

IMPACT OF WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY OF IKEJA
ELECTRIC DISTRIBUTION COMPANY, LAGOS, NIGERIA

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Abstract

Improving employee productivity is one of the main objectives of any organization. This is because high employee productivity can lead to return on investment. The work environment which encompasses several factors impacts on the way the employees perform their work. This study examines the impact of work environment on employee productivity in Ikeja Electric Distribution Company. The study used primary data which was collected through questionnaire administration. The target population was all the employees of IKEDC with a total of 3000 employees while the sample size is 300 employees. Descriptive research design was adopted for the study. The researcher used stratified random sampling technique in selecting the employees. Data was analyzed using descriptive statistics that included frequencies, mean scores and percentages. The study reveals that physical environment factors, leadership style, training and development and reward management influence employee's productivity. The study further revealed that employees were not satisfied with the management style, IKEDC need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. In the light of the above, the study recommends that adequate supervision and work environment (task layout, security, safety, electricity, and furniture) are important factors in determining the degree at which employees are satisfied on their jobs and thereby increase their productivity level. Managers and policy makers should take these factors into consideration while formulating their employment policies in order to have formidable, efficient, and productive workforce.

Keyword: Work environment, employee productivity, reward management, leadership style

Introduction

When taking up a job, it is important to consider the work environment of the organization offering employment, which is usually a collection of diverse elements in relation to corporate conditions and job-specific conditions, such as: Physical features, leadership style, company values, social behaviors etc. The environment that people are required to work in can have a significant impact on their ability to undertake the tasks that they have been asked to do. This can affect productivity and employee health and well-being. Research on work environments with different backgrounds has generally proven that work environment has an effect on employee productivity (Taiwo, 2010; Akintayo, 2012; Leblebici, 2012; Indrajaya & Adnyani, 2012; Chandrasekar, 2011; Lestari & Sriathi, 2013; Naqvi *et al.*, 2013), but some studies have failed to prove that the work environment can increase productivity (Kurniawan, 2013; Arianto, 2013; Rini, 2007).

Experience has also revealed that no matter how well positioned an establishment is either government or private interests; the goals for establishing such organization may never be achieved without the availability of competent and hardworking employees. This is based on the fact that competent employees possess the required skills, experience and technical knowledge required that adds value in terms of quality and higher productivity of the organizational outputs. In other words, the conditions of work environment where employees do their works determine the way in which such organizations prosper. For these reasons, in order to survive and grow in a market environment that is characterized by high competition; organizations are responsible for ensuring appropriate working environment to increase employees' performance (Taiwo, 2010).

Studies reveals both management and workers of enterprises are less considerate of work environment as having a great influence on productivity of workers as resulting from workers' negative attitude to work while the workers' view of low productivity may stem from poor pay system, absence of fringe benefits, inappropriate leadership style, wrong job location, unfavorable organizational change etc Furthermore, Mohammed (2006) argues that the success and progress of an organization either in public or private sector depends on its ability to maximally explore the talent and potential of its workforce for enhanced performance. In this regard, Ejiofor and Mbachu (2001) posit that no other factor is as important as human resource in maintaining corporate stability, development and profitability of an organization.

Productivity on the other hand represents the power of an employee to utilize certain goods and services which can be provided at a particular state, technique, and

organization to come up with something that is valuable (Lambert, 2000). According to Saari (2006), productivity is a measure of the output based on a production process per unit. In other words, employee productivity refers to the amount or quantity of output that an employee produces over a specific period of time. Productivity is thus of fundamental importance to the individual worker of whatever status, to the organization whether commercial or not and to the national economy at large and accordingly therefore, to the upliftment of the welfare of the citizen and the reduction if not total eradication of mass poverty (Yesufu, 2000; Akinyele, 2007). Consequently, the issue arises as to which type of work environment be maintained by an enterprise in order to enhance workers' productivity. The research will centre on work environment and its impact on employees' productivity. Conducive work environment eradicates the problem of psychological pains of the workers, stress, ill health of workers etc. The objective of this research is to analyze the impact of workers' environment on workers' productivity with a view to evaluating the existing physical work environment and to identify the type of work environment that will improve workers productivity

Objective of the Study

The major aim of this study is to identify the relationship between work environment and employee productivity in Ikeja Electric Distribution Company, Lagos, Nigeria.

Main Research Problem

The study was conducted to find out how employees' productivity can be increased by developing a conducive working environment. Whether the selected environmental variables are helpful in developing a working environment that has positive impact on employees' productivity in the organization.

Literature Review

Concept of Environment

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affects how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's

business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

Physical components of Work environment:

Ismail et al. (2010) opine that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They added that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. In addition, Samson, Waiganjo and Koima (2015), better physical workplace environment will boost employees' performance and ultimately improve their productivity. Moreover, according to Kohun (2002), as cited by Samson, Waiganjo and Koima (2015) a healthy workplace environment makes Journal of Contemporary Social Science Research, Vol. 4, Issue 1, June 2020 59 eISSN 0128-2697 good business sense and is characterized by respect that supports employee engagement and creates a high-performance culture that encourage innovation and creativity.

Lighting:

Ali et. al. (2015) stated that in a workplace, whether in an office setting or in an industrial one, lighting is needed in order to ensure the workplace is safe and to allow all tasks to be completed on time and effectively. Lighting standards vary with different work environment and in order to perform various types of work, different types of lighting are required. In addition, as mentioned by Boyce et. al (2003) as cited by Naharuddin and Sadegi (2013) there are few factors that could affect employees' performance in term of physical work environment. For instance, the factors such as lightings of the workplace. Meanwhile Sarode and Shirsath (2012) stated that eyestrain, headaches, irritability and inevitability, reduced productivity are resulted from working in dim or over bright work environments. Light sources, including the sun, can create unwanted reflections, glare and shadows in the workplace that can cause discomfort and distraction, and can interfere with the performance of visual tasks.

Temperature

The comfort level and temperature also substantially influence health of employees. Niemela et al. (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Companies should maintain an appropriate temperature for employees. Although most people have their own preferences for hot and cold temperatures, an unpleasant setting may cause workers to perform poorly on the job

Office Furniture

Office furniture comprises of desks, chairs, the filing system, shelves and drawers. (Sarode & Shirsath, 2012). Office equipment such as computers, printers, photocopiers, plotters among others have increasingly become the basic jobs tools in enhancing performance. (Kingsley, 2012). Another important factor to consider is the cost that organization needs to bear as in the conditions that furniture and equipment cannot be used for long time, easily broke or not user friendly which is hard for the employees to utilize them when they are performing job.

Office Layout

The real physical layout of an office is highly important when it comes to maximizing the productivity of employees. Recently, work environment supports new ways of working and flexible workplaces which offers ease of communication and interpersonal access. This is contrastive with fully enclosed private offices, and this change to open-plan office has boosted employee's productivity paralleled to closed office spaces. According to Awan and Tahir (2015), individual workstation that is too crowded and restricted can cause stress, pressure and other psychological effects. An individual employee may feel disturbed and have lack of freedom and motivation. In the short run, it may lead to a very stressful environment which reduces the quality of the job performance. Raziq and Maulabakhsh (2015) stressed that employees whose work requires supervisory-professional and privacy are unhappy with an open-plan office. Employees may experience uncongenial workspace when spatial arrangements are inappropriate, and they may even not realize their surroundings could be better.

Behavioral components of work environment

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002).

Transparent & Open Communication

Open communication has been proved to be one of the most vital business success factors relating to many classic business and management concepts, such as job satisfaction, organizational performance, and decision-making (Rogers 1987). Previous studies show that open communication positively and significantly relates to motivation (Kay and Christophel 1995), positively affects employee empowerment (George and Hancer 2003), and has a significant positive effect on employees' intent to stay (Al-Omari 2008) and on employee loyalty and job satisfaction (Trombetta

1988). Openness in work communication is also found to have positive impacts on employees' attitudinal behavior, including attitude, subject norms and perceived behavior control (Al-Gahiani and Himg-Pin 2009).

Training & Development

Armstrong (2006) states that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. In a time when change is more rampant than ever before, it is necessary for organizations to keep abreast with the changes and train their employees accordingly. Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2006).

Management / Leadership Style

The developments and changes made by individuals and group are associated with the presence of a leader. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Storey (2004) asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles.

Workplace Reward

Rewards can be financial and non-financial (Luthans, 2000) and they can be utilized positively to enhance performance of employees. Rewards can also be intrinsic or extrinsic. Intrinsic rewards are inherent in the job itself along with what the employee enjoys as a result of successfully completing a task or attaining his projects. Extrinsic rewards on the other hand are external to the task of the job, like pay, work condition, fringe benefits, security, and contract of service

Employee Productivity

Productivity entails achieving the highest level of performance with the lowest usage of resources. According to Adamu (1991), productivity represents the relation between the output and input. Mali (1978) described productivity as the extent to which the resources in an organization are brought together and utilized for accomplishing a set of outcomes. Taiwo (2010) indicated that the term employee productivity refers to the number of products and services that are produced or rendered by an employee within a certain period of time (yearly, monthly, weekly, daily or per an hour). Similarly, Rollison (2008) expressed employee productivity as the amount of employee's output as a result of using certain inputs and it can be affected by different factors such as: skills, attitudes, and characteristics, including

official training, qualifications, motivation, initiative, team abilities, attention to detail, judgement, multi-task abilities, communication skills, common attitudes and work philosophy.

Ikeja Electricity Distribution Company and Employees' Productivity

Ikeja Electric Distribution Company is Nigeria's largest power distribution network with innovation and unwavering drive for excellence. The company began its new phase of growth and expansion on November 1st, 2013 following the handover of the defunct Power Holding Company of Nigeria (PHCN) to NEDC/ KEPCO Consortium under the privatization scheme of the Federal Government of Nigeria. Ikeja Electric has over 1,000,000 customers and over 3,000 employees who the company is committed to serve with a New Spirit, New Drive and New Energy. IKEDC has different departments namely Commercial, Technical, HR & Admin, Marketing, Safety and Security with different coverage area/ business unit (Shomolu, Festac, Ikorodu, Oshodi, Idimu, Akowonjo, Toll gate Ota, Ojodu, Magboro, Abule Egba, Ikeja etc.) Several studies have shown that bad lighting or electricity power supply can actually have a significant negative impact on worker's productivity and safety. Improving lighting does not only help to save money on electricity bills, but it also, lower costs on insurance premiums, improve moral, generate more sales, increase productivity, reduce accidents and lower absenteeism (Brown and Leigh, 1996).

Ikeja Electric is one of the private companies that took over Nigeria Electricity distribution from government. This has improved efficiency in electricity distribution in Nigeria, Introduction of modern-day technology in distribution network, strict adherence to safety of staff and third party. At IKEDC, they have excellence customer service unit which allows customer to log complain either online or physically in various undertaking offices. The layout of their offices was properly designed to ensure free movement and flow of activities, the lighting system is a top notch which make it safe for employees to carry out their activities freely and safe. The management put together various training for staff to improve their efficiency and productivity, once in a month they have time to share and relax with colleagues (bonding and health fair). Hardest period is during rainy season when there are lot of 11kv and 33kv feeders tripping. It consumes lots of time to bring these feeders back to potential

Theoretical Foundation of the Study

Many theories have been advanced to explain the link between work environment and employee productivity. The study is grounded on two theories i.e. The Two Factor Theory and The Affective Events Theory. Herzberg two factor theory was adopted to determine employees working attitude and level of productivity while Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their productivity, organizational commitment and job satisfaction. As mentioned by Project

Management Institute (2008), the overall success of the organizational project depends on the motivation package designed for an individual or groups. These theories were used to determine how individual motivation are measured in the workplace and employee internal influences and their reactions

project team's commitment which is directly related to their level of motivation. As employees are the main resources for

organizations' business activities, the issues of employees' motivation will critically decide organizations' success.

However, in understanding that human needs and preferences will not be the same among each other's, one set of

Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else. There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. However due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings.

Affective Events Theory

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their productivity, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have

significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance. According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

Methodology

This study uses both qualitative and quantitative methods. The target population of this study is 3000 employees of Ikeja Electric Distribution Company, Lagos, while the sample size of the study is 300 representing 10% in conformity with Mugenda and Mugenda (2003) who postulated that at least 10% of the accessible target population is appropriate for statistical reporting. Stratified random sampling procedure was used to arrive at the sample of employees who took part in the study. Descriptive statistics which include frequencies, mean and percentages was applied to analyze the data and establish patterns and trends for easy understanding and interpretation of the findings.

PART A

Table 1- Gender Size

| Gender | Frequency | Percentage (%) |
|--------|-----------|----------------|
| Male | 236 | 79% |
| Female | 64 | 21% |
| Total | 300 | 100% |

The result show that 79% were male while 21% were female

Table 2- Age Distribution

| Age | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| 21-25 | 65 | 22% |
| 26-35 | 112 | 37% |
| 36-45 | 102 | 34% |
| 46 and above | 21 | 7% |
| Total | 300 | 100% |

As indicated in Table 2, 22% were below the age of 26 years; 37% were in the age bracket 26 – 35 years while 34% were between 36 – 45 years of age. 7% were in the age bracket of 46 years and above. This was indication that most of the respondents were below the age 46 years.

Table 3- Level of Education

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| Educational Profile | Frequency | Percentage (%) |
|---------------------|-----------|----------------|
| High School | 20 | 6.7% |
| Diploma | 83 | 27.6% |
| Degree | 164 | 54.7% |
| Masters | 26 | 8.7% |
| Doctorate | 7 | 2.3% |
| Total | 300 | 100% |

From table 3, 54.7% of the respondents had degree; 27.6% had diploma; 8.7% had masters; 2.3% had doctorate degrees and 6.7% had certificate level of education. It was concluded that a majority of the respondents had degrees and diplomas.

Table 4- Length of service

| No of years | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| 0-1 | 53 | 18% |
| 2-4 | 182 | 61% |
| 5-8 | 43 | 14% |
| 9 years and above | 22 | 7% |
| Total | 300 | 100% |

The results in table 4 showed that 18% of the respondents had worked with the firm for less than a year; 61% of the respondents had worked for the firms between 2 – 4 years. 14% of the respondents had worked for the firm between 5 – 8 years; 7% of the respondents had worked between 9 years and above.

Table 5- Level of Employment

| Level of employment | Frequency | Percentage (%) |
|---------------------|-----------|----------------|
| Lower level | 220 | 73% |
| Middle Management | 77 | 26% |
| Top Management | 3 | 1% |
| Total | 300 | 100% |

From the results in Table 4, 73% was in lower-level; 26% in middle management and 1% in top level management. This is in line with the population distribution of the study which showed that majority of the population is in low level.

Part B

Work Environment and Employee Productivity

The respondents were asked to select the rate that best suit their workplace environment in relation to their productivity. The Likert-type scale was used to rate their responses on a 4 – point scale ranging from 4 = Strongly Agree, Agree = 3, Disagree = 2 and 1 = Strongly Disagree.

Physical Workplace Environment: The researcher sought to determine whether the physical workplace environment had an effect on the employees' productivity. The findings are provided in Table 6 below:

Table C: Physical Work Environment

| Factors | SA (Freq %) | A (Freq %) | D (Freq %) | SD (Freq %) | Mean |
|---|-------------|------------|------------|-------------|------|
| My furniture is comfortable enough to enable me perform my job without getting tired | 197 (65.7) | 85 (28.3) | 10 (3.3) | 8 (2.7) | 3.57 |
| My organization provides the basic amenities needed to make me feel comfortable while performing my duties | 230 (76.7) | 59 (19.7) | 8 (2.6) | 3(1) | 3.72 |
| My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties. | 213 (71) | 77 (25.7) | 7 (2.3) | 3 (1) | 3.67 |
| I am happy with my office space and arrangement. | 224(74.7) | 70(23.3) | 4(1.3) | 2(0.7) | 3.72 |
| A better work environment (spacious office, enough lighting etc.) will make me perform better at my job | 195(65) | 89(29.7) | 3(1) | 3(1) | 3.52 |

The results in Table C indicate that the respondents strongly agreed that furniture was comfortable enough to enable them to perform their jobs (Mean =3.57); majority of the respondents equally agreed that Ikeja Electricity Distribution provides the basic amenities that makes them feel comfortable while carrying out their duties (mean= 3.72) undisturbed work environment devoid of noise made the employees perform better at their job (mean = 3.67). Most of the employees are happy with the office and the arrangement of furniture (mean = 3.72) The findings show majority of the respondents strongly agree that a better work environment with enough space and lighting would make them better perform at their job (mean =3.52). In all the cases it should be noted that the physical work environment can increase employees' productivity.

Table D: Management and Leadership Style

The study sought to determine the effect of management and leadership style on employee performance. Every manager uses a particular leadership style which impacts on the employees' morale hence performance. The findings are presented in Table D

| Factors | SA (Freq %) | A (Freq %) | D (Freq %) | SD (Freq %) | Mean |
|--|-------------|------------|------------|-------------|------|
| My manager communicates with respect regardless the age difference | 182 (60.7) | 114 (38) | 3 (1) | 1(0.3) | 3.59 |
| My manager role models high standards for quality performance | 201 (67) | 92 (30.6) | 5 (1.6) | 2 (1) | 3.64 |
| Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work | 8(2.6) | 10(3.3) | 150(50) | 132(44) | 1.6 |
| Management involves staff in decision making | 2(0.7) | 1(0.3) | 201(67) | 96(32) | 1.7 |
| I am able to contact senior management or work hand in hand with my superior at the workplace. | 192(64) | 103(34.3) | 2(0.7) | 3(1) | 3.61 |

From the above findings, the respondents agreed that their managers communicate to them with respect and role modeled high standards of quality performance as indicated by the response rate (mean = 3.59 and 3.64) respectively. However, they disagreed that their managers gave them a clear picture of the direction the organization is headed (Mean = 1.6). This can highly affect the motivation of the employees hence affecting their productivity. Majority of the respondents also strongly disagreed that management involved them in decision making on ways to improve performance (Mean = 1.7); respondents were also able to contact management or work hand in hand with their superiors (Mean = 3.61). The analysis implies that management did not give a clear picture of the future of the organization which can highly affect productivity

Table E: Training and Development

Respondents were asked to indicate their degree of agreement or disagreement on statements relating to training and development with respect to employee performance. Results are shown in Table E below

| Factors | SA (Freq %) | A (Freq %) | D (Freq %) | SD (Freq %) | Mean |
|---|-------------|------------|------------|-------------|------|
| Training and development have changed my attitude towards my job since I joined IKEDC | 150 (50) | 145 (48.3) | 5 (1.7) | 0 (0) | 3.48 |
| My organization helps me identify my training and development needs through performance appraisals. | 180 (60) | 113 (37.7) | 6 (2) | 1 (0.3) | 3.57 |
| The initiation of training and development provided by my organization has improved my perspective about my job | 135 (45) | 152 (50.6) | 10 (3.3) | 3 (1) | 3.39 |
| Training will improve the way IKEDC staff relate with their colleagues in the same region | 220 (73.3) | 74 (24.7) | 1 (0.3) | 5 (1.7) | 3.69 |
| Through training and development, I have better understanding on how to attend to difficult clients | 189 (63) | 110 (36.7) | 0 (0) | 1 (0.3) | 3.62 |

From the findings, the respondents agreed strongly that training and development

actually changed their attitude since they joined the organization (mean 3.48), they also attested firmly that their organization helped them identify training and development need through performance appraisal (Mean 3.57). The respondents also agreed that their perspective improved ever since they were trained (mean 3.39). They strongly believe that training will improve their relationship with their colleagues in the same region (mean 3.69)). The also agreed that they have better understanding of how best to attend to clients especially the difficult ones (mean 3.62). This analysis implies that the Ikeja Distribution Company encourage training which enhances employees' productivity.

Table F Reward System

The researcher sought to determine whether reward had an effect on employees' performance. Table F below outlines the results

| Factors | SA (Freq %) | A (Freq %) | D (Freq %) | SD (Freq %) | Mean |
|---|-------------|------------|------------|-------------|------|
| My organization provides support and guidance needed for promotion | 137(45.7) | 120(40) | 22(7.3) | 21(7) | 3.24 |
| My organization provides opportunity for career growth and other professional development | 134(44.7) | 115(38.30) | 21(7) | 30(10) | 3.18 |
| Financial support for learning programs motivates me to perform better at work. | 208(69.3) | 88(29.3) | 2(0.7) | 2(0.7) | 3.67 |
| I am compensated fairly for the work I do. | 99(33) | 78(26) | 89(29.7) | 34(11.3) | 2.81 |
| My organization provides incentives that generally support my work. | 134(44.7) | 78(26) | 68(22.7) | 20(6.7) | 3.08 |

From the above results, the respondents agreed that the firms provided support and guidelines needed for promotion (Mean = 3.24). Majority also strongly agreed that IKEDC provided them with career growth and professional development (mean 3.18), very high percentage of respondents strongly agreed that financial support for learning programs motivated them to perform better at work (mean = 3.67). The respondents agreed that they were fairly compensated for work done (mean = 2.81). Majority of the respondents strongly agreed that the firms provided incentives that generally supported their work (Mean = 3.08). The analysis indicates that incentives,

wages paid and other rewards were satisfactory hence encouraging the employees to better perform their duties.

Discussion of the Findings

The results of the study show there is gender disparity in the organization. The study shows that males are more than the female due to the nature of their job; males 79% and female 21%. This shows that the organization encourage males than the female because of the technicality of the job. A sizeable number are between the ages of 26-45 years, at this age majority of them take matters of productivity seriously because they want to build their careers and as well as prepare for their retirement. Academically, majority of the respondents have a degree, they therefore have the skills, knowledge and capability to perform their duties. This also indicates that Ikeja Distribution Company hire qualified employees; this will ensure high level of proactiveness and better performance of at work.

The study found out that employees' productivity was influenced by several work environment factors. The researcher found out that employees were satisfied with their physical work environment aspects like the basic amenities (provision of kitchenette in all offices, good staff canteen, well treated water), furniture, spatial layouts, lighting and noise levels. These aspects of the physical work environment help improve employees' productivity. They also felt that a better physical work environment would encourage them perform better. The reward system of Ikeja Electric Distribution Company tends to be more financial than non-financial. They provide promotion opportunities for high productivity. This in itself is a motivation for increased employee productivity. Majority of the respondents feel that they are fairly compensated for the work they do. However, it should be noted that pay is only an extrinsic motivator to work; a comprehensive compensation package that is all inclusive motivates employees' productivity.

The results on management and leadership style showed that management role modeled high performance. However, they do not involve employees in decision making in the organization. Senior management does not also give staff a clear picture of the direction in which the organization is headed. Involvement of employees in decision making and clear direction of company goals would make them more responsible to perform. It also makes the employees feel appreciated thus enhancing commitment of employees to their work. The Ikeja Electric Distribution Company knows the importance of training and development. They have provided training and development opportunities to its employees. This would enable them attain the required skills and knowledge to do their work. From the analysis, a conducive work environment enhances employee productivity.

Conclusion

The survey examined the impact of work environment on employee productivity in Ikeja Distribution Lagos, Nigeria as the location of the survey. The findings indicated that work environment has a significant positive effect on employee productivity and it is in line with a number of previous studies (Foldspang et al., 2014; Awan & Tahir, 2015; Ali et al., 2013). It was further discovered that work environment is a major determinants of employee productivity, safety in the workplace increases employee quality of work; task layout tends to increase the degree of efficiency, and also, adequate supervision is an important factor in increasing employee productivity. It can therefore, be concluded, based on the findings that adequate supervision and work environment (task layout, security, safety, electricity, and furniture) are important factors in determining the degree at which employees are satisfied on their jobs and thereby increase their productivity level. Managers and policy makers should take these factors into consideration while formulating their employment policies in order to have formidable, efficient, and productive workforce.

From the study it can be concluded that the reward package contributes a lot to employees' motivation to work. The employees want to be recognized for their work through fair compensation. Fair compensation will motivate employees to work harder and improve their performance. The reward systems at Ikeja Electric Distribution Company are financial and extrinsic.

Management styles can highly influence employees' productivity, from the study, the limited chances in decision making could highly affect employees' productivity. However, the employees appreciate the effort their organizations put through training and development in order to attain the desired skills and knowledge needed to perform their duties. From the study findings, it can be concluded that for an organization to have a competitive edge over others, it must provide a positive work environment in which all factors that influence employee productivity are in tandem with their obligation.

Recommendations

The study findings support the Two Factor Theory which points out that the environment in which the job is performed motivates the employees to perform better. The study recommends that Ikeja Electric Distribution Company need to set in place better reward systems that motivate the employees to work. Following dissatisfaction in that management and leadership style by respondents, the firms should come up with transformational leadership styles encompassed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration. This leadership

style would motivate employees to work. The firms should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions.

Limitations of the Study

The study has certain limitations. The selection of work environment factors that influence employee productivity is not exhaustive. There may be other factors that may influence employee performance that might provide more insight on employees' productivity. The used factors might not provide a clear image of the relationship between work environment factors and employee productivity. The researcher would have wished to carry out the study across the country but that was not possible due to constraints in time, finances and other related resources. However, these limitations did not affect data collected for study.

Suggestions for Further Studies

Due to limited time and resources, this study was restricted to only Ikeja Distribution unit, Lagos, Nigeria. It is important for further studies to be carried out across other Distribution units in Nigeria or other countries for a broader perspective on the relationship between employee productivity and work environment.

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