

Title page

**THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEE
PRODUCTIVITY IN POWER HOLDING COMPANY OF NIGERIA (PHCN)
JIMETA BUSINESS UNIT**

BY

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF
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Declaration

I hereby declare that this research project has been written by me under the supervision of Mallam Ahmed Umar Alkali a lecturer in the Department of Management, school of Management and information technology, FUT, Yola.

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Approval Page

This thesis titled: **The Impact of Working Environment on Employee Productivity in PHCN, Jimeta Business Unit** by **GRACE MICHAEL** meets the regulations governing the award of Degree in Masters of Business Administration (MBA) Federal University of Technology, Yola and is approved for its contribution to knowledge and literary presentation.

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Dedication

This project work is dedicated to my parents

Acknowledgement

My whole-hearted praises to God Almighty for keeping me alive to see the end of this project. I am honestly and strongly indebted to my supervisor, Mallam Ahmed. U. Alkali for devoting his time, useful comment, suggestions and corrections. I am greatly indebted to all my lecturers, Prof A.A. Sajo, Mr. Deva Bello and Ibrahim Bayaso for their encouragement and support. My thanks and gratitude to my siblings for their support, God will continue to bless you. Special thanks to all my friends and course mates. Thank you

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ABSTRACT

The research is on the impact of working environment on employee productivity in PHCN Jimeta Business Unit. There is an increasing public outcry on the decline productivity in the civil service in recent years. And this is usually attributed to dilapidated buildings, unkempt environment and job stress in the environment. The objective of the research is to determine the influence of work environment on employee productivity and to identify problems of work environment in PHCN, Jimeta Business Unit. Questionnaire was used to collect data in this research. Textbooks, journals, seminar papers and lecture notes were used to collect data. Findings have revealed that some basic factors in the work environment particularly the inadequate supply of water, poor lighting, being overworked, inadequate provision of social amenities and security has imbedded the productivity of the workforce. The study recommends that the working environment should be made conducive by providing constant supply of water, office aesthetics, provision of social amenities and adequate security to enhance better performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The performance of any organization which determines its survival and growth depends to a large extent on the productivity of its employees. The type of environment in which employees operate determines the ways in which such organizations prosper. The need to provide a safe environment for employees has had a long history in human resource management. It is acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence to employees' well being. Conducive environment ensures the well being of employees, which will enable them to exert themselves to their roles with all vigor that may translate to higher productivity.

The environment according to Opperman (2002) is a composite of three major sub-environments; the technical environment, human and organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. This environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers to peers, others with whom employees relate, team and work groups, international issues, leadership and management. Human environment is designed in such a manner that encourages informal interaction in the organization so that the ability to share knowledge and exchange ideas could be enhanced. Organizational environment includes system procedure, practices, values and philosophies.

Investigation revealed that factors both in the internal and external environment as well as employment policies are unfavorable to the enhancement of employee productivity. It is therefore imperative for governments at the federal and state levels to explore ways of improving and updating infrastructural facilities in order to make organizational environment more conducive for enhancing employee productivity. Mali (1978) sees productivity as “the measure of how resources are brought together in organizations and utilized for accomplishing a set of results. It is seen as the power of employees, that is, ability of employees to turn out used values (goods and services) which can be normal at a given state, technique and organizations. Productivity in an organization can be influenced by a wide range of internal and external variables which may be classified as;

- 1) General factors: climate, geographic distribution of raw materials, fiscal and credit policies, adequacy of public utilities and infrastructural facilities
- 2) Organizational and technical factors: the degree of integration, percentage of capacity, size and stability of production.
- 3) Human factors: labor management, relations, social and psychological conditions of work, wage incentives, stress, and trade union practices.

The employees’ view of low productivity may stem from poor pay system, absence of fringe benefits, inappropriate leadership styles, wrong job location, unfavorable organizational change etc. Therefore, we cannot measure the effectiveness of a job design without the knowledge of the environment in which it operates.

1.2 Statement of the Problem

In most developing countries like Nigeria, there is an increasing public outcry on the declining productivity in the civil service in recent years. And could this decline be attributed to obsolete equipment, job stress and decayed utility (water and electricity)? Or could this decline in employee performance be attributed to the nature of environment? Does unkempt environment and dilapidated buildings have effect on worker's productivity? More so is inadequate budgetary allocation affecting the provision of necessary facilities and equipment to better the worker's performance? Hence, it has become imperative to assess the impact of working environment on employee productivity

1.3 Objectives of the Study

The research is generally aimed at finding out the impact of working environment on employee productivity. Particularly the research work has the following laudable objectives:

- a) To determine the influence of work environment on employees' productivity.
- b) To evaluate workers productivity in relation to work environment
- c) Identify problems of work environment in PHCN
- d) To identify the effects of work environment on job stress.

1.4 Research Questions

- 1) Does work environment have any influence on employees' productivity?
- 2) Is the productivity of workers related to work environment?
- 3) Is the PHCN work environment in any way related to their productivity?

1.5 Hypotheses

Ho₁: there is no significant relationship between work environment and employees productivity.

Ho₂: there is no significant effect between workers productivity in relation to work environment at PHCN Jimeta business unit.

1.6 Significance of the Study

The significance of a well-managed organization cannot be over emphasized. This is because the survival of any organization depends on its productivity. Over the years, it has been discovered that some organizations have failed to achieve their objectives as a result of the environment in which it operates. It is therefore of immense significance to investigate ways of improving the working environment towards the attainment of employee productivity. It is in the opinion of the researcher that when this study is carried out, it will contribute to the existing literature on the general over-view of the working environment on employees' productivity. It also has the potentials to stimulate further research in areas similar to this. This research will contribute to the development of the society and it will serve as a reference material in the academic environment.

1.7 Scope of the Study

The study is expected to examine the impact of working environment on employee productivity with particular reference to Power Holding Company of Nigeria (PHCN), Yola business unit from 2000-2010. It is also expected to achieve a more distinct picture of what the employees have to deal with in the environment in which it operates and all business organizations in general with particular reference to the benefits derivable from this study.

1.8 Limitation of the Study

This study was centered on the impact of working environment on employees' productivity in PHCN, Jimeta business unit of Adamawa state. However, in carrying out the research, many setbacks were encountered among which were the inadequate secondary documented data about the case study. Unwillingness of some staff of the organization to give correct information because they feel the write-up will make the public aware of their short comings.

1.9 An Overview of the Study Area

The historical background of PHCN which was formerly known as NEPA can be traced back to 1948 when the first plant was installed in the country in the city of Lagos. The trend however changed in 1950 when the government pushed the electricity corporation of Nigeria ordinance 15 of 1950 to integrated power development for effectiveness by bringing the various electricity plants under one control Electricity Corporation of Nigeria (ECN). This became the statutory body responsible for generation, transmission, distribution and sales of electricity to all consumers in Nigeria. In 1962, the Niger Dams Authority (NDA) was established; the authority was responsible for the construction and maintenance of dams and other works of river Niger which was used to generate electricity. Government in 1969 decided to merge the electricity corporation of Nigeria and the Niger Dam Authority into a single body called National Electric Power Authority (NEPA) which became effective on January 6th, 1973. The name Power Holding Company of Nigeria became effective in 2005 as a result of government policy. PHCN operation covers five major sectors namely: Generation, Transmission, Distribution, Marketing, Finance and Accounts Corporate service as well as managing Director's office. PHCN has eight major power stations with installed generation capacity of 6,000 mega watt, but the available electricity supplied daily is less than 3,000 mega watt. It has the national control centre in Oshogbo where all electricity generated in this country is pooled together for further re-allocation to every state.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter an attempt has been made to review the past research work on work environment and employee productivity in different parts of the world.

2.1 Effect of Workplace on Productivity

Declining productivity in the public sectors has become a persistent concern of economic and business analysts over the past years. And as the decline continues, so does the search for solutions. (Bowman, 1994; Burstein and Fisk, 2003; Balk, 2003). Dozens of organizations have attempted to solve their productivity problems by application of various innovative management techniques (Balas, 2004). Some private sector agencies have implemented incentive programs in order to influence employee motivation and increase productivity. Many of the motivational tools used in private industries are not available to managers who work in the public sector. An employee working in the public sector knows that salaries are not individually negotiated. To attain the objective, management of any organization must identify those factors both in employment situation and in the psychology of the workers that best motivated them and to see to the provision of such factors in order to boost productivity.

Akerele (1991), pointed out that several factors affect productivity in one way or the other. They range from environmental, technological, organizational, cultural, sociological and economic factors and human factors. However, the significance of the influence of the environment on organizations operational activities and

performance was only acknowledged by Johnson and schools (1998), Jones (1996), Akerele (1991), Okpechi(1999) and Yesufu(2000) among others. In fact, stoner *et al.* (2000) and Weihrich and Koontz (1994) stress that organizational activities are influenced by what happens in the external environment.

Akerele (1991), also points out that inability to effectively manage the human factor as manifested in several negative ways including the following; employees often arrive at the office fatigue and exhausted as a result of poor transportation facilities and harsh living conditions in most urban cities. They are also compelled to make use of materials and machinery which are far from suitable for attaining the desired level of performance.

In view of Oloko (1991), it is not enough for us to understand the socio-cultural sources of these deviant orientations, it is necessary for us to do something practically to arrest and control them. Productivity should reflect our total commitment to improve the way we do things, our attitude to work, a commitments to improve our work ethics, a commitment that whatever we do today can be improved upon (Akerele, 1991).Tackling and overcoming the problem of low productivity of Nigerian workers is not impossible although daunting.

Yesufu (2000), stated that, given the same conditions, as those prevailing in the more developed metropolitan countries, there was every reason to believe that the Nigerian worker could be as efficient and productive as its counterparts anywhere in the world. If there are basic infrastructural facilities such as good drinking water, constant flow

of electricity, reliable transportation systems, good roads and health facilities, productivity of Nigerian citizenry will not be below par (Okpechi, 1999).

Productivity as Yesufu (2000), declares is often described, with ample justification, as the secret of business success, economic progress and increasing wealth. In general parlance, however, productivity is the measure of the ratio of the output to the amount or quantity of the resources input, which is utilized in the relevant production process. Over a given time scale, productivity is a measure of the efficiency of an enterprise, or an economy-namely, how effectively given resources are, or can be utilized. There is a presumption that if productivity or efficiency is low, even abundant resources will be filtered away as a result of high cost and inefficient exploitation of such resources.

In the literature, it is posited that the industrial revolution and the movement away from agrarian society was the pivotal point in history that instigated the concern with workers output (Kartzell and Yanalorich, 2000). The major schools of thought, namely, Frederick W. Taylor and the Human Relations movement have impinged on productivity since the mid-nineteenth century. Among a number of factors that were since that time believed to have some influence on productivity are (a) the growth of organized labor unions, (b) technological advancement and (c) the changing role of government. For instance, government was assumed to have some influence on productivity, albeit often indirect through labor legislation, consumer protection regulations and even tax regulations, which may have redirect the way in which factors of production are allocated.

Etzioni (1980), looked at productivity as the extent to which members of an organization are committed to its goals and purposes. He further maintains that the more employees are committed, the less control mechanisms are needed for the attainment of higher productivity.

Beard *et al.* (1990), opined that to attain high productivity in any organization, there must be motivating factors of production, such as wages, rents, interest and profit. They went further to say that management by objectives (MBO), which attempt to improve the performance of an organization and motivate, assess and train the individuals in it by integrating their personal objectives with those of the organization should be applied. They continued that by applying this system, the efficiency of the organization will be increased because the individuals are clear about their objectives as well as those of the organization. They argued that to attain high productivity, human beings should be taken into consideration

Mcbeath (1996), defines productivity as a measure of how resources are brought together in organizations and utilized for accomplishing a set of results. Based on this view, productivity implies reaching the highest level of performance with the least expenditure of resources. The foregoing are in consonance with the common approach to productivity which according to Adamu (1991), is a type of relation between outputs and inputs, often factors like labor and capital to define some meaningful measures like:

1. The work environment as to be safe and healthy, i.e, no hazards and no undue risks.

2. The opportunity to use talents effectively to acquire new skills and knowledge for advancement must be ever present.
3. The employees at all levels have occasions to develop their capabilities through problem solving and planning.
4. The social climate of the organization is free from prejudice and rigid classifications
5. The job does not take excess time energy from other aspects of life.

Oloko (1991), similarly identified some socio-cultural factors affecting productivity and excellence in some Nigerian organizations, viz:

1. Low level of national consciousness.
2. Existence of wide spread corruption.
3. Personalization and monopolization of offices by the bureaucrats.
4. Intense and negative class consciousness on the part of bureaucratic elites in their relationship with their subordinates.
5. Absence of a keen sense of punctuality.

Efficiency was generally defined as accomplishment of work with the least expenditure of manpower and materials (Bouckaert, 1990). In 1937, under the Roosevelt administration, the president's committee on administrative management, also known as the Brownlow committee, published its report. This report stated that the efficiency of government rests upon two factors: the consent of the governed and good management. Administrative efficiency is not merely a matter of paper clips, time clocks and standardized economics of motion. These are but minor gadgets. Real

efficiency goes much deeper down. It must be built into the structure of a government just as it is built into a piece of machinery (president's committee on administrative management, 1999).

It was admitted that the productivity of labor is low in Nigeria. A seminar by the manpower board on productivity in Nigeria in 1963 concluded that Nigeria labor was not as productive as it should be on the average particularly when compared with counterpart workers in Europe (Yesufu, 2000). The crusade for productivity increase in Nigeria thus formally began in 1963 when the Morgan commission recommended the setting up of a national wages advisory council. Since then, the concern for productivity especially in the public sector has increased with intensity, culminating to the establishment of the national productivity center under the federal ministry of employment, labor and productivity (Osoba, 1999; Umeh and Usman, 2000). The primary duty of the national productivity center, as spelt out by Decree No. 7 of 1987, is to stimulate productivity consciousness among Nigerian workers and to develop and supply the right technical solutions to productivity problems across all sectors of the national economy.

Herzberg (1996), stated that motivation theory involves what are known as the hygiene factors and includes the work and organizational environment. These hygiene factors include: The organization, Its policies and its administration, The kind of supervision (leadership and management, including perceptions) which people receive while on the job, Working conditions (including ergonomics), Interpersonal relations, Salary, Status, Job security. These factors do not lead to higher levels of motivation but without them there is dissatisfaction. The second component in Herzberg's'

motivation theory involves what people actually do on the job and should it be engineered into the jobs employees do in order to develop intrinsic motivation with the workforce. The motivators are; Achievement, Recognition, Growth / advancement, Interest in the job. These factors result from internal instincts in employees, yielding motivation rather than movement.

Therefore, the hygiene and motivation factors can be listed as follows:

Hygiene, Company policies and administration ,Supervision ,Working conditions and interpersonal relations ,Salary, status and security ,Motivators, Achievement ,Recognition for achievement ,Interest in the task ,Responsibility for enlarged task ,Growth and advancement to higher level tasks .

2.2 Effects of working Environment on Individuals

The working environment has an effect on individuals as follows: It will provide at least sufficient for his basic needs and often much more. It may or may not provide adequate security. Again, most individuals seek a secure job; there are others, who seek high pay for a limited period but with limited security. It provides an individual with an identity. As a member of an organization, he carries out a specific function. It also gives the worker comradeship, freedom from boredom, and an interest during his working life. It also provides self-fulfillment for individual where consideration has been given to ensure that the job is creative and gives job satisfaction. It provides the individual with status. There is a status in all jobs providing the job content is investigated to make the work more interesting.

2.3 Effects of Working Environment on Work Groups

Rensis Likert has already described how the various management styles in an organization can affect the groups in an organization. Whilst the working environment will affect individuals, it will undoubtedly have a greater effect on working groups, since whilst an individual may have certain needs, he will not obtain those needs if the working environment does not provide the needs of the working group. The working group is the instrument of society through which in large measure the individual acquires his attitudes, opinions, goals and ideals; it is also one of the fundamental sources of discipline and social controls.

Therefore, the working environment has an effect on groups as follows:

1. It will affect the morale of the group.
2. It will determine whether the group achieves the objectives set by the organization.
3. It will determine whether the degrees of cooperation will be provided by the group.
4. It will motivate the group to give of their best.
5. It will determine whether the human relations within an organization are good or bad.
6. It will also affect the relations between management and trade unions.

McClelland (1991), observed that some people have an intense need to achieve; others, perhaps the majority, do not seem to be as concerned about achievement. His research led him to believe that the need for achievement is a distinct human motive

that can be distinguished from other needs. More important, the achievement motive can be isolated and assessed in any group. Achievement-motivated people are not gamblers. They prefer to work on a problem rather than leave the outcome to chance. Achievement-motivated people take the middle ground, preferring a moderate degree of risk because they feel their efforts and abilities will probably influence the outcome. In business, this aggressive realism is the mark of the successful entrepreneur. Another characteristic of achievement-motivated people is that they seem to be more concerned with personal achievement than with the rewards of success. They do not reject rewards, but the rewards are not as essential as the accomplishment itself. Money, to achievement-motivated people, is valuable primarily as a measurement of their performance. It provides them with a means of assessing their progress and comparing their achievements with those of other people. They respond favorably to information about their work. They are not interested in comments about their personal characteristics, such as how cooperative or helpful they are. McClelland (1991), also stated that the concept of achievement motivation is also related to Herzberg's motivation-hygiene theory. People with high achievement motivation tend to be interested in the motivators (the job itself). Achievement-motivated people want feedback. They want to know how well they are doing on their job. On the other hand, people with low achievement motivation are more concerned about the environment. They want to know how people feel about them rather than how well they are doing. The need to provide a safe organizational environment for employees has had a long history in Human resource management.

Accordingly, Kohun (1992), defines organizational environment as an “entity” which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance. Organizational environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work.

Brenner (2004), was of the opinion that the ability to share knowledge throughout organizations depends on how the organizational environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge. In addition, Brenner (2004), argued that organizational environment designed to suit employee’s satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Organizational environment when appropriately designed motivates employees toward higher productivity

There are two types of organizational environment according to Akinyele (2005), which are conducive and toxic organizational environments. Conducive organizational environment gives pleasurable experience to employees and enables them to actualize their abilities and behavior. This type of environment also reinforces self-actualizing behaviors. For instance, an irresponsible employee can change into a responsible employee in conducive organizational environment. Toxic organizational environment gives unpleasant experiences and at the same time, de-actualizes employees’ behavior.

2.4 Effects of Leadership on Employee Productivity

Leadership development process intends to develop leaders and also includes transfer of organizational culture and values ultimately resulting into collective sharing among all the members of the organization to achieve the organizational objectives (Hamilton and Cynthia, 2005). Leadership development is also a major consideration and challenge across the globe and has a major influence on employee's performance.

Tirmizi (2002), has provided a 6-L framework model of leadership research and development in Pakistan and has developed a leadership development instrument based on 6- L framework. On the other hand, this study identifies 6 dimensions to be developed, but how to develop remain unanswerable. The factors due to which leadership development can be conducted are not found but provide a clear evidence of importance and need for the leadership development in Pakistan. The six 6-L framework dimensions developed by Tirmizi are:

1. Leads and encourage change
2. Lives by example
3. Lauds achievement
4. Lends a vision
5. Leverages learning and development
6. Looks out for others

Hence, it is important to recognize the leadership development and means to develop, and its impact on the organization and its employees in Pakistani business environment .

Mwita (2000), stated that managers at all the levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it. However, there are many expectations from managers working for an organization. These expectations are sometimes fulfilled but in some situations these managers may be running to their boss for guidance. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibilities innovatively, while understanding and foreseeing the market and business situations. Consequently question arises that how an employee can work more efficiently and effectively to increase the productivity and growth of an organization. An effective leadership program can be of an immense assistance to help identify and build leadership qualities among individuals within the organization. The relationship between leadership and performance was indirect as well as direct

Gadot (2007), suggested that the importance of developing leaders is through leadership development programs. Latest studies provide that organizations heavily invest in Human Resource Development interventions to update and skill the employees in order to attain job performance, job satisfaction and job involvement. These skills can be imparted by providing necessary technical/non-technical training and coaching

Rowold (2008), posited that currently leadership is widely recognized, and verified through research. Leadership development can be imparted through experiential learning, vicarious learning and transformational learning and it is imparted as leaders can influence the people and motivate them

Popper (2005), stated that leadership development is becoming an increasingly critical and strategic imperative for organizations in the current business environment.

Sheri-Lynne and Parbudyal (2007), posited that leadership development is an important area which is considered and implemented in organizations to increase human capability and some other benefits like to gain competitive advantage. Some developmental assignments can be carried out concurrently with regular job responsibilities, whereas others require taking a temporary leave from one's regular job.

Yulk (2002), opined that development assignments can be used to develop managerial skills at current jobs, some may be used to develop new projects or begin new projects serving as department representative on a cross functional teams. Training sessions play an important role to improve the performance of organizational managers regarding communication skills, listening skills, motivate others, support others, and share information

Klagge (1997), stated that a leadership development program is aimed to improve the skills of managers at all levels whether operational, tactical, strategic and personal as well. Performance is a vital feature of an organization; furthermore, development programs can be helpful in identifying and managing teams, where group development and specifically personal development and growth of managers also take place. The most important aspect nowadays is that how a manger can adopt the leadership attributes and effectively use them to perform his job responsibilities assigned, these attributes can help him work further than the job responsibilities and add more achievement to the organization

Sahinidis and Bouris (2008), stated that training and development are designed to skill employees so they can perform well. This can be done by formally developing Training and Development programs or informally on job training can be offered. Employees may not feel motivated and lack commitment due to insufficient knowledge and skills which can be imparted to them through training. This insufficiency may result into conflict with organizational goal achievement and eventually affecting organizational performance. Therefore organizations must fill in the gap desired and actual performance.

Duvall (1999), defines success as achievement, accomplishment and attainment which is a consequence of empowerment. He reveals this consequence in form of success through empowerment as (1) Individual success in form of employee's role performance, (2) Organizational success which is achieved as members of the organization accomplish collective organizational goals and objectives, and (3) As organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs. Further Bartram and Casimir (2007), reveal in their study that empowerment had significant positive correlations with both performance and satisfaction.

Chen and Tjosvold (2006), have studied participation and its importance by American and Chinese managers in China. Their research reveals that participation management is about involving employees in the decision making process where the employees feel that they have the opportunity to discuss problems and can influence organizational decisions. The overall impact of participation is increased employee job performance and low turn over.

Further, Lam *et al.* (2002), suggest that organizations can act to increase or decrease the levels of these mediator variables within their personnel and potentially strengthen the positive performance effects of employee participation

Yulk (2002), posited that delegation involves assignment of new responsibilities to employees and additional authority to carry them. However delegation is used to describe a variety and different forms of power sharing with individual subordinates. There are many reasons for delegating but amongst them the strongest reason is to develop subordinates skills and confidence. Leadership development is accomplished through coaching, training and development, empowerment, participation and delegation on employee performance.

2.5 Job Stress

Stress is a universal element experienced by employees around the globe. Employers today are critically analyzing the stress management issues that contribute to lower productivity of employees originating from dissatisfaction and high turnover ultimately affecting organizational goals and objectives.

Giga and Hoel (2003), concluded that high rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship.

Michie and Williams (2003), stated that job stress although has belittling impact on any organization and individual's performance but can shape dire consequences when related to health care. Job stress is considered rising and has

become challenging for the employer and because high level of stress can result in low productivity, increased absenteeism and collection to other employee problems like drug abuse, hypertension and a host of others.

Kazmi and Rubina (2007), posited that doctors in the field of medicine have to usually face a lot of hurdles and one of the most evident factors which originates and impacts directly their personal and professional lives is stress. Low job satisfaction correlated with contemplation of giving up work due to stress. The kind of stress towards which the doctors are exposed to usually result in such negative factor that places the life of the innocents which they attend. And such stress increases the chances of fatal errors lowering job performance. The importance of stress is highlighted nowadays by the employers to manage and reduce stress through practical guidelines in the public sector but not in private organizations (Rolfe, 2005). Positive correlation has been shown by the literature between incentives and performance as both are related with satisfaction of employees, however every time the case is not same on monetary incentives like career advancement, prestige, and public recognition can also increase performance because low morale, high turnover, and interdepartmental struggle were baselines of many cases. (Giga and hoel, 2003)

2.6 Job Performance

Campbell (1990), suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge refers to knowledge about facts, principles, objects, etc. It represents the knowledge of a given task's requirements. For instance, declarative knowledge includes knowledge of principles, facts, and ideas.

Procedural knowledge and skill knows how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, interpersonal skill, etc. The third predictor of performance is motivation, which refers to "a combined effect from three choice behaviors—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort”.

Campbell (1990), also mentioned several performance parameters that may have important implications for the job performance setting and should be investigated by industrial and organizational psychologists. The first one is the distinction between speed and accuracy. This distinction is similar to the one between quantity and quality. Important questions that should be considered include: which is most valued by the organization, maximized speed, maximized accuracy, or some balance between the two? What kind of trade offs an employee makes? The latter question is important because speed and accuracy for the same task may be independent of one another.

Sackett, Zedeck, and Fogli(1988), did a study on supermarket cashiers and found that there was a substantial difference between scores reflecting their typical performance and scores reflecting their maximum performance. This study suggested the distinction between typical and maximum performance. Regular work situations reflect varying levels of motivation which result in typical performance. Special circumstances generate maximum employee motivation which results in maximum performance.

Garba (1996), posited that certain types of performance are necessary to help the organization attain its objectives and training assistance by providing organizational members with the tools to get the job done.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Survey design was the approach used in this research which is the use of existing data and structured questionnaires as instruments. The study employed the use of both descriptive and inferential tools (T-test and regression analysis) in which structured questionnaires was administered to the respondents.

3.2 Population of the Study

The target population of this research work was the one hundred and fifty-two (152) staff of marketing, accounting, administration, customer care centre and distribution departments of Power Holding Company of Nigeria (PHCN), Jimeta Yola business unit.

3.3 Sample of the Study

The sample for this research work covered ninety (90) staff out of the one hundred and fifty-two (152) staff of PHCN, Jimeta Yola Business unit. Random sampling technique was used in selecting 60% of respondents from marketing (47), customer care (1), accounts (18), administration (23) and distribution departments (63) of the organization.

3.4 Sampling Technique

The organization was sampled based on the number of employees in each department. Then the next stage involved selecting the sample population based on the

number of staff in each department to get the population of ninety (90). And then random sampling technique was used to get respondents from the sampling frame of one hundred and fifty-two (152).

3.5 Methods of Data Collection

The data for this study was obtained from both primary and secondary sources.

i. Primary Sources of Data

These are data that was obtained from the administration of questionnaire to the targeted population. Data was observed and recorded by the researcher for the first time. In the course of this research work, questionnaires were the primary sources.

ii. Secondary Sources of Data

Secondary data can be regarded as second hand information. This information includes text books, journals, seminars, magazines, articles, newspapers and every other form of published materials. The combination gives the researcher a pool of data on which the literature reviews, data analysis and hypothesis was based.

3.6 Instruments for Data Collection

The research instrument is a structured questionnaire. A sample of 90 respondents was used for the study. The five point likert-type rating scale was employed. One of the advantages of using questionnaire is that the respondent's anonymity will be better absorbed. The questionnaire that was used in this research work was divided into three sections. The first part was an

introductory letter, introducing the researcher to the respondents, stressing the need for them to fill the questionnaire and at the same time, assuring them that the information given would be used for this research only. The second part of the questionnaire dealt with the personal data of the respondents; care was taken to avoid questions that will lead to the identification of the respondents. The last part of the questionnaire consisted of questions that relate to the subject matter of the research and the answers from this section were used in analyzing and interpreting the research questions and for testing the hypothesis.

3.7 Methods of Data Presentation and Analysis

The data collected which when analyzed was presented in descriptive forms using frequency, percentages and tables. While inferential tools such as regression analysis were used in analyzing the data collected. T-test was used in testing the research hypothesis while regression analysis was used to measure the degree of relationship and dependability of certain variables within the environment on the nature of working environment.

1) T-test

$$T = \frac{\bar{d}}{sd/\sqrt{n}}$$

Where \bar{d} = mean of the difference between the paired or related Observations.

SD = standard deviation of the differences between the paired or related observations.

n = the number of paired observations

2) Multiple regression

The data was analyzed using the statistical package for social sciences (SPSS) version 13.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \text{-----} b_nX_n + u_i$$

Where Y = nature of working environment

X_1 = gender

X_2 = age

X_3 = years in service

X_4 = educational qualification

X_5 = equipments in office are functional and of modern type.

X_6 = chair and table are comfortable

X_7 = office convenience (toilet) which is attached to my office

X_8 = management style is excellent

X_9 = management style motivates me to perform my job effectively

X_{10} = being consulted regarding management matters in my department

X_{11} = overworked through overtime and working at odd hours

X_{12} = few staff expected to accomplish much task

X_{13} = provision of social amenities

X_{14} =provision of adequate security

u_i = error term

B = coefficient of independent variables to be estimated.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter deals with the data presentation, analysis and testing of hypothesis. The researcher distributed ninety (90) questionnaires out of which seventy-two (72) copies were retrieved. Relevant information was gathered from the questionnaire that were analyzed and interpreted.

4.1 Data Presentation and Analysis

This focuses on the presentation and analysis of data. Data relevant to answering the research questions was obtained through questionnaires directed to staff of Power Holding Company of Nigeria, Jimeta business unit, on the impact of organizational environment on employee productivity. A total of ninety (90) questionnaires were distributed out of which seventy-two (72) copies were duly completed and returned.

Socio Economic Characteristics of Respondents

Table 4.11: Gender Distribution of Respondents

| Gender | No of respondents | Percentage (%) |
|---------------|--------------------------|-----------------------|
| Male | 42 | 58.3 |
| Female | 30 | 41.7 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

From the responses in table 4.11, it is clear that most of the respondents representing 58.3 percent of the population were male while the remaining 41.7 percent were female. The implication is that Female employment in the Nigerian civil service has historically tended to be lower than male. The Federal Office of Statistics publications (1979-1997) shows that even in the Federal Civil Service, very few women relative to men secure jobs. Out of these few, a sizeable number of them are temporarily employed. Basset (1996) observes that among female employees, those with higher levels of education have higher employment rates than those with lower levels. At the same time, pregnancy and care for the young children impede women's opportunities for employment.

Table 4.12 Age Distribution of Respondents

| Age (yrs) | No of respondents | Percentage (%) |
|------------------|--------------------------|-----------------------|
| Below 20 | 2 | 2.8 |
| 20-29 | 13 | 18.1 |
| 30-39 | 29 | 40.3 |
| 40-49 | 22 | 30.6 |
| 50 and above | 6 | 8.3 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

Most of the respondents are between the ages of 30-39 years which represents 40.3 percent of the respondents. Similarly, 30.6 percent are between the ages of 40-49 years, while 13 respondents representing 18.1 percent are between 20-29 years. Furthermore, 8.3 percent are 50 years and above, while 2.8 percent of the respondents are below 20 years. This trend portends that a person's job performance does not

necessarily suffer just because a person gets older. However, there appears to be some correlation between diminished job performance and age with respect to certain job task. This means that those between the ages of 30-39 years can perform their jobs effectively as they are in their most youthful years. More so looking at the nature of job handled by PHCN, it could be said that it will greatly have positive effect on their work.

Table 4.13: Distribution of respondents based on years in Service

| Years of service | No of respondents | Percentage (%) |
|-------------------------|--------------------------|-----------------------|
| 0-10 | 31 | 43.1 |
| 11-20 | 26 | 36.1 |
| 21-30 | 13 | 18.1 |
| 31 and above | 2 | 2.8 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

Result in Table 4.13 reveals that that 43.1 percent of the respondents has put in between 0-10 years of service in the organization, 26 respondents representing 36.1 percent have put in 11-20 years of service; while 18.1 percent of the respondents have put in between 21 and 30 years of service, The table also shows that 2.8 percent have put in 31 years and above. The implication is that those about to retire represent 20.9% of the respondents, therefore succession will not be a problem as those who put in 0 – 20 years represent 79.2 % (Table 4.13).

Table 4.14 Distribution of Respondents based on Educational Qualification

| Qualification | No of respondents | Percentage (%) |
|----------------------|--------------------------|-----------------------|
| Primary | 2 | 2.8 |
| Secondary | 19 | 26.4 |
| Diploma | 14 | 19.4 |
| B.Sc/HND | 31 | 43.1 |
| PGD/M.Sc/Ph.D | 6 | 8.3 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

Analysis of table 4.14 revealed that most of the respondents are graduates with a frequency of 31 representing 43.1% of the respondents with 26.4% of them respondents also having secondary school certificates. Similarly 19.4% have diploma while 8.3% of the respondents have postgraduate certificates, and 2.8% had primary school certificate. This could be due to the fact that education plays a vital role in improving knowledge, skills and ability, most especially in an organization like PHCN. This indicates that most employees of the organization are graduates which has the highest frequency of 31 and highest percentage of 43.1%. This finding is similar to Ajibefun and Aderinola (2003) who reported that educated farmers are expected to be more receptive to improved farming techniques and therefore showed higher level of technical efficiency than farmers with less education. Therefore low level of education or without education would be less receptive to improve services by PHCN.

Table 4.15: Distribution of Respondents according to Departments

| Department | No of respondents | Percentage (%) |
|-------------------|--------------------------|-----------------------|
| Administration | 11 | 15.3 |
| Accounts | 18 | 25.0 |
| Marketing | 22 | 30.6 |
| Distribution | 21 | 29.2 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

Table 4.15 shows that 30.6% of the respondents are from marketing department, 21 of the respondents representing 29.2% are from distribution while 25% are from accounts. The table also shows that 15.3% are from administration department. This indicates that the organization is mostly involved in marketing and distribution and could be because PHCN is responsible for the generation and distribution of electricity in which marketing is involved.

Table 4.16: Distribution of Respondents by Type of Employment

| Employment type | No of respondents | Percentage (%) |
|------------------------|--------------------------|-----------------------|
| Permanent | 57 | 79.2 |
| Casual | 6 | 8.3 |
| Contract | 9 | 12.5 |
| TOTAL | 72 | 100 |

Source: Field survey, 2011

Table 4.16 shows that 79.2 percent of the respondents are permanent and pensionable staffs of the organization while the remaining 20.8 percent are either casual or contract staff. This indicates that 79.2% of the respondents are permanent staff of the organization. This finding could be as a result of most of them having

worked for over 10 years as buttress by table 4.13 which shows over 49 % have working experience above 11 years.

Table 4.17: Effect of Respondents' Perception of their working Environment

| | opinion | No of respondents | Percentage (%) |
|---|-------------------|--------------------------|-----------------------|
| Neatness and Cleanness | Strongly disagree | 1 | 1.4 |
| | Disagree | 17 | 23.6 |
| | Uncertain | 10 | 13.9 |
| | Agree | 35 | 48.6 |
| | Strongly agree | 9 | 12.5 |
| | Total | 72 | 100 |
| Functional and modern equipment | Strongly disagree | 4 | 5.6 |
| | Disagree | 19 | 26.4 |
| | Uncertain | 9 | 12.5 |
| | Agree | 35 | 48.6 |
| | Strongly agree | 5 | 6.9 |
| | Total | 72 | 100 |
| Constant supply of water and electricity | Strongly disagree | 9 | 12.5 |
| | Disagree | 31 | 43.1 |
| | Uncertain | 15 | 20.8 |
| | Agree | 12 | 16.7 |
| | Strongly agree | 5 | 6.9 |
| | Total | 72 | 100 |

| | | | |
|--------------------------------------|-------------------|----|------|
| Office aesthetics | Strongly disagree | 15 | 20.8 |
| | Disagree | 31 | 43.1 |
| | Uncertain | 9 | 12.5 |
| | Agree | 12 | 16.7 |
| | Strongly agree | 5 | 6.9 |
| | Total | 72 | 100 |
| Chair and table | Strongly disagree | 9 | 12.5 |
| | Disagree | 27 | 37.5 |
| | Uncertain | 5 | 6.9 |
| | Agree | 23 | 31.9 |
| | Strongly agree | 8 | 11.1 |
| | Total | 72 | 100 |
| Office convenience | Strongly disagree | 17 | 23.6 |
| | Disagree | 21 | 29.2 |
| | Uncertain | 4 | 5.6 |
| | Agree | 22 | 30.6 |
| | Strongly agree | 8 | 11.1 |
| | Total | 72 | 100 |
| Transportation and catering | Strongly disagree | 19 | 26.4 |
| | Disagree | 28 | 38.9 |
| | Uncertain | 15 | 20.8 |
| | Agree | 6 | 8.3 |
| | Strongly agree | 4 | 5.6 |
| | Total | 72 | 100 |
| Provision of social amenities | Strongly disagree | 14 | 19.4 |

| | | | |
|--------------------------|-------------------|----|------|
| | Disagree | 27 | 37.5 |
| | Uncertain | 9 | 12.5 |
| | Agree | 19 | 26.4 |
| | Strongly agree | 3 | 4.2 |
| | Total | 72 | 100 |
| Adequate security | Strongly disagree | 10 | 13.9 |
| | Disagree | 33 | 45.8 |
| | Uncertain | 11 | 15.3 |
| | Agree | 15 | 20.8 |
| | Strongly agree | 3 | 4.2 |
| | Total | 72 | 100 |

Source: field survey, 2011

Based on the effect of respondents' perception to neatness and cleanness of their environment, 48.6% of the respondents agreed, 23.6% disagreed. 12.5% of the respondents strongly agreed while 1.4% strongly disagreed. 13.9% of the respondents are uncertain. On functional and modern equipments, 48.6% of the respondents agreed while 26.4 % disagreed. 12.5% of the respondents are uncertain while 5.6% strongly disagreed. 5 of the respondents representing 6.9% strongly agreed that they have functional and modern equipments. On the respondents' perception of constant supply of water and electricity, 43.1% of the respondents disagreed while 16.7% agreed. 12.5% of the respondents strongly disagreed and 6.9% strongly agreed. 15 respondents representing 20.8% are uncertain. 43.1% of the respondents disagreed and 20.8% strongly disagreed with office aesthetics. 16.7% of the respondents agreed while 6.9% strongly agreed. 12.5% of the respondents were uncertain of office aesthetics. Twenty-seven respondents representing 37.5% disagreed with comfortable

chairs and tables, 31.9% of the respondents agreed, 12.5% strongly disagreed while 11.1% of the respondents strongly agreed. 6.9% of the respondents are uncertain. From table 4.17, 30.6% of the respondents agreed with office convenience, 29.2% disagreed. 23.6% of the respondents strongly disagreed while 11.1% strongly agreed. 5.6% of the respondents are uncertain. Based on transportation and catering services, 38.9% of the respondents disagreed and 26.4% strongly disagreed. 8.3% of the respondents agreed and 5.6% strongly agreed. Fifteen respondents representing 20.8% were uncertain.

Results have shown that 37.5% of the respondents disagreed on the provision of social amenities, 26.4% agreed. 19.4% of the respondents strongly disagreed while 4.2% strongly agreed. 12.5% of the respondents were uncertain.

Result has also shown that 45.8% of the respondents disagreed with provision of adequate security, 20.8% agreed. 13.9% of the respondents strongly disagreed while 4.2% strongly agreed. 11 of the respondents representing 15.3% were uncertain.

Table 4.18: Effect of respondents' perception to management/employee relationship

| | Opinion | No of respondents | Percentage (%) |
|-----------------------------------|-------------------|--------------------------|-----------------------|
| Excellent management style | Strongly disagree | 1 | 1.4 |
| | Disagree | 12 | 16.7 |
| | Uncertain | 21 | 29.2 |
| | Agree | 32 | 44.4 |
| | Strongly agree | 6 | 8.3 |

| | | | |
|--|-------------------|----|------|
| | Total | 72 | 100 |
| management style motivates | Strongly disagree | 3 | 4.2 |
| | Disagree | 17 | 23.6 |
| | Uncertain | 13 | 18.1 |
| | Agree | 30 | 41.7 |
| | Strongly agree | 9 | 12.5 |
| | Total | 72 | 100 |
| Resolving problems | Strongly disagree | 2 | 2.8 |
| | Disagree | 8 | 11.1 |
| | Uncertain | 5 | 6.9 |
| | Agree | 49 | 68.1 |
| | Strongly agree | 8 | 11.1 |
| | Total | 72 | 100 |
| Intervenes when in problem | Strongly disagree | 2 | 2.8 |
| | Disagree | 16 | 22.2 |
| | Uncertain | 20 | 27.8 |
| | Agree | 26 | 36.1 |
| | Strongly agree | 8 | 11.1 |
| | Total | 72 | 100 |
| Consulted in management matters | Strongly disagree | 9 | 12.5 |
| | Disagree | 22 | 30.6 |
| | Uncertain | 13 | 18.1 |
| | Agree | 22 | 30.6 |
| | Strongly agree | 6 | 8.3 |
| | Total | 72 | 100 |

| | | | |
|--------------------------------|-------------------|----|------|
| Welfare committee | Strongly disagree | 5 | 6.9 |
| | Disagree | 19 | 26.4 |
| | Uncertain | 11 | 15.3 |
| | Agree | 34 | 47.2 |
| | Strongly agree | 3 | 4.2 |
| | Total | 72 | 100 |
| Behavior of supervisors | Strongly disagree | 3 | 4.2 |
| | Disagree | 20 | 27.8 |
| | Uncertain | 16 | 22.2 |
| | Agree | 29 | 40.3 |
| | Strongly agree | 4 | 5.6 |
| | Total | 72 | 100 |
| Mutual understanding | Strongly disagree | 1 | 1.4 |
| | Disagree | 12 | 16.7 |
| | Uncertain | 12 | 16.7 |
| | Agree | 37 | 51.4 |
| | Strongly agree | 10 | 4.2 |
| | Total | 72 | 100 |

Source: field survey, 2011

On the effect of respondents' perception to management/employee relationship, 44.4% of the respondents agreed that the management style is excellent while 16.7% disagreed. 1.4% of the respondents strongly disagreed, 6 of the respondents representing 8.3% strongly agreed and 29.2% were uncertain. Thirty of the respondents representing 41.7% agreed that management style motivates them to

perform their jobs effectively, 23.6% disagreed. 4.2% strongly disagreed while 12.5% strongly agreed. 18.1% of the respondents were uncertain.

Based on resolving problems, 6.9% of the respondents are uncertain, 68.1% of the respondents agreed that management has official channel of resolving problems. 11.1% of the respondents strongly agreed while 2.8% strongly disagreed. 11.1% of the respondents disagreed that there is an official channel.

While 2.8% of the respondents strongly disagreed that there is no intervention when in problem, 11.1% strongly agreed. 27.8% of the respondents are uncertain, 36.1% agreed. 22.2% of the respondents disagreed. Regarding being consulted in management matters, 30.6% of the respondents disagreed while 8.3% strongly agreed. 30.6% agreed and 12.5% strongly disagreed. 18.1% of the respondents are uncertain.

Thirty-four respondents representing 47.2% agreed that the welfare committee are aware of their needs, 26.4% disagreed. 15.3% are uncertain, 6.9% strongly disagreed while 4.2% of the respondents strongly agreed. 40.3% of the respondents agreed that the behaviors of supervisors will instil self confidence in them, 27.8% disagreed. 22.2% of the respondents are uncertain, 5.6% strongly agreed while 4.2% of the respondents' strongly disagreed. From table 4.18 above, 51.4% of the respondents agreed that there is mutual understanding, 16.7% disagreed. 1.4% strongly disagreed and 13.9% strongly agreed 16.7% of the respondents is uncertain.

TABLE 4.19 Effect of Respondents' Perception to job Stress

| | Opinion | No of respondents | Percentage (%) |
|---------------------------------|-------------------|--------------------------|-----------------------|
| Overworked | Strongly disagree | 6 | 8.3 |
| | Disagree | 21 | 29.2 |
| | Uncertain | 11 | 15.3 |
| | Agree | 28 | 38.9 |
| | Strongly agree | 6 | 8.3 |
| | Total | 72 | 100 |
| Much task | Strongly disagree | 6 | 8.3 |
| | Disagree | 19 | 26.4 |
| | Uncertain | 11 | 15.3 |
| | Agree | 31 | 43.1 |
| | Strongly agree | 5 | 6.9 |
| | Total | 72 | 100 |
| Bored, tired and unhappy | Strongly disagree | 9 | 12.5 |
| | Disagree | 30 | 41.7 |
| | Uncertain | 13 | 18.1 |
| | Agree | 20 | 27.8 |
| | Strongly agree | 0 | 0.00 |
| | Total | 72 | 100 |
| Level of communication | Strongly disagree | 8 | 11.1 |
| | Disagree | 13 | 18.1 |
| | Uncertain | 29 | 40.3 |
| | Agree | 21 | 29.2 |
| | Strongly agree | 1 | 1.4 |
| | Total | 72 | 100 |

| | | | |
|-------------------------------------|-------------------|----|------|
| Interdependence | Strongly disagree | 3 | 4.2 |
| | Disagree | 13 | 18.1 |
| | Uncertain | 24 | 33.3 |
| | Agree | 30 | 41.7 |
| | Strongly agree | 3 | 2.8 |
| | Total | 72 | 100 |
| Family and economic problems | Strongly disagree | 5 | 6.9 |
| | Disagree | 12 | 16.7 |
| | Uncertain | 10 | 13.9 |
| | Agree | 32 | 44.4 |
| | Strongly agree | 13 | 18.1 |
| Total | | 72 | 100 |

Source: field survey, 2011

Based on the effect of respondents' perception of stress in table 4.19 above, 38.9% of the respondents agreed that they are being overworked, while 29.2% disagreed. 8.3% of the respondents strongly disagreed on being overworked. 15.3% of the respondents was uncertain, while 8.3% strongly agreed that they were being overworked.

From the respondent's opinion of few staff being expected to accomplish much task, 43.1% of the respondents agreed, while 26.4% disagreed. 8.3% of the respondents strongly disagreed and 6.9% strongly agreed. 15.3% of the respondents were certain.

From table 4.4 about, 41.7% of the respondents disagreed with being bored, tired and unhappy, 27.8% strongly agreed. 12.5% of the respondents strongly disagreed, while 18.1% were uncertain. Result has shown that 40.3% of the respondents were uncertain of level of communication, 29.2% agreed. 18.1% disagreed. 11.1% of the respondents

strongly disagreed while 1.4% strongly agreed that the level of communication among the hierarchy of the organizational structure tends to be stressful.

Result has also shown that 41.7% of the respondents agreed that interdependence between tasks creates room for stress, 33.3% were uncertain. 18.1% disagreed, while 4.2% strongly disagreed and 2.8% of the respondents strongly agreed. Result has also shown that 44.4% of the respondents agreed that family and economic problems creates room for stress, 16.7% disagreed. 13.9% were uncertain and 18.1% of the respondents strongly agreed. 6.9% of the respondents strongly disagreed.

Summary of the Regression Analysis

Table 4.20: Regression Analysis on work environment against other variables

| Predictors | Coefficient | F | R-Square |
|-------------------|--------------------|----------|-----------------|
| Constant | 3.128 (1.989) | 1.507 | 0.757 |
| X1 | 0.439 (1.893)* | | |
| X2 | -0.009(-.039) | | |
| X3 | -0.069(-.371) | | |
| X4 | -0.129(-.889) | | |
| X5 | -0.201(-1.853)* | | |
| X6 | -0.260(-1.969)* | | |

| | |
|-----|---------------|
| X7 | 0.221(1.765)* |
| X8 | -0.113(-.591) |
| X9 | -0.110(-.730) |
| X10 | -0.005(-.040) |
| X11 | -0.054(-.503) |
| X12 | -0.039(-.328) |
| X13 | 0.018(.120) |
| X14 | -0.052(-.319) |

Figures in parenthesis are t-values

*= significant at 10%,

Source: From Analyzed data sheet of 2011 Field Survey

Result of the Regression Analysis

Regression expresses changes in one variable associated with a unit change in other variables. The result of the regression analysis indicates that the linear function gave the best goodness of fit as indicated by the R^2 also called the Coefficient of Determination and the number of significant value as indicated by the t-values. R^2 explains the proportion of the variability in the response that is fitted by the model. The regression analysis result (Table 4.20) indicated that out of the fourteen (14) independent variables tested in the study, four of it was significant and three positively related to work environment. The variables, gender (X1) and availability of office

convenience (X7) were found to be significant at 10% level while the variables availability of modern functional office equipment (X5) and provision of comfortable chairs and tables in the office (X6) carry a negative sign (Table 4.20). The result shows that the impact of organizational environment on employee performance is affected by gender (X1), and availability of office convenience (X7) positively meaning the ratio of males to females in PHCN is affected by type of gender, as well as having toilets facilities can enhance worker or employee productivity. More so other variables such as availability of modern functional office equipment (X5) and provision of comfortable chair and tables in the office (X6) though significant does not have direct positive effect on employee productivity. This means that increasing these two significant but negative variables (X5 and X6) will have negative effect on the employee productivity with time, *ceteris paribus*. The insignificant values of some variables such as X2 (age), X4 (educational qualification), X10 (consulted regarding management matters) etc means that in PHCN those variables did not influence productivity

Table 4.21: Regression Analysis on job Stress against Other Variables

| Predictor | Coefficient | F | R-Square |
|----------------|-----------------|-------|----------|
| Constant | -0.744 (-.425) | 3.109 | 0.857 |
| X ₁ | 0.217 (.851) | | |
| X ₂ | 0.275 (1.311) | | |
| X ₃ | -0.239 (-1.226) | | |
| X ₄ | 0.032 (.209) | | |

| | |
|-----------------|-------------------|
| X ₅ | -0.015 (-.121) |
| X ₆ | -0.231 (-1.628) |
| X ₇ | 0.370 (2.986)*** |
| X ₈ | 0.222 (1.105) |
| X ₉ | -0.350 (-2.332)** |
| X ₁₀ | -0.077 (-.579) |
| X ₁₁ | 0.200(1.842)* |
| X ₁₂ | 0.130(1.054) |
| X ₁₃ | -0.026(-.165) |
| X ₁₄ | -0.211(-1.245) |

Figures in parenthesis are t-values

*= significant at 10%, **=significant at 5% and ***=significant at 1%

Source: From Analyzed data sheet of 2011 Field Survey

Regression analysis on effect of work environment on job stress is presented in table 4.21. Result indicated that out of the fourteen (14) independent variables tested in the study, three (3) were significant and seven (7) positively related to work environment. The variables availability of office convenience (X7) and being overworked(X11) were found to be significant at 1% and 10% respectively. While the variable(X9) motivated management style carries a negative sign. The result shows that the effect of work environment on job stress is affected by office convenience(X7) and being overworked(X11). Positively meaning that having toilet facilities and reducing the workload of employees of PHCN can minimize job stress within the environment.

More so being motivated by management style(X9) though significant does not have direct positive effect on job stress. This means that increasing this significant but negative variable(X9) will have negative effect on job stress. The insignificant values of some variables such as X3, X5, X6, X10, X13 and X14 mean that in PHCN, these variables did not have effect on job stress.

4.3 Hypothesis Testing

Table 4.31 t –test for hypothesis 1

| Variable | Frequency | X | Fx | x-x | (x-x)² |
|-------------------|------------------|----------|------------|------------|--------------------------|
| Strongly disagree | 3 | 5 | 15 | -9.4 | 88.36 |
| Disagree | 17 | 4 | 68 | -10.4 | 108.16 |
| Uncertain | 13 | 3 | 39 | -11.4 | 129.96 |
| Agree | 30 | 2 | 60 | -12.4 | 153.76 |
| Strongly agree | 9 | 1 | 9 | -13.4 | 179.56 |
| TOTAL | 72 | | 191 | | 659.8 |

Source: Field survey, 2011

The first hypothesis is: there is no significant relationship between work environment and employee productivity. The hypothesis was tested using 95% of confidence level the result of t-calculated was 3.176 and t-tabulated at 4 degree of freedom is 2.776. Since t-calculated is greater than t-tabulated, we accept the null hypothesis and reject the alternate hypothesis. Thus it is concluded that there is no relationship between work environment and employee productivity.

Table 4.32: T-test for hypothesis 2

| Variable | Frequency | X | Fx | x-x | (x-x)² |
|-------------------|------------------|----------|------------|------------|--------------------------|
| Strongly disagree | 14 | 5 | 70 | -9.4 | 88.36 |
| Disagree | 27 | 4 | 108 | -10.4 | 108.16 |
| Uncertain | 9 | 3 | 27 | -11.4 | 129.96 |
| Agree | 19 | 2 | 38 | -12.4 | 153.76 |
| Strongly agree | 3 | 1 | 3 | -13.4 | 179.56 |
| TOTAL | 72 | | 246 | | 659.8 |

Source: Field survey, 2011.

The forth hypothesis is: there is no significant effect of workers productivity in relation to work environment at PHCN, Jimeta business unit. The hypothesis was tested using 95% of significance level. From the t-test analysis using the value in table 4.32, t-calculated was 3.497 and t-tabulated at 4 degree of freedom is 2.776. Since t-calculated is greater than t-tabulated, we accept the null hypothesis. Thus it is concluded that there is no significant effect of workers productivity in relation to work environment at PHCN, Jimeta business

4.4 Research Findings

The major findings of this study based on the analysis and presentation of data are as follows:

- I. The basic factors in the internal organizational environment particularly the inadequate supply of water and electricity, uncomfortable furniture, lack of

office aesthetics such as cushion, lighting, flowers etc transportation and catering problems have impeded the productivity of the workforce.

II. Though the management/employee relationship of PHCN is above average, findings have shown that employees are not being consulted regarding management matters in their departments.

III. job stress in the environment such as being overworked, few staff expected to accomplish much task, interdependence between a person's task and task of others are presently perceived as unfavorable to workers and therefore have negative impact on productivity.

IV. The inadequate provision of social amenities and security have imbedded the productivity of the workforce

4.4 Discussion of Findings

The findings of the study based on the results from the presentation and analysis of data, table 4.17 which examine the respondents' perception of their working environment, the inadequate supply of water and electricity, uncomfortable furniture, lack of office aesthetics, transportation and catering problems has made the environment toxic as to enhance productivity. The inadequate provision of social amenities and adequate security has also imbedded the work environment of PHCN.

Akinyele (2009) in his study stated that a toxic work environment gives unpleasant experiences and at the same time, deactualize employees' behavior. This implies that a toxic environment reinforces low self actualizing behaviors and leads to the development of negative traits of the employees. In toxic work environment, a

responsible and sensible employee can change into irrational and irresponsible employee as a survival strategy.

Akerele (1991) in his study also points out that employees often arrive at the office fatigued and exhausted as a result of poor transportation facilities. He also stated that they are compelled to make use of materials and machineries which are far from suitable for attaining the desired level of performance.

Brenner (2004) in a work place index survey conducted for steel case itemize what employees want and perceived to help their productivity in the work environment as better lighting, more elbow room, creative methods for assessing space. This is similar to Yesufu (1984), which stated that the nature of the physical condition under which employees work is important to output. Offices that are too hot and ill ventilated are debilitating to productivity. He stated that there should be enough supply of drinking water, rest rooms, toilets, etc in order to make the environment conducive. Stoner *et al* (2000) and Weihrich and Koontz (1994) stressed that organizational activities are influenced by what happens in the external environment. Okpechi (1999) in his study stated that if there are basic infrastructural facilities such as health facilities and adequate security, the productivity of the Nigerian citizenry will not be below. This implies that organizations should provide adequate security to its environs in case of any hazard on the job. A standard health facility will protect the life of the worker.

Findings in table 4.18 have shown that employees are not consulted regarding management matters in the organization. Opperman (2002) in his study stated that organizations should encourage informal interaction in the work place so that the

opportunity to share knowledge and exchange ideas could be enhanced. Brenner (2004) stated that employees should be called for more impromptu meetings for work well done and involvement in decision that impacts their day to day lives at work. Cecunc (2004) was of the opinion that employees should be given opportunity for their personal growth, achievement, responsibility, recognition and reward so as to get high quality productivity.

Results from table 4.19 indicate that job stress is also embedded within the work environment. Job Stress can't be eliminated as it serves as a driving force if kept at a certain level. This saying goes with Meneze (2005) who stated that job stress is rising and has become a major challenge for the employer. High level of stress results in low productivity employees. It increases absenteeism and leads to employee problems like alcoholism, drug abuse and hypertension.

Thomson (2006) in his study stated that many workers express that their job is a prominent source of stress in their life. Reduced workload, improved management and supervision can reduce the stress among employees. This implies that better managed employees are more cooperative and serve as assets for an organization and when their stress is ignored by the employer, it leads to legal financial damages.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter deals with the summary, conclusion and recommendations of this study which is based on the preceding chapters.

5.1 Summary

The theme of this study has been the impact of working environment on employee productivity in PHCN, Jimeta business unit of Adamawa state. Structured questionnaires were used to collect the primary data from a total of 90 respondents from the accounts, administration, distribution and marketing departments. The data was analyzed using the statistical tools such as descriptive and inferential tools. The statement of problem was the internal and external environmental factors impeding the performance of workers in PHCN. The objective of the study was based on the problems. The result obtained from the study shows that majority of the respondents representing 58.3% were male, the female constitute about 41.7% of the respondents (table 4.11). The result also indicated that 40.3% of the respondents are between the ages of 30-39 years of age. (Table 4.12). Thirty-one respondents representing 43.1% have put in between 0-10 years of service. The result shows that 43.1% of the respondents had Bsc/HND. Fifty-seven respondents representing 79.2% of the respondents are permanent staff of PHCN. Based on the regression analysis on nature of environment against other variable, result shows that the impact of working environment on employee productivity is affected by gender (X1), and availability of

office convenience (X7) positively meaning the ratio of males to females in PHCN is affected by type of gender, as well as having toilets facilities can enhance worker or employee productivity. The insignificant values of some variables such as X2 (age), X4 (educational qualification), X10 (consulted regarding management matters) etc means that in PHCN those variables did not influence productivity (table 4.20)

Based on the regression analysis on job stress against other variables, the positive sign observed in being overworked has contributed to stress in the organization at 10% level of significance. Also office convenience is said to be highly significant at 1% level of significance. The result shows that the effect of work environment on job stress is affected by office convenience(X7) and being overworked(X11). Positively meaning that having toilet facilities and reducing the workload of employees of PHCN can minimize job stress within the environment. (Table 4.21)

On hypothesis testing, it was tested using 95% of confidence level. The result of t-calculated was 3.176 and t-tabulated at 4 degree of freedom is 2.776. Since t-calculated is greater than t-tabulated, we accept the null hypothesis and reject the alternate hypothesis. Thus it is concluded that there is no relationship between work environment and employee productivity (table4.31). The second hypothesis is: there is no significant effect of workers productivity in relation to work environment at PHCN, Jimeta business unit. The hypothesis was tested using 95% of confidence level. From the t-test analysis using the value in table 4.32, t-calculated was 3.497 and t-tabulated at 4 degree of freedom is 2.776. Since t-calculated is greater than t-tabulated, we accept the null hypothesis. Thus it is concluded that there is no

significant effect of workers productivity in relation to work environment at PHCN, Jimeta business unit (Table 4.32).

5.2 Conclusion

This research has provided an insight into the impact of working environment on employee productivity. Organizations that must survive and grow any business environment must ensure that appropriate environment for increased work performances are created. There are strong indications that a lot need to be done by management of PHCN to provide a suitable work environment such as would meet employees' expectation, and in effect enhance the productivity of the their employees. The result of the analysis has indicated that certain factors such as uncomfortable furniture, insufficient supply of water and electricity, employees not consulted regarding management matters in their respective departments and some stress factors has impeded the productivity of employees of PHCN, Jimeta business unit.

5.3 Recommendations

The importance of work environment on employee productivity cannot be over emphasized. From the investigation so far, the researcher has the following recommendations to proffer, which if properly and strictly adhered to, will immensely curtail the low productivity problems in Power Holding Company of Nigeria, jimeta business unit.

1. The management should make the working environment conducive by providing constant supply of water and electricity office aesthetics and comfortable furniture to improve employees' efficiency and boost their morale.

2. Productivity is a function of motivation; hence there is the need for PHCN to adequately and appropriately motivate employees for higher productivity by consulting them regarding management matters in their respective departments on issues that affect them directly to give them a sense of belonging.
3. The management of PHCN, Jimeta business unit should take stock of their work environment particularly the provision of social amenities and adequate security with a view to improving and updating them.
4. PHCN should effect an appraisal of their internal work environment in order to stimulate their employees for greater and enhanced work performance and productivity. Job Stress should be well managed by reducing the workload through shifts among the staff.

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APPENDIX A

Department of Management Technology

Federal University of Technology, Yola,

Adamawa state

Dear sir/madam,

I am a post graduate student of the above named institution, undertaking a research titled ‘the impact of working environment on employee productivity in power holding company of Nigeria [PHCN], jimeta business unit. It would be highly appreciated if you could spare a few minutes to fill this questionnaire. Your responses would be treated with utmost confidentiality.

Thank you for your anticipated cooperation.

Yours faithfully,

GRACE MICHAEL

APPENDIX B

SECTION A: QUESTIONNAIRE ADMINISTERED TO RESPONDENTS

Please select from below the option that best describe your opinion.

1. Gender a. ☐ Male B. ☐ Female
2. Age:
 - a. ☐ Below 20 Years
 - b. ☐ 20 – 29
 - c. ☐ 30 – 39
 - d. ☐ 40 - 49
 - e. ☐ 50 And Above
3. Years in service
 - a. 0 – 10
 - b. 11 – 20
 - c. 21- 30
 - d. 31 and above
4. Highest Qualification
 - a. Primary
 - b. Secondary
 - c. Diploma
 - d. Bachelor's Degree/HND
 - e. Post Graduate Diploma/Masters/PHD
5. Department
 - a. Admin
 - b. Accounts
 - c. Marketing
 - d. Distribution
6. Type Of Employment
 - a. Permanent And Pensionable
 - b. Casual
 - c. Contract

SECTION B: WORKING ENVIRONMENT

In your opinion, what effect has the working environment on your productivity in the following dimensions? Please use the following responses from 1-5 to answer, where:

1= strongly disagree

2= disagree

3= uncertain

4= Agree

5= strongly agree

RESPONSES

| S/N | ENVIRONMENTAL DIMENSION | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | My organization is always looking neat and clean. | | | | | |
| 2 | The equipments in my office are functional and are of modern type. | | | | | |
| 3 | My organization has constant supply of water and electricity. | | | | | |
| 4 | I have office aesthetics such as flowers, paintings, curtains, carpet and cushions which makes it visually appealing. | | | | | |
| 5 | My chair and table are comfortable. | | | | | |
| 6 | I have office convenience (toilet) and it is attached to my office. | | | | | |
| 7 | My organization provides transportation and has affordable catering services. | | | | | |
| 8 | My organization provides us with social amenities | | | | | |
| 9 | My organization provides adequate security | | | | | |

| | MANAGEMENT / EMPLOYEE RELATIONSHIP | 1 | 2 | 3 | 4 | 5 |
|---|--|----------|----------|----------|----------|----------|
| 1 | The management style of my organization is excellent. | | | | | |
| 2 | The management style motivates me to perform my job effectively. | | | | | |
| 3 | My organization has official channel of resolving problems. | | | | | |
| 4 | When I have a problem during the course of my duty, the management will show a sincere interest in solving it. | | | | | |
| 5 | I am being consulted regarding management matters in my department. | | | | | |
| 6 | The welfare committee of my organization understands the specific needs of their staff. | | | | | |
| 7 | The behavior of supervisors in my organization will instill self confidence in subordinates. | | | | | |
| 8 | There is mutual understanding between me and my supervisors/subordinates | | | | | |
| | | | | | | |
| | JOB STRESS | 1 | 2 | 3 | 4 | 5 |
| 1 | I am overworked through overtime and working at odd hours | | | | | |
| 2 | Few staff are expected to accomplish much task | | | | | |
| 3 | I am bored, tired and unhappy whenever I go to my office | | | | | |
| 4 | The level of communication in the hierarchy of organizational structure tends to be stressful | | | | | |
| 5 | Interdependent between a person's task and task of | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| | others creates a potential stress. | | | | | |
| 6 | Family and economic problems creates room for stress | | | | | |

SECTION C: Overall Nature of the Environment.

Choose from the following options the opinion that best suits you to answer the questions below

1. In your own opinion, what is the nature of your working environment?
 - a. Very conducive and comfortable
 - b. Conducive
 - c. Fairly conducive
 - d. Poor
 - e. Very poor