

Working Environment and Employees' performance in the Nigerian Manufacturing Industry

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ABSTRACT

Due to the changing nature of the environment in the modern period, organizations face a number of obstacles, one of which is to satisfy their workforces in order to succeed, maintain competition, and adapt to the environment's constant change. Therefore, to boost employees' effectiveness, creativity, and work performance, the workplace must meet its employees' demands through offer of ideal working circumstances. This study examined the impact of working environment on the performance of employees in Colman Technical Industries Limited, Arepo, Nigeria. The explicit objectives were to: analyze the impact of physical environment on the workers' effectiveness; and find out the impact of job safety and security on the workers' creativity in the study organization. The sample of the study was Two Hundred and Thirty - Nine (239) respondents. However, simple random sampling technique was used through structured questionnaire with the adoption of regression the hypotheses testing. The results of the research confirmed a substantial impact of physical environment on the employees' effectiveness; and also a meaningful impact of job safety and security on the creativity of workers in the establishment. The study concluded that there was existence of a substantial and positive impact of working environment on the employees' performance in the Colman Technical Industries Limited, Arepo. The study therefore recommended the creation of a workplace where employees would feel welcomed, saved, secured and willing to work well, rather than feeling that they are compelled to do anything, as they could be motivated to perform better or more effectively when being satisfied.

Keywords: *Employee's Commitment; Job Satisfaction, Nigeria; Working Environment; and Worker' Performance*

INTRODUCTION

The environment of work goes a long way in determining the fundamental role in the performance of workers in any place of work as the planned intent of workplaces nowadays is to attain innovation and as well inspire employees to work better, smarter and faster.

This is due to the fact that it is a healthy work environment that produces security to employees' physical and mental ability in undertaking their day-to-day activities. Thus,

workers' manner while carrying out their tasks has continually added value to the performance of the organization, as performance refers the keenness of organization's staff members to exercise effort for the good or benefit of their workplaces (Prachi & Vimal, 2023). Therefore, to challenge the competitive forces, larger percent of the organizations have initiated engaging in the creation of a satisfying working environment for their workforces (Mumtaz, et al., 2020).

It is typically acknowledged that the 21st-century is the era for competition of talents and the nurturing of high-quality talented workforces capable of moving organisations forward. As most of the enterprises fully recognize the importance of workers who possess the needed expertise in recent years. Thus making heavy investment on human capital, and retention of key employees are top priorities for most workplaces, given that human elements are the most essential assets of the organisations. Therefore, it is vital to provide the organisations' staff members with the suitable working environment so as not to only warrant their stay in the office, but to as well cause them to work comfortably since this implies that their working environment is important and does matter (Mekdelawit, 2020).

However, organisations can by no means lose aptitude of their workforces any more in nowadays competitive world of business, where the strategic goal of workplaces is to encourage their staff members into working better, faster, and smarter with a view to achieving innovation (Chandrasekar, 2011). As a result, the working environment that is established is expected to have an impact not only on the employees' morale and engagement, but also on their performances - both positively and negatively.

This is because it is not by chance that new programmes deal with lifestyle changes, work/life balance, health and fitness not earlier considered significant benefits which are nowadays' primary considerations of potential employees, and common practices among the most admired establishments. Thus, organisations have started to place more emphasis on the management of their employees' performance, while equally meeting their comfort needs through the provision of a favourable working environment that interests and retains talents.

A working environment is a place where an individual carries out his / her economic activities, which include the people's surroundings. This includes all factors that influence how employees perform their job functions such as rules and policies, culture, resources, work location, and working relationships. Therefore, since most employees use about 90% of their time indoors, the potential for the indoor environment to affect their performance is significant for many people. This is due to the fact that elements of the built environment, such as design choices and psychosocial elements as well as a person's background together with their characteristics have the power to affect not only the health and wellness of the residents, but also the performance of its users (Iqbal & Waseem, 2012; Galasiu & Veitch, 2006; Bluysen -Aries, Van - Dommelen 2011; Suresh, 2016).

Nevertheless, the link between both the workers and organization's management currently can be professed as being upturned as business owners and their workforces equally must adjust in so as to measure up to the demands of modern occupational life,

given that the number of employment alternatives for workers has increased in a developing global economy. Therefore, in order to find and keep the best talents for their organisations, human resource executive must think of new recruitment and retention strategies. However, the physical workplace environment can have a significant impact on an organisation's ability to recruit and retain talented employees as some workplace environmental factors may be regarded as critical in influencing workers' engagement, performance, level of comfort, morale, and so on (Demet,2012).

However, given that the majority of a person's day is spent at work, there has been growing awareness of how this affects performance as well as health and wellness of employees. Therefore, the requirement for healthy and conducive workplaces is essential due to the fact that they create favourable work situations when implementation of effective management practices is developed in response to the occupational, social, and environmental factors of performance. According to a growing body of research, adverse working conditions increase the chance of poor work performance as non-performance has been researched for many years and has been found to be a widespread issue with costs to people and organisations on a professional and personal level (Bhui, et al., 2012). Therefore, an undesirable working environment impairs job satisfaction, self-esteem, and work performance, while also raising absence risks and having a detrimental impact on employees' health (Iqbal & Waseem, 2012).

In the same vein, poor quality settings do have an impact on average or non - work performance as shown by a study that employees who work in sordid environments are more likely to experience depression (Galea et al., 2005), given that experiences at work could have a favourable or negative outcome, reflecting either exhilaration, vigor, and enthusiasm or disgust, rage, and melancholy (LaMontagne et al., 2014). Consequently, such an office environment lowers performance. This is due to the fact that employees are observed to become helpless when being exposed to the extreme and constant unmanageable environments, such as crowding, noise, and air pollution (Evans & Stecker, 2004).

Nowadays, organisations have presented a diversity of techniques to arouse workers for an enhanced performance. Workers, aside motivation, require the abilities coupled with competence to complete the assigned task efficiently, while regarding some enterprises, workers' preparation has become a crucial effort into the creation process (Chandrashekar, 2011).

However, despite the fact that some research's findings have indicated a high incidence of environmental elements impacting on employees' work performance, studies into working environmental factors influencing performance in a holistic view is limited. The complexities of the transaction between employees and the environment are a concern for this field of research for the reason that both bring their own personality, qualities, and behaviour to the connection. Furthermore, there is a limited conceptual knowledge of general employees' perceived performance and its relationship to the working environment, thus demanding additional research into this area.

The research, thus, tried to assess the impact of the organization's environment on the work performance of the staff of Colman Technical Industries Ltd, Arepo in Ogun State, Nigeria, given that it appeared that less attention was being paid to the workplace

environment in the organisation as the management seemed to be unaware of the influence and hidden dynamics of the workplace environment. While the office environment, its significance, and related challenges were mostly overlooked. Consequently, there were inadequate offices for workers to undertake the assigned task properly, which was equally occasioned by a lot of noise, and in this manner resulting in the difficulty of accomplishment of the set goals. On the bases of the aforementioned, hence this study. Thus, this research attempted to examine the impact of working setting on the performance of employees in Colman Technical Industries Limited, Arepo, Nigeria.

Coleman technical industries limited is a company that specializes in the manufacturing of electrical and telecommunications wires together with cables. The organisation is located at Kilometer 34, Lagos - Ibadan Expressway, Arepo, Ogun State, Nigeria.

The broad objective of the study was to examine the impact of working environment on the performance of employees in Colman Technical Industries Limited, Arepo. The explicit objectives were to:

- (i) Analyze the impact of physical environment on the employees' effectiveness; and
- (ii) To find out the impact of job safety and security on the creativity of staff members in the study organisation.

LITERATURE REVIEW

Concept of Working Environment

Working environment, according to Muhammad, Khurram and Imran (2021); Prachi and Vimal (2023), is a physical place where individuals work and which could be a factory or an office. In relations to Wallace and Trinkka (2009), working environment is the arrangement of a place, procedures and policies through which an individual undertakes his/her duties. This involves the procedures, rules, policies, work location and physical setting of the organisation. That is, the relationship that subsists between the workers in the place of work and the environment in which they have to carry out their operations (Chan et al, 2007).

A work environment is defined as the place where one works, which includes the surroundings of people. It is the social and professional setting in which a person is expected to interact with as many people as possible. This can be categorized into different dimensions such as the technical, social and economic in which the work is typically designed and viewed. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence how employees perform their job functions when they have the desire to work emotionally and physically (Aditya, et al, 2015).

In this study, physical environment in addition to job safety and security were employed as the working environment's variables in the Colman Industries limited, Arepo. While Wallace and Trinkka (2009)'s definition of working environment as the

arrangement of place, procedures and policies through which an individual undertakes his/her duties could be adopted to be suitable for the situation of things in Colman industries.

Concept of Physical Environment

Physical Environmental Factors Impacting on Workers' Performance

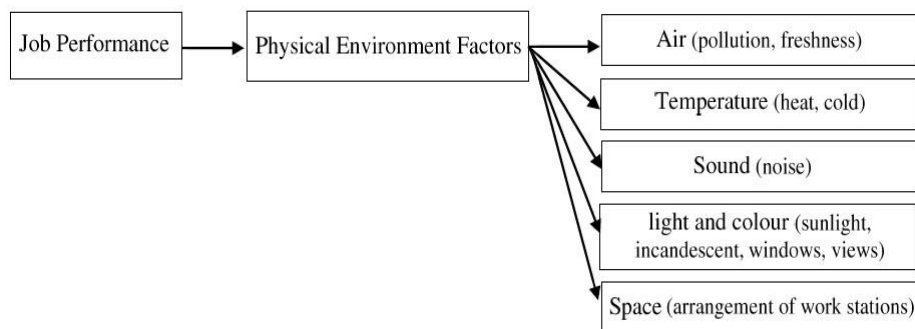


Figure 1. Physical Environmental Factors Affecting Workers.

Source: Authors' Formulation, 2023

Organisational physical environments encompass all tangible things and stimuli as well as how those objects and stimuli are arranged (e.g., open-space, office plans and flexible team work spaces). Badayai (2012) identified five major causes of an unpleasant working environment, which are: air (pollution, freshness); temperature (heat, cold); sound (noise); light and colour (sunlight, incandescent, windows, views); space (arrangement of work stations).

Concept of Work Safety and Security

The safety and security of job refers the process of protecting a member of staff from job-related illness and injury, as well as safeguarding the workplace (building, etc.) from intruders, as every organisation should have an environmental, safety, and health policy statement (an organisational safety plan). This is consistent with the promotion of health and safety at work, which is concerned with the prevention of injury or risks in the workplace, and its primary purpose is to develop a safe and healthy industrial environment. OSH also safeguards the general public who may be affected by the workplace (World Health Organisation, 2016).

Concept of Employee's Performance

To begin with, employees are one of the utmost vital factors for present time organisations in terms of creating and delivering value to customers. According to Prachi and Vimal (2023), the concept refers the keenness of organization's staff to exercise effort for the good or benefit of the organization.

Employee's performance, however, can be described as the tasks that an employee undertakes for the organisation, and how well they are carried out. It is a method for getting everyone in the workforce on the same page about what needs to be accomplished at the organisational level. Anitha (2014) in his opinion considered the concept as the results that an organisation's personnel produce, both financially and non-financially, and which are related to its objectives.

However, in this study, employee's effectiveness and employee's creativity were used as the proxies for the measurement of the employee's performance in the Colman Industries limited, Arepo. While employee's performance in the organisation was in congruence with the definition of Westerman and Yamamura (2007), who considered the concept as the characteristics of job's efficacy and efficiency, its achievement, and its quality.

Dimensions of Employee's Performance and Hypotheses Development

Employee's Effectiveness

Effectiveness is the degree to which something is successful in delivering a desired result. While, employee's effectiveness is associated with the capability of an individual to realize definite goals, which should be directly proportional to that of the organisation's goals, which are centered on the increased productivity, maintenance of a healthy work environment, and increase in revenue and profits. This can thus be seen as improved staff performance leading to the improved output as an effective worker does not simply try to complete his tasks as quickly as possible, but also works to solve problems creatively and continuously enhance his performance to achieve the best results. This can be used to various aspects of business activity based on how well employees in the firm accomplish value-creating tasks (Teo & Low, 2016).

However, Zurkani, et al. (2018) employed random sampling technique in their study titled impact of work environment on the performance of employees of GIE Bangladesh. The study utilized frequencies, mean scores, and standard deviation for the data analysis. The result of the analysis revealed a major effect of environment features on the workers' performance in the organisation under the study. On the other hand, Ni – Putu and Ni – Made (2018) researched on physical work environment and productivity's employees with job satisfaction as an intervening variable. This was with use of path analysis data technique. The outcomes of the analysis of the study established a positive and significant effect of physical work on employee's productivity with the mediation of employee's job satisfaction. Hence, the this study's first hypothesis was articulated as:

H₀₁: There is no significant impact of physical environment on the employees' effectiveness in the Colman technical industries limited, Arepo.

Creativity

Creativity is the development of new and beneficial ideas, which is essential for the survival and competitiveness of an organisation. Drazin et al. (1999) defined creativity as the introduction of new procedures by a person or group of individuals within an

organisation in order to maximize the potential of human labour. According to Mittal and Dhar` (2015), one of the few factors that allows organisations to succeed and compete with other businesses is the creativity of their employees. However, as asserted by Wang and Noe (2010), the support of information sharing is extremely important for an individual's creative performance. In actuality, the dissemination of information fosters innovation. Previous theories have claimed that knowledge sharing can enhance employees' creativity through three processes (Zhang, et al. 2018).

Dabara, et al. (2020) adopted questionnaire in their study to elicit the required data from the respondents in the study area. The study confirmed significant link amid work environment and performance of lecturers in the institutions under the study, while a conducive work environment was recommended for better work performance. Thus, the hypothesis two of this study was presented based on the above research as:

H₀₂: There is no significant impact of job safety and security on the creativity of staff members in the Colman technical industries limited.

Theoretical Framework

Goal-setting theory was the lone model that was reviewed and adopted for the study.

Goal-Setting Theory

Edwin Locke first put forth the goal-setting idea in 1968. According to this view, an employee's personal objectives are very significant in encouraging him to give his best effort. It is necessary to have the ability to communicate role objectives clearly to employees, including them in developing common goals, and giving regular performance evaluation. Additionally, it will be necessary to devote time and effort to managing processes, providing sufficient resources, and workplace training. It also suggests that managers and supervisors present their organisation's human side in order to inspire the organisation to work at its highest level. The key concept here is the human-to-human relationship by giving each employee specific assistance and encouragement (Salaman et al, 2005). So, employee's performance is a significant, multifaceted construct that aims to provide results and is closely related to an organisation's planned goals (Abbas & Yaqoob, 2009). Therefore, performance is the primary multi-character component meant to achieve outcomes that have a significant relationship with the organisation's planned objectives (Sabir et al. 2012). According to this notion, achieving an attractive, pleasant, satisfying, and stimulating work environment can help employees of Colman Technical Industries Limited, Arepo, Nigeria to feel more proud of job and be committed to their work. This is consequent to the fact that people's feelings are influenced by how the workplace is set up and occupied, while it also has an impact on their job output, loyalty to their employer, and the generation of new knowledge within the business (Taiwo, 2009).

Empirical Review

Thushel (2015) researched on the impact of work environmental factors on the job performance, mediating role of work motivation with a focus on the hotel sector in

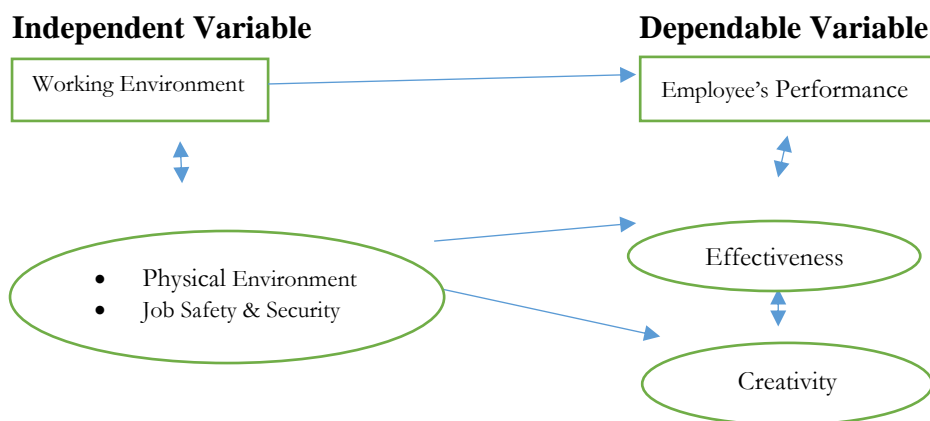
England. The result of the research therefore indicated a meaningful link amid work environmental factors and performance of employees.

Also, Khawar and Aqeel (2017) examined the influence of environment factors on performance of 352 respondents in the manufacturing industry of Lahore. The study therefore used correlation and regression to test its hypotheses, while the results established positive influence of work environment on the employees’ performance in the studied industry. While it was confirmed that the workplace’s environment is capable of causing disturbance to the performance level of the employees of the establishment.

There are few studies concerning working environment, and how this impacts on the employees’ performance in Nigeria, while none of the known researches was on the Colman technical industries limited, Arepo. Thus, formed a gap to be filled by this study as the above reviewed literatures or identified studies were conducted outside the country (Nigeria), therefore necessitating further studies on the subject matter.

Conceptual Framework

Figure1. Link Between the Working Environment and the Performance of Employees



Source: Researchers’ Formulation, 2023

METHODOLOGY

Research Design

This research was conducted with the use of survey method since it is a quantitative research and as a quantitative data analysis method was reasoned out to be applicable to the study. Quantitative research, consistent with Willis (2010), demanding for the sincere opinion of the participants in a well-organized manner. This is with the aim of producing actualities and figures useful and responding to the questions of research.

The Study’s Population

The research involved the total staff members of Colman Technical Industries Limited, Arepo, Nigeria with various levels of experience and making up to 593 as this cuts across all sections of the place of work with the exclusion of Heads of the divisions, and Directors.

Sample Size

Taro Yamane's formula for determining sample size was used. ($n = N/1+Ne^2$)

Where,

n = chosen sample size

N = population's size

e = focused standard margin of error (0.05 or 5%)

1(one) = a theoretical constant

So, the size of sample was premeditated using the above formula with n = 239

And so, the sample size of the study was 239

Consequently, an aggregate of 239 questionnaires were circulated to the respondents. Nonetheless, among 239 copies of questionnaire dispersed, 224 copies were regained and utilized, being 94 % rate of response.

Sampling Procedure

The sample for this research was made up of Two Hundred and Thirty - Nine (239) workers of Colman Technical Industries Limited, Arepo, Nigeria who were randomly chosen from the whole population. However, this sampling method is a type in which everyone in the workplace would be given the opportunity of being picked for the sample, while in non-random sampling technique, selection method is used in which personal knowledge and views are evaluated in the information gathering process (Kuteyi et al, 2020).

Used Data Collection Instrument

The study employed questionnaire as the instrument for drawing the required data. This contained two different parts (Subdivisions A and B). The Subdivision A was tagged "Respondents' Personal Data", and this concentrated on the demographic-data of the participants. The Segment B involved sub - units, that is, sub-unit One, and Sub-Unit Two. The sub – unit one included enquiries intended to gather facts on physical environment and employees' effectiveness; while the sub-unit two entailed questions planned to elicit facts having to do with the examination of the impact of job safety and security on the employees' creativity. On the other hand, the study used four Likert rating scale format to elicit the necessary information.

Used Instrument's Reliability and the Validity

The research engaged the service of a human resource development professional known as an authority in designing questionnaire in an effort to guarantee the validation

of the used instrument and to establish the construct and face validity as all undesirably phrased elements were scored reversely prior to the analysis of data. So, ambiguous elements were realized and then were simplified, then the study adopted test-retest reliability method in a view to find out the constituency of the tool within an interval of three weeks and in consequence accommodating a correlation coefficient of 82 procedure and method of data collection. The copies of questionnaire were given openly to the respondents, while the responses were immediately returned with the exception of where the respondents bade for more time.

Data Analysis Method

The research used inferential and descriptive statistical tools. The descriptive tools consisted of tables with percentages, where inferential statistical tool used was regression analysis.

THE STUDY'S RESULTS AND DISCUSSION

Tables 1 through 3 reflect the findings of the analysis conducted for the study. Two hundred and twenty-four (224) of the Two Hundred and Thirty - Nine (239) copies of the questionnaire that were given to the staff of Colman Technical Industries Ltd. in Arepo, Ogun State, were properly completed and returned. As a result, the analysis was based on 224 copies of the questionnaire.

Results in Table 1 exhibited that 10.8% of participants were of age 18-25 years (yrs), 50.3% belonged to age bracket 26-40, 5.3% were within age 41-50 yrs, then 33.6% were of years 51 and more. Working experience distribution indicated that 33.0% had been employed in the organization for 1-5 yrs, 37.1% had been engaged for 6-10 yrs, then 15.2% have been the working system for 11-15 yrs, while 14.7% of the respondents had been in the organization for about 16 yrs and more. It further illustrated that 57.1% were male, while 42.9% were female out of which 17.4% were O' Level's holders, 21.4% had NCE/OND, 21.1% had HND/ B.Sc., 30.4% had M. Sc./MBA/M. A/ equivalent, while 10.7% possessed PhD Degree. Distribution of participants according to marital status presented that 24.7% were single, 66.8% were married, while 8.5% were divorcees.

Table 1 exhibited the respondents' socio-demographic features. The table indicated that out of Two Hundred and Twenty-Four (224) respondents, the age distribution of the respondents revealed that 10.8 % of the respondents were within the age range of 18 - 25 years, 50.3 % of them were within the age range of 26-40 years, 5.3 % of the respondents were within the age range of 41- 50 years, and 33.6 % of the respondents were within the range of 51years and above. This implied that most of the staff members of the Colman Technical Industries Limited were youths with enough vigor to ensure effective performance for the organisation. Also, the table 1 showed the respondents' working experience. with 33 % of them were with working experience ranging from 1 -5 yrs, 37.1 % work experience ranged between 6 - 10 yrs, 15.2 % ranged between 11 – 15 yrs, and 14.7 % have been working in the system for more than 16 yrs, suggesting that the organisation had some staff with some measures of experience and who are eligible to offer required responses to questions made up the questionnaire of the study.

Likewise, table 1 illustrated the gender of the study's participants as 57.1 % of them were males, while 42.9 % were females. This hinted that the majority of the workforces in the workplace were males who were expected to move the organisation forward in terms of their service delivery to the workplace.

Table 1: Participants' Socio-Demographic Features

Characteristics of Participant	N	%
Age Range		
18-25yrs	24	10.8
26-40yrs	113	50.3
41-50yrs	12	5.3
51yrs and Above	75	33.6
Total	224	100.0
Working Experience		
1-5yrs	74	33.0
6-10yrs	83	37.1
11-15yrs	34	15.2
16yrs and Above	33	14.7
Total	224	100.0
Gender		
Male	128	57.1
Female	96	42.9
Total	224	100.0
Educational Condition		
O' Level	39	17.4
NCE/OND	48	21.4
HND/ B. Sc.	45	20.1
M. Sc./MBA/MA/Equiv.	68	30.4
PhD	24	10.7
Total	224	100.0
Marital Status		
Single	55	24.7
Married	150	66.8
Divorced/Separated	19	8.5
Total	224	100.0

Source: Field Survey, 2023

Similarly, in the table, the education qualification of the respondents revealed that most of the workers were holders of one master degree or the other which were 30.4 %, intimating that the organisation was blessed with well lettered employees.

The distribution of respondents by the marital status equally exhibited that 24.7 % of the participants were yet to marry, 66.8 % of them happened to be family people, while 8.5 % were separated/divorced, meaning that bulk of these employees were wedded

individuals who could be believed to remain with the organisation due to their settlement and family ties.

The Testing of the Study's Hypotheses

H₀₁: Physical environment will have no significant impact on the employees' effectiveness in Colman Technical Industries Ltd, Arepo

Table 2: Regression Analyses' Summary on the Impact of Physical Environment on Workers' Effectiveness (N=224)

Variable	B	SEB	B	t	p
(Constant)	-.850	.179		-4.745	.000
Physical Environment	.482	.029	.729	16.660	.000
R		.729			
R ²		.531			
Adj. R ²		.529			
F		77.552*			

*p < .05. Dependent Variable: Employees' Performance

Source: Authors' Computation, 2023

Table 2 showed the influence that physical environment had on the effectiveness of employees in Colman Technical Industries Ltd, Arepo. It was made known that influence of physical environment on workers' effectiveness produced a constant of a correlation (R) and square (R²) of .729 together with .531 in that order. The values are substantial statistically at 0.05 level of probability. More also, physical environment accounted for 53.1 % out of the noted variance in the workers' effectiveness. Therefore, the specified hypothesis (null) was renounced, hence, it suggested that physical environment had a meaningful influence on employees' effectiveness in Colman Technical Industries Ltd, Arepo. This result validated the Khawar and Aqeel (2017)'s study that established a positive effect of physical environment on the effectiveness of workers in the manufacturing industry of Lahore, Pakistan.

H₀₂: **There is no significant impact of job safety and security on the employee's creativity in the study area.**

Table 3: Summary of Regression Analyses on Job Safety and Security of the Workers' Creativity (N=224)

Variable	B	SEB	β	T	p
(Constant)	1.322	.183		7.209	.000
Job Safety and Security	.792	.629	.169	2.691	.008
R		.961			

R ²	.921
Adj. R ²	.520
F	7.239*

*p < .05. Dependent Variable: Motivation level

Source: Authors' Computation, 2023

Table 3 showed the impact of job safety and security on employees' creativity in Colman Technical Industries Ltd, Arepo. It was presented that impact of job safety and security on employees' creativity produced a constant of a multiple correlation (R) and square (R²) of .961 together with .921 correspondingly. The values were significant statistically at 0.05 level of probability. Conversely, job safety and security accounted for 92.1% of the perceived variance in the workers' creativity. Then, stated null hypothesis was therefore rejected, thus suggesting that job safety and security had a significant impact on the employees' creativity in Colman Technical Industries Ltd, Arepo. However, this finding corroborated with the observation of the findings of Thushel (2015)'s research, indicating a significant relationship between work environmental factors and employees' performance in the hotel sector of England.

CONCLUSION

This research was carried out in the manufacturing sector, with a focus on the Colman Technical Industries Limited, Arepo, Nigeria. This was with the main purpose of statistically assessing the impact of working environment on the performance of workers. As previously pointed out in the reviewed literatures of the article and the findings of the study, a significant link was established between employees' effectiveness and the organisation's physical working environment. Also, existence of relationship between job safety and security, and employee's creativity was proven. However, with reference to the participants' observations of their work setting and its influence on their performance, it was shown that the interior of work setting (physical environs) of the organisation under the study had impact on their performance, and that the impact reduced their effectiveness of job performance. While job safety and security equally had impact on the employees' accomplishment as the impact lessened their creativity of job performance. This indicated that effectiveness (one of the indicators of work performance) could be noticeably affected by the physical work environment factors, while creativity could be actually influenced by the job safety and security.

The results of the study could promote the claim that in as much money is insufficient to serve as a motivator in encouraging performance at work as required in nowadays competitive world of business, the working environment is therefore essential in encouraging employees towards the accomplishment of their assigned tasks as being expected. Consequently, in this present time cut throat environments of the place of work, the power of attraction, retention, and encouragement of enhanced work performance is turning out to be important as employees tend to have noteworthy feelings and been cared for at time their working environment is upgraded and support their wellness, health, safety, and security. They would then be able to give their best to their organisation if

these issues were resolved. Therefore, the study inferred that physical environment impacted greatly on the employees' effectiveness in Colman Technical Industries Ltd, Arepo, and that job safety and security had a significant impact on the employees' creativity in the establishment.

Recommendations

Resulting from the result of the research, the study offered these recommendations:

- i. The authority of Colman Technical Industries Ltd, Arepo should endeavour to change the physical look of the workplace in the space of few years with a well-designed workspace so as for the organisation to earn a competitive advantage, not only for the employees' contentment and dedication to duties, but also for the enhancement of their performance.
- ii. The organisation should ensure the creation of a workplace where employees would feel welcome and also desire to come to work, rather than feeling being forced to do anything, as this could motivate them to perform their job more effectively.
- iii. The policy makers of the organization should always make plans that would allow employees to participate from time to time in the enhancement of their own personal offices in such a manner that would make them feel so joyful and most at ease. This is to enable them to view their offices as a second home capable of bringing about their stay in for a long time since this could inspire them into achieving high levels of job performance.

Limitation and Future Direction of the Study

This study was faced with some limitations such as fear of victimization by most of the respondents, thus resulting in their reluctance in probing into fundamental matters regarding their work environment. Additionally, some of the respondents were very busy to give necessary answers in filling the administered questionnaires since it was distributed during their working hours.

This study focused on the manufacturing industry in Nigeria, future studies can concentrate on other sectors so as to make unprejudiced inferences.

The Study's Practical Implication

The practical implication of this study is bothered on the fact that managers at work have pay attention to the physical work environment together with the job safety and security of their workers so as to enhance work performance in Colman Industries Limited, Arepo. However, elements of physical environment such as air temperature or conditions, air circulation, activities' flexibility, unpleasant sound and sanitation of the organisation have be a main worry in the improvement of workers' performance. While the safety and security of the employees are prerequisites for job focus, excellent work performance coupled with the quality service delivery in the establishment.

The Theoretical Implication of the Study

The theoretical implication of this study is that the study's relevance with reference to managers in the workplace is expected to positively adjust their interaction with their juniors while equally addressing matters bothered on the employee's and their immediate environment. Similarly, employees would be opportune to air out their complaints to the managers in particular and the organizations at large.

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