

# Work Environment And Employee Performance In Ebonyi State Civil Service

Egwu Otu Sylvester

Department of Public Administration, Nnamdi Azikiwe University Awka, Nigeria

Email: [egwuotusylvester@gmail.com](mailto:egwuotusylvester@gmail.com)

**Abstract:** This study investigated work environment and employee performance in Ebonyi State Civil Service, Ebonyi State, Nigeria. The specific objectives of the study were to: examine the relationship between physical-work environment and employee performance, and to ascertain the relationship between job characteristics and employee performance in Ebonyi State Civil Service. Two research questions and hypotheses guided the study. The study was anchored on the Two Factor Theory, propounded by Fredrick Herzberg in 1959. The study made use of survey research design. The population for the study was 688 employees from three (3) ministries selected from Ebonyi State Civil Service. The sample size of 253 was obtained using Taro Yamani statistical formula for calculating sample size. Stratified sampling technique was used for the study. The Questionnaire was used to collect data from the respondents, out of the 253 copies of the questionnaire administered, 246 were returned and used for the analyses. Descriptive statics of mean and simple percentages were used to analyze research questions while inferential statistics of Pearson product moment correlation coefficient formula with the aid of SPSS was used to test the hypotheses at 0.05 level of significance. After the analysis, the study revealed that there is a significant positive relationship between physical-work environment and employee performance in Ebonyi State Civil Service ( $r = .512$  and  $P\text{-Value} < 0.05$ ), and there is a significant positive relationship between job characteristics and employee performance in Ebonyi State Civil Service ( $r = .512$  and  $P\text{-Value} < 0.05$ ). The study concludes that that there is a significant positive relationship between the work environment, encompassing physical, and job characteristics, and employee performance in Ebonyi State Civil Service. Based on the findings, the study recommends among others that Civil Service and organizations should ensure a safe and comfortable physical workspace by maintaining a clean, well-designed physical space and safe physical environment that supports employee well-being and increase productivity, there should be a regular evaluation of job characteristics and adjustments based on changing organizational needs or employee feedback to align job tasks with employees' skills, interests, and capabilities to promote intrinsic motivation and effective performance.

**Keywords:** Work environment, Physical work environment, Job characteristics, Employee performance

## INTRODUCTION

Employees are the organization's most valuable resource. A good organization is one that cares about its people and this is often accomplished by focusing on work environment. Employees spend most of their life at work doing their jobs, they need to have conducive working environments for better performance. Employee's cognitive and emotional state, approach, behavior, actions and talents are all influenced by the work environments which have a profound effect on their engagement as well as productivity. In fact, the work environment plays a key role in the organization's ability to maintain high levels of employee performance and thus organizational performance/productivity (Taheri, Miah & Kamaruzzaman, 2020; De Clercq, Haq & Azeem (2018).

Good employee performance or performance will be directly proportional to good results in the development of the company's business. On the other hand, poor performance will also have a negative impact on the company (Mirda & Prasetyo, 2022). Performance is determined by the actual accomplishments of a person. A person's performance is determined by the quality and amount of work completed in accordance with their obligations. To attain optimal performance and results, organizations and businesses require individuals with high performance (Saman, 2020). High performance will be very beneficial for both employers and employees, especially for their welfare (Persada, Nabella & Sina, 2023).

Performance is the outcome of an individual's execution of the tasks allocated to him, considering his talents, experience, sincerity, and time. Each employee's performance is crucial in an organization since it impacts the organization's survival; therefore, employee performance is an accomplishment acquired by someone in the course of completing a task (Junaidi, Musnadi & Shabri, 2020). By improving employee performance, the organization will achieve the favorable result that the organizational goals will be achieved effectively, efficiently and to the greatest extent possible (Panjaitan *et al.*, 2023). In improving the performance of its employees, the organization takes several ways, for example paying attention to performance appraisals, job characteristics and paying attention to employee organizational commitment. Through these processes, employees are expected to maximize their responsibility for their work (Yuliyati & Tjahjaningsih, 2022).

Employee performance is one of the key elements that can be improved when an employee knows what to expect when to play a role and is judged on the results of his performance. To increase the performance of employees, the researchers highlight the following elements that influence individual performances, namely environment (physical, social and job characteristics), leadership, motivation and others (Ismail, Sismiati & Sulaiman, 2022). One of the factors that can improve performance in an organization is the work environment (physical, social and job characteristics).

Ebonyi state civil service is an organization established for the sole aim of assisting the government in carrying out the day-to-day activities of the government, programmes and projects as well as policy formulation, analysis, monitoring, evaluation and sustainability. The primary function of Government organizations anywhere in the world is to provide welfare services and protect the lives of the citizens. It is axiomatic to posit that Civil Service occupies a prominent position in any nation. It is designed as an “agent of fruitful change and development” (Arowolo, 2012).

The Civil Service is an influential public institution, which is responsible for the delivery of essential services to the people (Kauzya, 2011). Effective and efficient Civil Service delivery therefore remains the paramount role of any government. The effectiveness of government, therefore, depends on the efficiency of the civil service and its ability to respond in practical term, to its policy decisions (Mohammed & Sirajo, 2015). It is for these reasons that the civil service is often described as the custodian of the government’s reputation, for if it is unable to carry out its functions efficiently, it does not only frustrate the government but undermine the governments, position (Okeke & Chitakunye, 2014). It is envisaged that Civil Service delivery within the context of efficiency and effectiveness, will pave the way for good governance, which will eventually culminate into transparency and responsiveness towards the management of people and their resources at all levels. For decades, the enhancement of government performance has been the focus of public administration (McBride in Manoj, 2023). Cognizant of this fact, many government organizations are paying attention to its work environment. To be effective and efficient in the 21st century, public sector organizations need focus attention to its environment.

Working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions. It is the nature of the worker's workplace that most effects on the degree of representative's inspiration and resulting execution (Opperma in Manoj, 2023).

An effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do. Employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations (Farh in Kagwi, 2018) and how well employees connect with their organization’s immediate workplace environment, influences to a great extent their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention. Working environmental conditions are key determinants of work quality and employees’ performance level (Genzorová, 2017).

The way working environment engages employees influence their desires in learning new skills and capabilities and also affect their motivation levels in their performance and productivity as examined by (Bushiri, 2017). Work environment in this study are physical-work environment, social-work environment and job characteristics. According to Heath (2006) as cited in Kagwi (2018) environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work. It is the composite of three major sub-environments; physical-work environment (which involves tools, equipment’s, technological infrastructures and other physical or technical elements); the social-work environment (involving peers, team work groups and management so that knowledge can be shared) as well as organizational-work environment (company’s policies, ethics, code of conduct and others of alike) (Mhina, 2020). Physical work environment, social work environment and job characteristics play decisive roles in determining employees' performance as they affect their job satisfaction, according to (Tayfun & Oneren, 2021; Mahoney, Lea, Schumann & Jillson, 2020). Against this background, the researcher has deemed it necessary to examine the relationship between the work environment and employees’ performance in Ebonyi State Civil Service.

## **Statement of Problem**

The main aim for the establishment of the civil service to implement government policies and provide services to the citizen more efficiently and effectively. Civil service anywhere in the world is relied upon for effective implementation of government policies so that the people can adequately feel the impact of government. The civil servants are expected to render effective and efficient

services to the members of the public as well as help government in carrying out developmental programmes that will improve the quality of life of the people.

Unfortunately, this has not been so, as a result of many factors which center on poor employee performance. This poor performance is perceived in the form of epileptic services; inadequate responsiveness to the citizens and general non-performance of duty as at and when due continue to be evident in the system. The Civil service is often subject of ridicule because of its rigidity, delay in service delivery, long and time consuming period as a result of its traditional style of service delivery. These are forms of set-backs that affect performance and create room for ineffectiveness and inefficiency in the Civil Service (Alao & Alao, 2013). These problems of poor performance of civil service may be attributed to poor work environment in the organization.

Employees of Ebonyi State Civil Service use about 50% 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 government organizations, institutions or public companies like that of the Civil Service are insecure and harmful to one's health (Perry & Porter, (2015). 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 of Ebonyi State Civil Service operating in these types of environments are susceptible to job-related ailment and it influences their performance negatively. Meanwhile, it is the value of the work environment that influences greatly on the quality of worker's inspiration and productivity (Hedges in Uduma, 2021).

In recent time, a competitive corporate environment has created a situation where the civil service as an organization cannot tolerate to misuse the abilities of the workers. For that reason, the civil service cannot afford not to do their possible best to create a comfortable, safe and healthy work environment if high performance is a priority. There is important evidence that high performance advancement in government organizations has not kept pace with the growth discovered in the non-governmental sector. The difficulty is that encouraging workers is not an easy task in the mist of poor working environment. Government employees such as employees of Ebonyi State Civil Service have a status for sluggishness and indolent due to their poor work environment and the civil servants cannot do much to resolve the issue because of the firm civil service laws.

### Objectives of the Study

The specific objectives of the study are to:

1. Examine the relationship between physical-work environment and employee performance in Ebonyi State Civil Service
2. Ascertain the relationship between job characteristics and employee performance in Ebonyi State Civil Service.

### Research Questions

The following research questions guided the study:

1. What is the relationship between physical-work environment and employee performance in Ebonyi State Civil Service?
2. What is the relationship between job characteristics and employee performance in Ebonyi State Civil Service?

### Research Hypotheses

1. **Ho:** There is no significant relationship between physical-work environment and employee performance in Ebonyi State Civil Service
2. **Ho:** There is no significant relationship between job characteristics and employee performance in Ebonyi State Civil Service

## REVIEW OF RELATED LITERATURE

### Concept of Work Environment

The work environment refer to day to day efficiency in work and productivity including how the work is being done, where it is being done and when was it done and all the elements associated with it which are required to do that work comes under the work environment (Jena, 2016). The career development of any employee can be improved if they pursue good opportunities with healthy and positive work environment which is comfortable and satisfactory to work in and helps in achieving both individual and organizational success with alignment of its core values.

Kohun in Onwuzuluigbo and Nwobodo (2022), sees work environment as comprising the totality of forces, inter personal relationship of the work place, and other influential factors that and or constrain employee's activities and performance. It means

that work environment is the sum of the interrelationships of the workplace, physical, technical and other elements of the environment in which the employees work which includes technical, human and organizational environment.

Work environment is said to be the physical settings or conditions, social features, all other aspects that are directly or indirectly affecting performance in a job of an employee and all the organization in general comes under the term work environment. These elements of work environment can impact in various ways like it may influence the wellbeing of an individual, relationship with colleagues at organization, collaboration, efficiency, health of employee and more (Awan, 2015).

The workplace environment according to Genzorová (2017) is simply a physical location where an employee perform their daily tasks. The place could either be as small and private as a home office or as public and big as any big organization, industry. The work area is one significant social place where a centric concept for various things and multiple activities take place on daily basis which are very important in shaping one organization and even one's future of the career they have (Satyvendra, 2019).

Employees working in a positive and systematic work environment is confident in their work and feel their work is not demanding more than what is required from them, they are not using up their family time at work or other non-work meaningful activities and roles they have for achieving the work targets they have (Nátalia, 2017). They are positively and emotionally connected with their work which are characterized with good and positive feelings and vibes, they experience goodness and conduction of positivity, liveliness in doing it. They have great balance over work and private life, these individuals have feeling of appreciation, and have a good fit of their capabilities with work requirements.

### **Physical-Work Environment**

In a working environment, physical surroundings are an important factor. Rorong (2016) distinguishes two types of physical work environment i.e., internal and external office setting, temperature, workspace, and office arrangements. Physical work environments are also areas within the organization that are being laid out or organized, enabling the organization to reach its objectives. A person's physical work environment can also determine whether he or she is suited to the working environment (Pusparani, Amin & Ali, 2021). Joseph (2016) added that a physical work environment involves both the setup of the workplace environment and how it impacts employees. The employee may experience hazards, dangers, or risks such as hazardous substances, radiation, and noise in the workplace, and the shape and length of those effects.

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 *et al* (2018) on their own, see physical environment as where individuals live, learn, work, and play.

Raji (2019) observed that 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.

### **Job Characteristic**

Organisations environments are including not only tangible and physical factors but also including psychological and social factors, where these factors effect on the ability of an organisation to achieve its goals by considering the human resource as the significant factor that leads the organisation to create new competitive ideas and attain success (Al-Hawary & Al-Namlan, 2018). The organizational literature has provided a job characteristics model (JCM) as one of the perspectives that help the organisations to achieve their goals in efficient and effective methods by accurately determine the work tangible and intangible components (Ababneh & Hackett, 2019; Hans & Gupta, 2018). The job characteristics referred to a sequence that identifying the properties of the job candidates to work in the organisation (Ababneh and Hackett, 2019). Job characteristics defined as a set of related particular of job that is performed by one employee on the organisation.

Job characteristics is a job determines a person's values and place in society, and will affect the psychological identity and well-being of employees who spend most of their time at work, so that the type of work and work environment has an important influence on employee life and job satisfaction (Dyah *et al.*, 2021). Job characteristics are the basis for achieving organizational productivity and employee job satisfaction which play an important role in the success and survival of the organization (Edi & Achadi, 2021).

The characteristic of a job is the nature and duty of the job, which includes responsibilities, types of tasks, and the level of satisfaction obtained from the job itself. If each individual understands the characteristics of the work, then the person concerned can more productively consolidate the work (Astutik & Priantono, 2020). According to Hackman and Oldham, five core dimensions of job have certain influence over personal and work-related outcomes. The five core job dimensions are job significance, job identity, skills variety, feedback and autonomy (Iqbal, Ahmad & Ahmad, 2021).

### **Employee Performance**

Employee performance is one of the key factors in achieving organizational goals. Productive and efficient employees can help companies/organizations increase output and quality of products or services produced, increase customer and employee satisfaction, and build a positive reputation for the company (Triansyah, Hejin & Stefania, 2023). Performance is the quality and quantity of the work performed by an officer in carrying out his or her duties in accordance with the assigned tasks. It takes a certain determination and ability to complete a task or task (Pangestu, Rani, Tyas, Farhah & Afifah, 2022). Performance is the oriented process of the purpose that is directed to ensure that every organizational process is in the place to maximize the productivity of employees, team, and the organization itself (Kamar *et al.*, 2020).

Performance according to Sedarmayanti (2017) refers to the definition of behavior as a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. Performance is something that people actually do and can be observed. Factors that influence an employee's high or low performance are of course determined by the factors that influence them, either directly or indirectly. In his book Corporate Human Resource Management, he states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he has been given. (Dwi, 2022).

Employee performance is closely related to the results of one's work in an organization or company. Sedarmayanti cited in Wiri, Pricylia, Risnawati and Nurjannah (2023) states that employee performance has a close relationship with productivity because it is an indicator in determining how to achieve a high level of productivity in an organization (Hidayat, 2023). The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation of an employee's performance appraisal form (Irfansyah, 2020).

### **Physical Work Environment and Employees' Performance**

Dewe and Cooper in Shaari, Sarip and Ramadhinda (2022) argue that the physical working environment results from an individual's fit or misfit in their workplace. The physical working environment is also called an ergonomic work environment (Husin & Paino, 2012). Improved physical work environments will lead to improved employee safety and prevent nerve injuries. In addition, the aspects of a conducive and appropriate working environment are equally important so that employees' stress is reduced while performing their tasks and duties. Further, the physical work environment plays a significant role in helping employees to build relationships and networks in the workplace, which helps them to perform better (McCoy & Evans in Shaari, Sarip & Ramadhinda, 2022).

Employee dedication and turnover rate in the organization are associated with the working environment. Providing employees with a sufficient, supportive, and suitable working environment will lead to high levels of employee satisfaction and thus increase their performance. Roelofsen cited in Shaari, Sarip and Ramadhinda (2022) also claims that focusing and improving the working environment enables employees to have fewer objections, criticism, and absenteeism rates, thereby increasing the level of employees' performance and productivity. Accordingly, it can be concluded that putting a greater emphasis on the physical working environment will increase employee motivation and productivity.

Physical factors could directly influence work environment and employee performance, comfort, concentration, safety, satisfaction, morale, health, and emotions (Bushiri, 2017). Building age, design, layout, ventilation, space, noise, air quality, lightening, and radiation also influences employees (Nur, 2019). The work environment setup is essential to be considered as most of the activities and operations are done under this work setup which could directly affect performance and productivity of any employee (Kamarulzaman in Nur, 2019). Physical work environment influences quality and quantity of work being performed by employees. When physical structure of organization is poorly designed it may create inefficiency, dissatisfaction, and less productivity in employees. If such conditions are prevailed for longer time, they influence health and wellbeing of employees and create delays in achieving targets and organizational goals (Mathew, 2015).



A well-organized physical work environment can provide comfort for employees at work. Comfort will be able to lead to the pleasure of employees in working the latter can lead to satisfaction in the employee at work. Tio (2014) in the study found that the physical work environment has a significant influence on employee job satisfaction. This is in accordance with the results of a study conducted by Kukiqi (2017) cited in Nur (2019) which states that the work environment, especially the physical work environment has a significant influence on employee satisfaction. This means that lighting, temperature and the presence of conditioning plants can provide comfort and job satisfaction for their employees.

Physical work environment plays an important role in influencing employee productivity. A comfortable, safe and healthy work environment will give rise to a good sense of joy for its employees so that it can increase productivity at work. Physical work environment can affect individual productivity. Negative or positive physical impacts can have an impact on employee health problems so that it impacts on productivity (Hansen & Thordis2017).

### **Job characteristics and Employee performance**

Jobs which have the best characteristics improve employees' motivation, satisfaction and dedication to work and also contribute to improvement of productivity in an organization hence eradicating some health issues while at the same time not having an impact on the morals and passion of the employees at work (Borman in Ngari, et al., 2018).

Organizations are where different types of work are located and this is where the interaction between employees and work occurs. The function of the work is to meet the needs of the organization as well as the needs of employees, so workers need to be designed to meet those needs. Various jobs that exist turns out that each has a different type, nature and characteristics, but nevertheless each job has a core dimension that is characteristic of the similarity of the various jobs, so it can be concluded that performance achievement can be determined through the characteristics of the work owned by employees.

Greenberg and Baron (2007) states that the job characteristics model identifies how work can be designed to help people feel like they are doing meaningful and valuable work aimed at achieving optimal performance. The presence of job characteristics according to Oldham and Hackman (2010) will lead to a positive experience, self-esteem response when working well will result in an urge for individuals to strive to work better. The characteristic of the work is an assessment of what is done in the work to support the improvement of performance consisting of the form of work, authority and conditions inherent in each job that ultimately has a positive impact on the performance of employees are getting higher.

### **Theoretical Framework**

This study is anchored on the Two Factor Theory, propounded by Fredrick Herzberg in 1959. The Two Factor Theory of Frederick Herzberg includes the working environment as one of the factors that can affect employees' performance (Dartey-Baah & Amoako, 2011). There are two factors that influence employee working behavior and performance in this theory. The intrinsic factor that may influence employee job satisfaction is motivation, whereas the extrinsic factor that might alleviate employees' dissatisfaction at their workplace is hygiene. Motivation factors such as achievement, recognition, responsibilities, the work or tasks, advancement, and personal development influence job satisfaction. A factor which can influence job dissatisfaction is hygiene, and one such factor is the work environment. These two factors may lead to four common situations according to this theory. Employees with high motivation and high hygiene of work environment will be at the ideal situation wherein employees will be satisfied with the surroundings and feel motivated. A second scenario could arise if employees are energetic and passionate about their work, but their workplace environment has many other aspects that have made them complain. It occurs when employees have high motivation but poor workplace hygiene. Having low motivation and an unhygienic work environment is another condition that might occur. As a result, employees may be weary and unable to focus on their work. According to Herzberg's theory, dejected and unmotivated employees are likely to occur as a result of low motivation and poor hygiene. As a result, employees need a high level of hygiene at work (Atalic, Can & Canturk, 2016).

The relevance of 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-factor theory will make the employees commit their moral and effective performance to work.

### **Empirical Literature**

Wiri, Pricylia, Risnawati and Nurjannah (2023) carried out a study to determine whether job characteristics affect the performance of an employee. This research was designed using a quantitative approach with the purpose of seeing the influence, causal

relationship between the variables studied. The population of this study were Central Yamaha Palu employees totaling 44 respondents. The determination of this research sample was determined by the census technique, so that the entire population was used as a research sample. This research data collection includes observation and questionnaires. The data analysis technique of this research is descriptive statistics and simple linear regression. Based on the results of the descriptive statistic and simple regression analysis conducted, there is a positive and significant influence of job characteristics on the performance is 55% of Central Yamaha Palu employees.

Onwuzuligbo and Nwobodo (2022) investigated work environment and employee performance in pharmaceutical firms in Enugu State Nigeria. The study specifically sought to ascertain the relationship between personal protective equipment and employee output via commitment. Survey design method was adopted. The population comprised of 416 employees of three largest pharmaceutical manufacturing firms in Enugu State, Nigeria. Complete enumeration sampling technique was used to collect the data with a 5 point likert scaled structured instrument. The reliability of the instrument was determined using the Spearman- Brown co-efficient reliability test. The coefficient test result was 0.991. The hypothesis was tested with Pearson's product moment correlation co efficient using SPSS, Ver. 20. The findings show there is a significant positive relationship between the variables of the study.

Shaari, Sarip and Ramadhinda (2022) carried out a study on the influence of physical work environments on employee performance in the selected company in Batam, Indonesia. The major objective of the study was to examine whether there was a relationship between the physical work environment in Indonesian manufacturing companies and employee performance. The data for this study was collected through the use of a quantitative survey. There were 187 employees who participated in the study at a company operating in Batam, Indonesia. In order to analyze the data and determine the relationship between variables, a Pearson Correlation Analysis was used. The results of this research indicate that there is a significant relationship between the performance of employees and the physical environment in which they work. There is, however, a small correlation between these two variables. Employees can work comfortably in a work environment which is conducive to their ability to complete their tasks in order to do their jobs effectively.

Rima (2020) investigated the impact of job characteristics on job performance in the Greater Amman Municipality. The population of this research consisted of all employees working in the Greater Amman Municipality. A random sample was selected to collect data from the research population, which consisted of (400) questionnaires distributed to employees, while the returned questionnaires and valid to statistical analysis were (375) questionnaires, with the responding rate (94%). Structural Equation Modelling (SEM) was used as a statistical analysis method to achieve the research objectives and testing hypothesis. The result of the research indicated that there is a significant impact of job characteristics and all of its dimensions, which were (job autonomy, skill variety, task identity, task significance, and feedback) on job performance.

Kagwi (2018) investigate the influence of physical workplace factors on the performance of employees; a case study of Huduma Centre Kenya -Nyeri county. Descriptive research design was used and sample of 48 employees serving the 21 operational desks and 1 customer care desk was studied from the total population of 48 Huduma Centre-Nyeri County employees. During the study, data was collected from the respondents using questionnaires. Data analysis was done using Microsoft excel computer packages and information was presented through bar charts, tables and pie charts. It was established that physical workplace aspects had a great contribution towards the organizations' performance in Huduma Centre, Nyeri County.

From the review of the empirical studies above, there are many scholarly works on the subject matter. For instance, Wiri, Pricylia, Risnawati and Nurjannah (2023) studied job characteristics and its effect on performance of an employee in Central Yamaha Palu; Onwuzuligbo and Nwobodo (2022) investigated work environment and employee performance in pharmaceutical firms in Enugu State Nigeria; Swai and Tieng'o (2022) examined the relationship between working environment and performance at Local Government Authorities in Bahi District Council, Tanzania; Shaari, Sarip and Ramadhinda (2022) carried out a study on the influence of physical work environments on employee performance in the selected company in Batam, Indonesia; Rima (2020) investigated the impact of job characteristics on job performance in the Greater Amman Municipality. However, these works have dealt with issues on work environment and its effect on employee and organizational performance, but none of the available literature was found to have done an in -depth study on the relationships between work environment (physical , social environment and job characteristics) and employee performance in Ebonyi State Civil Service. Hence it is quite necessary to carry out such study in Ebonyi State Civil Service, considering the importance of work environment on employee performance. This gap was what necessitated this study.

## **METHODOLOGY**

The research design adopted for this study was survey research design. The study was conducted in Ebonyi State Civil Service, Nigeria and it covered three ministries selected for the study. The ministries were ministries of Environment, Housing, Works and

Transport. The data were obtained through primary and secondary data. The population of the study consisted of the staff from the three selected ministries with the total number of six hundred and eighty-eight (688). Taro Yamani Formula was used to determine the sample size of 253. Stratified sampling technique was adopted for the study. The data for the study were collected through the administration of 253 copies of structured questionnaire to the respondents. The questionnaire instrument was structured using the Likert Five- point response scale and ranked as follows: Strongly Agree = 5, Agree = 4, Disagree = 3, Strongly Disagree = 2, Undecided = 1. The data collected were analyzed using descriptive statistics of mean and percentages to analyse the research questions while inferential statistics of Pearson Product Moment Correlation Coefficient was used to test the hypotheses with the aid of Statistical Package for Social Sciences (SPSS) version 20 at 0.05 level of significance.

## DATA PRESENTATION AND FINDINGS

Data for the study were presented in the table, followed by the analysis, explanation and interpretation of the data collected from the questionnaire. The hypotheses were tested Pearson Product Moment Correlation Coefficient with the aid of SPSS statistical tool. The data collected were presented and analysed in this section. Two hundred and fifty-three (253) copies of questionnaire were distributed and two hundred and forty-six (246) copies of questionnaire were returned.

### Descriptive Analysis of Physical-Work Environment

**Table 1: Descriptive Analysis on Physical-Work Environment**

S/N	Statement	Scale				Mean		Decision
		SA 5	A 4	D 3	SD 2	U 1	X	
1	The lighting in my workplace is adequate for performing tasks effectively	100 40.6%	76 30.9%	30 12.2%	15 6.1%	25 10.2%	3.85	Agreed
2	The ventilation and air quality in my working environment are satisfactory.	106 43.1%	75 (30.5%)	25 (10.2%)	20 (8.1%)	20 (8.1%)	3.92	Agreed
3	The accessibility of facilities such as restrooms and water stations is convenient and contribute positively to my work motivation	90 36.6%	91 37%	35 14.2%	15 6.1%	15 6.1%	3.92	Agreed
4	The physical-work environment provided in my civil service workplace is satisfactory.	90 36.6%	100 40.6%	20 8.1%	16 6.5%	20 8.1%	3.91	Agreed
<b>Grand Mean</b>						<b>3.91</b>		<b>Agreed</b>

Source: Field Data, 2024

Table 1 shows that all the mean ratings obtained from items 1-4 are greater than the criterion mean of 3.0. Hence, a grand mean of 3.91 was obtained. This shows that the respondents 'reaction on physical work environment in Ebonyi State Civil service was positive.

### Descriptive Analysis of Job Characteristics

**Table 2: Descriptive Analysis of Job Characteristics**

S/N	Statement	Scale				Mean		Decision
		SA 5	A 4	D 3	SD 2	U 1	X	
5	The workload of job characteristics in my civil service job is manageable.	85 34.5%	86 35%	30 12.2%	25 10.2%	20 8.1%	3.77	Agreed



6	The communication channels within my civil service workplace are effective.	70 28.5%	110 44.7%	30 12.2%	20 8.1%	16 6.5%	3.80	Agreed
7	The level of job security in my position is reassuring.	76 30.9%	106 43.1%	24 9.8%	20 8.1%	20 8.1%	3.92	Agreed
8	There is satisfaction in the job characteristics of my civil service role.	100 40.6%	60 24.3%	40 16.2%	16 6.5%	30 12.2%	3.75	Agreed
	Grand Mean					3.78		Agreed

Source: Field Data, 2024

Table 2 shows that all the mean ratings obtained from items 5-8 are greater than the criterion mean of 3.0. Hence, a grand mean of 3.78 was obtained. This shows that the respondents' reaction on job characteristics work in Ebonyi State Civil service was positive

### Descriptive Analysis on Employee Performance

**Table 3 Descriptive Analysis on Employee Performance**

S/N	Statement	Scale				Mean		
		SA 5	A 4	D 3	SD 2	U 1	X	Decision
9	I am satisfied with my overall job performance within the State Civil Service	90 36.6%	90 36.6%	26 10.6%	22 8.9%	18 7.3%	3.78	Agreed
10	My performance meets the expectations set by the State Civil Service as a result of workplace environment.	95 38.6%	91 37%	20 8.1%	20 8.1%	20 8.1%	3.89	Agreed
11	A conducive work environment has facilitated the improvement of my performance in the civil service.	100 40.6%	86 35%	40 16.2%	10 4.1%	10 4.1%	4.04	Agreed
12	My job responsibilities accurately reflect my skills and capabilities within the State Civil Service.	100 40.6%	58 23.6%	28 11.4%	25 10.2%	35 14.2%	3.84	Agreed
	Grand Mean					3.88		Agreed

Source: Field Data, 2024

Table 3 focused on the analysis of employee performance in Ebonyi State Civil Service, the table shows that all the mean ratings obtained from items 9-12 are greater than the criterion mean of 3.0. Hence, a grand mean of 3.88 was obtained. This shows that the respondents' reaction on employee performance in Ebonyi State Civil service was positive

### Test of Hypotheses

The hypotheses in this study were tested and analyzed using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS) version 20

### Test of Hypothesis One

**Ho:** There is no significant relationship between physical-work environment and employee performance in Ebonyi State Civil Service

**Table 4 Test of Hypothesis One**

Correlations		
	Physical-work Environment	Employee Performance
Physical-work Environment Pearson Correlation	1	.512

Job Performance	Sig. (2-tailed)		.026
	N	246	246
	Pearson Correlation	.512	1
	Sig. (2-tailed)	.026	
	N	246	246

\*. Correlation is significant at the 0.05 level (2-tailed).

a. Listwise N=246

The result of the correlation coefficient for hypothesis one indicates that the Pearson Product Moment Correlation Coefficient is 0.512 showing that there positive relationship between physical-work environment and employee performance. From the computation above, the probability value at 0.026 is less than 0.05 significant level. Therefore, we reject the null hypothesis, and conclude that there is significant positive relationship between physical-work environment and employee performance in Ebonyi State Civil Service.

### Test of Hypothesis Two

**Ho:** There is no significant relationship between job characteristics and employee performance in Ebonyi State Civil Service.

**Table 5 Test of Hypothesis Two**

		Correlations	
		Job Characteristics	Employee Performance
Job Characteristics	Pearson Correlation	1	.512
	Sig. (2-tailed)		.024
	N	246	246
Employee Performance	Pearson Correlation	.512	1
	Sig. (2-tailed)	.024	
	N	246	246

\*. Correlation is significant at the 0.05 level (2-tailed).

a. Listwise N=246

The result of the correlation coefficient for hypothesis three indicates that the Pearson Product Moment Correlation Coefficient is 0.512 showing the relationship between job characteristics and employee performance. From the computation above, the probability value at 0.024 is less than 0.05 significant level. Therefore, we reject the null hypothesis and conclude that there is a significant positive relationship between job characteristics and employee performance in Ebonyi State Civil Service.

### DISCUSSION OF FINDINGS

The study sought to examine the relationship between work environment and employee performance in Ebonyi State Civil Service. The data retrieved from the respondents was analysed via mean and Pearson product moment correlation (PPMC). The study hypothesis tested through Pearson Product Moment Correlation value depicted that there is significant relationship between work environment and employee performance in Ebonyi State Civil Service.

Research objective one of the study was stated to examine the relationship between physical-work environment and employee performance in Ebonyi State Civil Service. The test of hypothesis one revealed a significant positive relationship between physical-work environment and employee performance in Abia State Civil Service Commission. This finding is in line with Shaari, Sarip and Ramadhinda (2022), who reported that there is a significant relationship between the performance of employees and the physical environment.

Again, the research objective two was set to ascertain the relationship between job characteristics and employee performance in Ebonyi State Civil Service. The result obtained from test of hypothesis showed that there is significant positive relationship between

job characteristics-work environment and employee performance. The findings is in agreement with research findings of Wiri, Pricylia, Risnawati and Nurjannah (2023), who established that there is a positive and significant influence of job characteristics on the performance.

## CONCLUSION

Based on the analysis of the data generated for the study, it can be concluded that there is a significant positive relationship between the work environment, encompassing physical and job characteristics, and employee performance in Ebonyi State Civil Service. The findings highlight that a holistic approach to creating a conducive work environment, which includes optimizing the physical workspace, and designing job roles that align with employee strengths and interests, is instrumental in enhancing employee performance.

The results underscore the importance of not only individual factors but also the combined impact of physical surroundings, and job design on employee productivity and job satisfaction. Organizations that prioritize creating a well-designed physical workspace and inspiring workspaces, and tailoring job characteristics to match employee capabilities are more likely to see improvements in performance outcomes.

## RECOMMENDATIONS

In light of the findings and conclusions made above, the following recommendations are put forward:

1. Civil Service Commission and organizations should ensure a safe and comfortable physical workspace by maintaining a clean, well-designed Physical space and safe physical work environment that supports employee well-being and increase productivity.
2. There should be regular evaluation of job characteristics and adjustments based on changing organizational needs or employee feedback to align job tasks with employees' skills, interests, and capabilities to promote intrinsic motivation and effective performance.

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