

## Environmental Factors and Organizational Performance in Nigeria (A Study of Juhel Company)

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**Abstract:** The study on effect of environmental factors and organizational performance in Nigeria. A study of Juhel Company Ltd. Emene, Enugu in Enugu Metropolis was set out to accomplish the following objectives: To find out the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhance to performance. The survey method and the research tool was questionnaire. The study had a population size of 1,152, out of which a sample size of 297 was selected using Taro Yamane at 5% error and 95% level of confidence. Instrument for data collection was structured questionnaire. The total numbers of 275 copies were returned. Data were analyzed using tables and percentages. Two formulated hypotheses were tested using Pearson's correlation coefficients and z-test statistical tools. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process. It goes further to explain the unsafe and unhealthy situation at Juhel which has caused low productivity in the company. Solutions and recommendation were proffered, in which emphasis were made on the remedies. Finally the organization should use SWOT analysis to analyze the environment to enable them fit in and keep going.

**Key words:** Work Environment · Organization and Performance

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### INTRODUCTION

To understand organizational performance, one must know the elements inside and outside organizations known as Environmental factors. This refers to different forces or surroundings that affect business operations. Such forces include customers, competitors, suppliers, distributors, industry trends, substitutes, regulations, government activities, the economic, demographic and social and cultural factors. Others are innovations and technological steady and unchanging, it is change itself. Change is inevitable and those organizations unstable, with long-term survivability in question. There are things, events, or situations that occur that affect the way a business operates, either in a positive or negative way. These things, situations or events that

occur affect the organizational performance in either a positive or negative ways are called driving forces or environmental factors. In contemporary Nigeria business environment, performance of Nigeria companies is predicated on factors such as low-sales, high cost of production, low capital utilization lack of foreign exchange to source needed inputs, poor power supply and low quality of goods and services, among others. These issues have led to lack of proper integration and coordination of various corporate sub systems in Nigerian organizations, resulting in the failure to achieve the stated goals and objectives. Entrepreneur subsumed in the environment with which they interact by importing inputs and exporting outputs. Thus, the vagaries and the extremities of the environment affect the fortunes of organizations [1].

**Statement of the Problem:** The workplace environments in most forms are unsafe and unhealthy. These include poorly designed workstation, unsuitable future, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measure in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impact on employee's performance. This affects production as many staff apply for sick leave to obtain treatment. This is found inn most large organizations where the culture of motivation is lacking. Therefore, this study is set of look into how these environmental factors have affected organizational performance.

**Objectives of the Study:** The broad objective of the study is to examine the effect of environmental factors on organizational performance of Juhel Company.

The specific objectives are;

- To evaluate the relationship between the employees and their work environment in Juhel
- To assess the performance of unhealthy staff against productivity in Juhel company.
- To find out the extent at which unhealthy environmental factor has affected performance at Juhel.

**Research Questions:**

- What is the relationship between the employees and their work environment?
- To what extent do employees performance affect productivity?
- To what extent do environmental factors enhance performance?

**Research Hypotheses:** From the objectives of the study, the following hypotheses were formulated:

- There are no cordial relationship between the employee and their work environment.
- Employee performance significantly affects Juhel Company.
- Environmental factor do not enhance performance

**The Meaning of Environment Factor and Organizational Performance:** The word environment is used to talk about many things. People in different fields of knowledge (like history, geography, or biology) use the word differently. Environment can be said to be the surroundings or conditions in which a person, animal, or plant lives or operates. It could be refer to the setting or condition in

which a particular activity is carried out. Environment is, therefore, the sum total of all surroundings of a living organism, including natural forces and other living things, which provide conditions for development and growth as well as of changer and damage. Business organizations do not simply exist in their environment. They constantly interact with it. Organizations change in response to the conditions in that environment. The environment is the complex set of physical, geographic, biological, social, cultural and political conditions that surround an individual, organizational and that ultimately determine its form and the nature of its survival. The environment influences how organizations strive. For that reason, organizational performance and environment are closely linked. Organizational performance has been taught with many conflicting definitions and it is not a new phenomenon among the academics and the industrialists as well as public institutions.

The three approaches are not inconsistent with each other. They are complementary. Thus business organizations are a part of a large system. This means that events external to the firm affect all business organizations. Conversely, the operations of business organizations affect the external environment.

**Components of Business Environment:** On the basis of extent of intimacy with the firm, the environmental factors may be classified into different levels or types. There are broadly two types of environment, the internal environment, i.e. factors internal to the firm and the external environment i.e. factors external to the firm which have relevance to it. The internal factors are generally regarded as controllable factors because the company has control over these factors; it can alter or modify such factors as its personnel, physical facilities, organization and functional means such as marketing mix to suit the environment. The external factors on the other hand are, by and large, beyond the control of a company. The external or environmental factors such as the economic factors, socio –cultural factors, government and legal factors, demographic factors etc., are therefore generally regarded as uncontrollable factors. Some of the external factors have a direct and intimate impact on the firm (like the suppliers and distributors of the firm). These factors are classified as micro environment, also known as task environment/ operating environment. There are other external factors which affect an industry very generally (such as industrial policy, demographic factors etc). They constitute what is called macro environment, general environment or remote environment.

**Theoretical Framework:** Organisational performance is a very significant factor affecting profitability of an organization [2]. Inefficient job performance will bring about a tragedy to the organization as associated with lower productivity, profitability: impairment of overall organizational effectiveness [3, 4]. As pointed out by Viswesvaran and Ones [5], job Performance is the core construct of today's work place. Job performance is defined as behaviors or activities that are performed towards achieving the organization's goals and objectives [6]. Performance is important for organizations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction [7].

Existing research has established a link between working conditions and job performance [7-12]. Having the right environmental factors both physical and psychosocial will lead to increase performance [13, 14]. Khan *et al.* [15] investigated in their study the impact of workplace environment on employees' performance among a sample of 297 respondents from the organizational sector in Ghana and concluded that incentives at workplace had a positive impact on employee's performance while environment at workplace had no significant impact on employees. A large number of work environmental studies have been conducted in office environments. Studies in the context of Employee performance have shown that working conditions in the Ghana sector are poor [16, 17]. Yet, no study has been conducted to examine the environmental conditions on job performance to the best of researcher's knowledge so far.

To achieve this organizational performance, theory of motivation was applied according to Fredrick Herzberg, he perfected a theory of work on motivation which he conducted where he discovered how to motivate employees and to ascertain what they actually want in their work.

According to Herzberg motivator or satisfiers are the factors which could bring about job satisfaction but even if the above situation is at absent. He maintains that they would not cause dissatisfaction. He assumes that there is a relationship between satisfaction and productivity.

It is still true that even in our own time; there are still lazy people who are unwilling to perform no matter the amount of motivational factors introduced into the job. Man's needs do reoccur and are instable. It is practically impossible to satisfy men and women.

We may therefore consider the business environment at three levels:

- Internal environment
- Micro environment/task environment/operating environment
- Macro environment/general environment/remote environment

**Internal Environment:** The important internal factors which have a bearing on the strategy and other decision are outlined below.

**Value System:** The value system of the founders and those at the helm of the affairs has important bearing on the choice of business, the mission and objectives of the organization, business policies and practices. It is a widely accepted fact that the extent to which the value system is shared by all in the organization is an important factor contributing to success. The value system and ethical standards are also among the factors evaluated by many companies in the selection of the suppliers, distributors, collaborators etc.

**Mission and Objectives:** The business domain of the company, priorities, directions of development, business philosophy, business policy, etc. is guided by the mission and objectives of the company.

**Management Structure and Nature:** The organizational structure, the composition of the Board of directors, professionalization of management etc. Are important factors influencing business decision? Some management structures and styles delay decision making while some others facilitate quick decision – making. The board of directors being the highest decision making body which sets the direction for the development of the organization and which oversees the performance of the organization, so the quality of the board is very critical factor for the development and performance of the company.

**Internal power Relationship:** Factors like the amount of support the top management enjoys from different levels of employees, shareholders and Board of Directors have important influence on the decisions and their implementation. The relationship between the members of Board of Directors and between the chief executives is also a critical factor.

**Human Resources:** The characteristics of the human resource like skill, quality, morale, commitment, attitude etc., could contribute to the strength and weaknesses of an organization. Some organizations find it difficult to carry out restructuring or modernization because of resistance by employees whereas they are smoothly done in some others.

**Company image and Brand equity:** The image of the company matters while raising finance, forming joint ventures or the other alliances, soliciting marketing intermediaries, entering purchase or sale contracts, launching new products etc. brand equity is also relevant in several of these cases.

**Miscellaneous Factors:** Physical assets and facilities like production capacity, technology and efficiency of the productive apparatus, distribution logistics etc., affect competitiveness of a firm. R&D, technological capabilities determine a company's ability to innovate and compete. Marketing resources like quality of marketing men, distribution network etc. are important for brand extension, new product introduction etc. From the study, this work focuses on the internal environment where the workers spent much of their time.

**The External Environment:** A business does not operate in a vacuum. It has to act and react to what happens outside the factory and office walls. These factors that happen outside the business are known as external factors of influences. These will affect the main internal functions of the business and possibly the objectives of the business and its strategies. External environment is made of the micro and macro environment. Micro (task) environment consists of the actors in the company's immediate environment that affects the performance of the company. The task environment is divided into competitors, consumer's substitution product producers and the prospective enters of business. They are more intimately linked with the company. Macro (general) environment consists of larger societal forces that affect all the actors in the company's micro environment. The macro/ general environment is further divided into political and legal, economical, social and cultural, technological, natural/ ecological, demographic and global. Businesses can control internal environments, but it's hard to control external environments.

A business converts inputs into outputs in order to make a profit. However, the business does not exist in a vacuum; it exists within an external environment consisting of the actions of other players who are outside the business. These include:

The economic system, the social system, the monetary system, the political /legal system, the environmental system.

**The Economic System:** It is a system of production and exchange of goods and services as well as allocation of resources in a society. It include the combination of the various organizations, agencies, entities or even sectors as described by some authors and consumers that comprise the economic structure of a given community.

The study of it include how the various agencies and organization are linked to one another, how information flows between them and the social relations within the organization.

**The Social System:** Is the fabric of ideas, attitudes and behaviour patterns that are involved in human relationships. In particular businesses are influenced by consumer attitudes and behaviours which depend on such factors as the age structure of the population and the nature of work and leisure.

**The Monetary System:** Facilitates business exchange. Monetary activity is based around earning, spending, saving and borrowing. Money has been likened to the oil that lubricates the wheels of commerce. Monetary activity involves businesses in a web of relationships involving financial institutions (e.g. banks and building societies), creditors, debtors, customers and suppliers. A key monetary influence for business is the interest rate. Higher interest rates increase business costs and act as a break on spending in the economy.

**The Political/legal System:** Creates the rules and frameworks within which business operates. Government policy supports and encourages some business activities e.g. enterprise, while discouraging others e.g. the creation of pollution.

**The Environmental System:** Is the natural system in which life takes place. Increasingly businesses have become aware of the relationship between their economic activity i.e. making goods and services for profits and the effects that this has on the environmental systems.

**Task or Micro/operating Environment:** The environment which is close to business and affects its capacity to work is known as Micro or Operating Environment. It consists of suppliers, customers, market intermediaries, competitors and public.

**Suppliers:** They are the persons who supply raw material and required components to the company. They must be reliable and business must have multiple suppliers i.e. they should not depend upon only one supplier.

**Customers:** Customers are regarded as the king of the market. Success of every business depends upon the level of their customer's satisfaction. Competitors' actions affect the ability of the business to make profits, because competitors will continually seek to gain an advantage over each other, by differentiating their product and service and by seeking to provide better value for money.

**Types of customers:**

- Wholesalers
- Retailers
- Industries
- Government and other institutions
- Foreigners

Market Intermediaries: They work as a link between business and final consumers. Types:

- Middleman
- Marketing Agencies
- Financial Intermediaries
- Physical Intermediaries

**Competitors:** Every move of the competitors affects the business. Business has to adjust itself according to the strategies of the competitors.

**Public:** Any group who has actual interest in business enterprise is termed as public e.g. media and local public. They may be the users or non- users of the product.

**Macro/general Environment:** It includes factors that create opportunities and threats to business units. Following are the elements of Macro Environment.

**Economic Environment:** It is very complex and dynamic in nature that keeps on changing with the change in policies or political situations. It has three elements:

Economic Conditions of Public, Economic policies of the country, Economic System, Other Economic Factors: Infrastructural facilities, Banking, Insurance companies, money markets, capital markets etc.

**Non- Economic Environment:** Following are included in non- economic environment.

**Political Environment:** It affects different business units extensively.

Its components are: Political Belief of government, Political Strength of the country, Relation with other countries, Defense and Military policies, Centre State Relationship in the Country, Thinking Opposition Parties towards Business Unit.

**Socio- Cultural Environment:** Influence exercised by social and cultural factors, not within the control of business, is known as Socio- Cultural Environment. These factors include: attitude of people to work, family system, caste system, religion, education, marriage etc.

**Technological Environment:** A systematic application of scientific knowledge to practical task is known as technology. Everyday there has been vast changes in products, services, lifestyles and living conditions, these changes must be analyzed by every business unit and should adapt these changes.

**Natural Environment:** It includes natural resources, weather, climatic conditions, port facilities, topographical factors such as soil, sea, rivers, rainfall etc. Every business unit must look for these factors before choosing the location for their business.

**Demographic Environment:** It is a study of perspective of population i.e. its size, standard of living, growth rate, age- sex composition, family size, income level (upper level, middle level and lower level), education level etc. every business unit must see these features of population and recognize their various need and produce accordingly.

**International Environment:** It is particularly important for industries directly depending on import or exports. The factors that affect the business are: globalization, Liberalization, foreign business policies, cultural exchange.

**Empirical Review:** The researcher reviewed the works of Okoye and Ejiofor [4], which was carried out on the same topic “Environmental factor and organizational performance” using a group of environmental in the two (2) senatorial districts in Ebonyi State. Their work’s objectives tabled with the researcher’s objective one and two, they used the description survey design and cluster sample to select their firms and they used the chi-square method to test their entire three hypotheses. That their research was done at Ebonyi State using cluster firm for the study gave the researcher the gap to fill because, the research is conducted in Enugu State, using a well known manufacturing company with two different statistical tools to test the hypotheses. The employee performance they reviewed range from effective regulation to achieving favorable environment. They posited that this performance will not promote the efficiency of the employees, the growth and development of the organization, but the overall promotion of the organizational inches. Also the work of Khan [15] was reviewed as it relates to the subject matter. He examined the environment factors and organizational performance in Ghana and also investigated the effect of environmental factor on the extent to which organizational performance is adopted his work objectives marched the researcher’s third objective. He did a theoretical research on the subject matter using only the medium size of manufacturing companies- thus creating a Yawning gap which this research tend to fill by empirically analyzing the subject matter in Enugu State Nigeria using a big manufacturing firm.

From the above work of Okoye and Ejiofor [4] and Khan [15], the researcher found some Yawing gaps of not looking at the environmental factors in an organizational sector of Nigeria economy and how it relate to the organizational and employee performance and the statistical tools for test the data using a big manufacturing firm as a study- these and other interesting area will be filled by the researcher.

**Research Methodology:** The study was conducted using a survey approach being that the respondents were spread all over the department that makes up the organization. Questionnaire and interview was used to obtain the required data and the area of study was focused on its plant in Emene Enugu. The researcher made use of primary and secondary source of information which is personal interview and questionnaires spread to both senior and junior staff of the Juhel Company ltd.

Out of a population of 1,152 staff comprising both junior and senior. 297 staff was sampled using Taro Yamane formula for the determination of adequate sample size. Out of which 275 staff returned their questionnaires and they were accurately filled giving 93% response rate. The reliability was tested using the Pearson correlation coefficient (r) and the data were analyzed using Z-test statistical tool.

**Instrument for Data Collection:** Although secondary data was used in the study in form of journals, textbooks, internet, etc but the main data used was primary data and the major instrument used in gathering data for the study was questionnaire.

**Data Presentation:**

Table 1: Distribution and return of the questionnaire

Group	Copies of questionnaires distributed	Copies returned or valid	Copies not returned or invalid	% of returned copies
Senior	102	95	7	32%
Junior	195	180	15	61%
Total	297	275	22	93%

Source: field survey 2015

Table 1: shows that a total of 297 copies of the questionnaire were distributed to the staff of Juhel company of these (Ninety five) 95 that is 32% went to senior staff, while the rest 180 that is 61% to the junior staff.

It is also interesting to see from the table that all the questionnaires were responded to.

**Data Analysis:**

Table 2: Response on whether there are Changes in the Environmental Performance

Rating	Frequency.			Percentage%
	Senior	Junior	Total	
Strongly agreed	60	100	160	58
Agreed	21	60	81	29
Undecided	2	7	9	3
Strongly disagree	8	10	18	7
Disagree	4	3	7	3
Total	95	180	275	100

Source: Field survey 2015.

Interpretation from the above table 2, 160 respondents representing 58% strongly agreed, 81 respondents representing 29% agreed, 9 respondents

were undecided, representing 3% and 18 respondents representing 7% strongly disagreed and respondents respectively 3% disagreed respectively.

Table 3: Response on whether there is Evidence to Prove that Workplace Factors affect the Employee’s Performance.

Variables	Frequency.			
	Senior	Junior	Total	Percentage%
Strongly agreed	21	40	61	22
Agreed	10	23	33	12
Undecided	12	24	36	13
Strongly disagree	43	73	116	42
Disagree	9	20	29	11
Total	95	180	275	100

Source: Field survey 2015.

From the above table 3 respondents representing 22% strongly agreed, 33 respondents representing 12% agreed, while 36 respondents representing 13% were indifferent, then 116 respondents representing 42% and 29 respondents representing 11% strongly disagreed and disagreed respectively.

**Hypotheses One**

**H<sub>0</sub>:** There is no relationship between the employees and their work environment.

**The Test:** The study is to determine whether there is relationship between the employees and their work environment. Z- test was used here using the statistical package for social science (SPSS). The result below emerged.

Table 5: Descriptive statistics on relationship between the employees and their work environment

		Employees in the organization	Work environment
Employees in the organization	Pearson correlation sig. (2-tailed) N	1	.889**
		275	.000
			275
Work environment	Pearson correlation sig. (2-tailed) N	.889**	1
		.000	175
		275	

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

**Decision Rule:** If the calculated correlation coefficient (r) is greater than the critical correlation coefficient (i.e.  $r_{cal} > r_{critical}$ ), there is a significant correlation, hence the null hypothesis is rejected and the alternative hypothesis accepted accordingly.

**Decision:** From the result displayed in the correlation table above the Pearson product moment correlation coefficient is 0.088). Hence the null hypothesis is rejected and the alternative hypothesis accepted accordingly. This result indicates that there is relationship between employees and their work environment.

**Hypotheses Two:** H<sub>0</sub>: There is no evidence to prove that workplace factors affect the employee’s performance.

The study is to determine whether or not evidence to prove that workplace factors affect the employees performance z-test was used here. Using the special package for social science (SPSS), the result below emerged.

Table 4: Description statistics on effect of measurement to improve working condition for better performance.

Variables	Frequency.			Percentage%
	Senior	Junior	Total	
Strongly agreed	21	40	61	22
Agreed	10	23	33	12
Undecided	12	24	36	13
Strongly disagree	43	73	116	42
Disagree	9	20	29	11
Total	95	180	275	100

Source: Field survey 2015.

From the table above 22 percent strongly agreed that there is a measure to improve the working conditions for better performance, 12 percent agreed, 13 percent were undecided, 11 percent strongly agreed while 42 percent disagree.

**Hypothesis Testing:** The study has three (3) hypotheses which were tested with the Microsoft assisted package SPSS. As earlier stated, Z- test was the statistical tool used to test the hypotheses. The computed hypotheses were presented as follows.

Table 6: Descriptive statistics on workplace factors on employee's performance

	N	Mean	Std. Deviation	Minimum	Maximum
Workplace factors on employee performance	275	1.9818	1.26276	1.00	5.00

**Correlation on Work Place Factors and Organizational Performance:**

		Employee performance
N		275
Normal parameters <sup>a,b</sup>	Mean	1.9818
	Std. Deviation	1.26276
Most Extreme	Absolute	.280
Most Extreme	Positive	2.80
Differences	Negative	218
Kolmogorov-Smirnov Z		4.638
Asymp. Sig (2-tailed)		.000

a. Test distribution is normal

b. Calculated from data

**Decision Rule:** If the calculated Z-value is greater than the critical Z-value (i.e.  $z_{cal} > z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

**Decision:** Since the calculated z-value of 4.638 is greater than z-value of 1.96. The null hypothesis should be rejected. Therefore, we conclude that workplace factor play a positive and significant role on employee performance.

**Hypotheses Three**

**H<sub>0</sub>:** There is no response on measure to improve the working condition for better performance.

**The Test:** The study is to determine whether or not there is response for measure to improve the working condition for better performance.

Table 7: Descriptive statistics on responses on measure to improve the working condition for better performance

	N	Mean	Std. Deviation	Minimum	Maximum
Measure to improve the working condition	275	1.9818	1.26276	1.00	5.00

**Correlation on Measure to Improve the Working Condition for Better Performance:**

		Measure to improve working condition
N		275
Normal parameters <sup>a,b</sup>	Mean	1.9818
	Std. Deviation	1.26276
Most Extreme	Absolute	.280
Most Extreme	Positive	2.80
Differences	Negative	218
Kolmogorov-Smirnov Z		4.638
Asymp. Sig (2-tailed)		.000

a. Test distribution is normal

b. Calculated from data

**Decision Rule:** If the calculated Z-value is greater than the critical Z-value (i.e.  $z_{cal} > z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

**Decision:** Since the calculated z-value of 4.638 is greater than z-value of 1.96. The null hypothesis should be rejected. Therefore, we conclude that there is measure to improve the working condition for better performance.

**Discussion of Findings:** The findings of the study was discussed in line with information gathered from the questionnaire, the primary data and books, journey, magazines, newspaper and other periodicals through the study, it was identified that there is relationship between the employees and their work environment which was seen as the totality of factors that affect, influence, or determine the operations or performance of a business.



**Summary of Findings:** Since the Pearson product moment correlation coefficient is 0.088 at 0.05% level of significance therefore, there is a relationship between the employees and their work environment.

Furthermore, there is evidence to prove that workplace factors affect the employee's performance. Since, z value of 4.638 against the critical z-value. 1.96 at 0.0% level of significance, therefore, there is evidence to prove that workplace factors affect the employee's performance. Hence, this environment is typically composed of factors such as social values, educational, political economic, legal, behavioural, demographic, national environment, national resources and technological [3, 6, 7].

There had been divergent views about the concept of environment through contributions of different authors and scholars. The first is inter-organizational view, which considers the environment as a collection of person, groups and other organizations that provides inputs to, or receives outputs from a local organization. The second considerations is that environment is a set of general, social, economic and technological conditions.

[5], says environment is the sum total of the physical and social forces and institutions that are relevant to the organizational goal setting and goal attainment which are taken directly into consideration by members of the organizations when making business decisions and plans. In summary, environment is the combination of many factors both tangible and non- tangible that provides the life blood for the organizations success by providing a market for its products and services and also by serving as a source to others.

### CONCLUSION

Workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace impacts behaviour and how behaviour itself derives workplace performance. [17], argues that in the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions.

### Recommendations:

- Organizations should try to motivate and sustain their workforce, because they are the indispensable assets that promote organization growth.
- Organizations should use SWOT analysis to analysis the environment to enable than fit and keep on going.
- Organizations should continuously provide, maintain non- human resources so that the optimal organizational goal can be achieved.

**Implication:** With a Kolmogorov-Smirnov z-value of 4.638 and on 0.000, the responses from the respondents as display in t he table is normally distributed. This affirms the assertion of the most of the respondents that workplace factors effect employees performance. Furthermore, comparing the calculated z-value of 4.638 against the critical z-value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that workplace factors effect employees performance.

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