18 recorded a mean score of 3.22 which is greater than the acceptable mean of 2.50 that showed that majority of the respondents strongly agreed that the failure to achieve good workers relationship may lead to crisis in the Ebony State University. At the same time, the grand mean of 3.24 showed the acceptance of the respondents on all the items provided thereby attesting to the fact that well-ventilated lecture halls can encourage lecturers to frequently teach the students in the Ebonyi State University.

Summary of Findings

The following findings were made in the course of carrying the study;

1. Provision of suitable and conducive offices will make job appealing and motivating to workers in the Ebonyi State University
2. Well ventilated lecture halls will encourage lecturers to frequently teach the students in the Ebonyi State University.
3. Good relationship with co-workers improved the performance of workers in the Ebony State University

V. Conclusion

From the above exposition it is crystal clear that the social environment of workers plays a pivotal role in increasing the workers performance which invariably leads to the increase of organizational productivity. To ensure that the academic staff of the Ebonyi State University productivity is increased, there is need for the provision of comfortable offices, establishment of well-ventilated lecture halls and equally ensure that good workers' relationship exists among the workers. With all the outline items in place the possibility of higher workers productivity can be assured in the Ebonyi State University.

VI. Recommendations

The following recommendations are made based on the findings from the study:

1. There is the need for the establishment of more offices to accommodate all the academic staff. It is an anomaly for lecturers to be sharing offices. The provided offices should be renovated so as to be more appealing for the staff to always want to be present in their workplaces.
2. Again, effort should be made by the management and the state government to ensure that all the lecture halls are well ventilated by repairing the already damaged fans and installing more fans or air conditioners; to always make hall pleasant for the lecturers to teach and conducive for the students to stay and assimilate what is taught. Furthermore, after the installation, repairs and installation of fans or air conditioners, constant electricity is paramount to keep these ventilators working, hence, after the provision of fans and air conditioners with constant electricity the problem of ventilation in the lecture halls remains a problem. So constant electricity is always propellant to the provision of well-ventilated halls which the management and the state government should put into consideration too.
3. It is equally recommended that the school management should engage all the academic staff on workers relationship seminar which will serve as a booster for the entire workers to work in harmony. Given the imperativeness of good workers relationship, there is need to always hold constants workers relationship programmes in the Ebonyi State University at least annually to keep the workers abreast on the importance of good relations with each other.

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