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Workplace environment and its effects on employee performance: The case of Bamenda city council

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Abstract
The study aimed at finding the effects of work place environment on employee's performance at the Bamenda city council. Objectives of the study were to assess the effects of office layout and infrastructure on employee performance, to explore the effects of interpersonal relationships on employee performance and to analyze the effects of workplace Incentives on employee performance. Descriptive sample survey was used to carry out the study. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were 120 respondents. Structured questionnaires were used for data collection. The data was analyzed using SPSS version 25 and a binary logistic regression (Logit) was used to show the relationship that workplace environment has on employee's performance. The main findings included, that office layout and infrastructure has a significant effect on employees' performance, interpersonal relation has a significant effect on employees' performance and lastly workplace incentive has a significant effect employees' performance. Based on the findings, the researcher recommended to the management of the Bamenda city councils that periodic meetings with employees should be held to air their grievances to management to serve as a motivating factor to the employees.

Keywords: Employees performance, workplace environment, workplace incentives, interpersonal relationships, office layout and infrastructure

Introduction

The type of workplace environment in which employees operate determines their level of performance. According to Akinyele (2010) [55], about 80% of performance problems reside in the work environment of organizations. Business is full of risks and uncertainties and the ability of any organization to respond successfully to the challenges posed by the present dynamic nature of economic situations will largely depend on how well the organization can effectively and efficiently utilize the human resources at its disposal. It is a generally accepted fact that the success of any business organization will largely depend upon the effective and meaningful utilization of its financial and physical resources. The performance of a corporate organization, which determines its survival and growth, depends to a large extent on the performance of its workforce.

Yesufu (2000) [56] asserted that the wealth of the nation as well as socio-economic well-being of its people depends on the effectiveness and efficiency of its various sub-components. However, labor is generally regarded as the most dynamic of all the factors that are employed for the creation of wealth, having the potential to energize and serve as catalyst to all the other resources. Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher performance (Akinyele, 2007) [57]. Employees have attitudes about many aspects of their jobs, their careers, and their organizations; however, the most focal employee attitude is job satisfaction. Looking at a group of people performing the same job for some time, we cannot but observe that some people do it better than the others. One will want to know the factors that account for these differences in performance. One factor is that the differences reflect varying degree of skills or abilities displayed by individual employees, while the other factor is motivation. Motivation on the other hand simply refers to the urges, aspiration, drives and needs of human beings that direct, control or explain their behavior.

In employment, two parties are involved, which are their skills, and the other part with their money. The imbalance of this therefore could result in job dissatisfaction which may lead to

resignation and low performance of some employees. The issue of job satisfaction has been a great concern and has led employers of labors to devise way of selecting the best people for any given job. There is the belief that the best way for an organization to efficiently and effectively achieve the organizational goals is to place the best people on the jobs. Performance 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 citizens (Yesufu, 2000; Akinyele, 2007) [56, 57]. Brenner (2004) [58] asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Some employees tend to be more productive in a well facilitated work environment.

More so, the quality of comfort variable from work environment determines the level of satisfaction and performance of employees. Employees performance cannot be optimal, if the conditions of workplace environment are not favorable. Improved work environment enhances employees‟ performance. This study is premised on the fact that both management and employees of organizations are less considerate of work environment as having a great influence on performance of employees as resulting from employee's negative attitude to work while the employees view of low performance may stem from poor pay system, absence of fringe benefits, inappropriate leadership style, wrong job location, unfavorable organizational policies among others.

The workplace environment of any organization or institution generally comprises three sub-environments. These are technical, human and organizational environments. Technical environment comprises tools, equipment, infra-structure and other technical elements; the human environment comprises peers, and colleagues with whom employees relate, team and work group, interactions, the leadership and management, while organizational environment, on the other hand, includes systems, procedures, practices, values and philosophies (Opperman, 2002) [59]. Workplace environment of an organization can also be categorized into internal and external work environment. The totality of these environments has influence on the job performance of employees. Since most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 1994) [60]. Better outcomes and increased performance is assumed to be the result of better workplace environment.

Better physical environment of office will boost the employees and ultimately improve their performance. Various literatures pertaining to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees‟ performance (Carnevale 1992, Clements-Croome 1997) [61, 62]. Hughes (2007) [63] surveyed 2000 employees pertain to various organizations and industries in multiple levels. The reported results of these survey showed that nine out of ten believed that a workspace quality affects the attitude of employees and increases their performance. Employees in different organizations have different office designs. Every office has unique furniture and spatial arrangements, lighting and heating arrangements and different levels of noise. Job performance, according to Johari and Yahya (2009) [64], has become one of the significant indicators in managing organizational productivity. They opined that a growing emphasis has been given on employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness. It is the quality of the employee's workplace environment that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job.

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 performance and employee health and well-being. The key factors fall into two categories, those that are driven by procedures, protocols and management requirements and the factors that arise from premises, office or factory design. Management driven factors include the development of Organization plans such as the allocation of responsibilities at all levels of the organization, definition of job descriptions and the degree of access to the management and administrative support needed to complete their tasks; Working patterns, shift-working, break times, absence or holiday cover; and Health and safety policies, including the provision of training, development of safe working practices and the adequate supply of protective clothing and equipment. In today's competitive business environment, management cannot afford to waste the potential of their workforce. The key factors in work place environment impact greatly on employee's level of motivation and their performance. The workplace environment set in place impacts employee morale, productivity and performance- both positive and negative. And if the circumstances are not good it will be affecting the performance of the employees in the form of delay in work completion, frustration, effect on personal growth etc.

In an effort to motivate employees, organizations have implemented performance based pay, practices to help balance both work and family and various forms of information sharing. Management's new challenge is to create a work environment that attracts keeps and motivates its workforce. Management's new challenge is to form an environment that attracts, retain and motivate its workforce. The responsibility lies with managers and supervisors at all levels of the organization. Businesses must step outside their time-honored roles and comfort zones to look at new ways of working. They have to create a working environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential. The work environment affects employee morale, productivity and engagement- both positively and negatively. It is not just a twist of fate that new programs addressing lifestyle changes, work life balance, health and fitness previously that were not considered key benefits are

now primary considerations of potential employees, and common practices among the most admired companies.

Today's work environment 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. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter with working conditions problems related to environmental and physical factors. Pech and Slade (2006) [65] argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce. According to Pech and Slade the focus is on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes.

In today's competitive business environment, organizations can no longer afford to waste the potentials of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in a place impacts employees morale, productivity and engagement, both positively and negatively. It's not just a coincidence that new programs addressing lifestyle changes, health and fitness, work/life balance, previously not considered as key benefits are now considered primarily by all potential employees, and common practices amongst the most admired companies in an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. And for many firms, training the workers has become a necessary input into the production process.

Globally, increased competition between organizations has greatly increased due to major changes in the labor market. Organizations often face problems with costs these days as a result of accidents, employee turnover, lost productivity and absenteeism which could all be related to challenges in the work environment. The working environment plays an important role for the employee's performance in an organization be it private or public entity. In the current world, employees have a large number of working alternatives; the environment in the workplace becomes a critical factor for accepting and keeping the jobs. According to Leblebici (2012) [66], the workplace environment can determine the level of employee's motivation, subsequent performance and productivity. The organization workplace environment influences the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job.

Pech and Slade (2006) [65] argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce. According to Pech and Slade the focus is on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes. The working environment is perhaps a key root causing employee's engagement or disengagement.

Furthermore, the success of all organizations is closely tied to the job performance of its employees. The quality of employees that the organization has, workplace environment factors impacts their motivation level and hence performance (Heath, 2006) [67]. When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles *et al*, 2004) [68]. They also stated that having a proper workplace environment helps in reducing absents and as a result can increase the performance in today's competitive and dynamic business world. The workplace environment that is set in place impacts employees morale, productivity and engagement - both positively and negatively (Chandrasekar, 2011) [44]. She adds that factors of workplace environment play an important role towards employee's performance. The factors of workplace environment give immense impact to the employee's performance either towards the negative outcomes or the positive outcomes. The study is grounded on the Two Factors Theory (Herzberg, 1986) [69]. Herzberg came to a conclusion that the aspects of the workplace environment that satisfy employees are different from the aspects that dissatisfy them. The theory points out that improving the environment in which the job is performed motivates employees to perform better.

Oswald (2012) [70], defines work environment as the physical geographical location such as offices which involves factors like air quality, noise level, employee's welfare, or even adequate parking. Meanwhile performance is defined in Human Resource Management text book as the level of accomplishment as per a given standard which consists of accuracy, duration, completeness, and cost (Randhawa, 2007) [71]. As stated in a case study, workplace environment and performance are inter-related and they play a major role towards the performance of an employee (Naharuddin & Sadegi, 2013) [72]. In another study, it is said that workplace environment is the key factor affecting an employee's engagement, productivity, and comfort level. Apart from that, factors such as safety & health and emergency access also influence the performance of an employee (Leblebici, 2012) [66]. Naharuddin *et al*. (2013) [72] says that the performance level of the employee can be reflected by their attendance; Less absenteeism increases performance. It is evident that performance of an employee is influenced by the work environment (Oswald, 2012) [70].

Statement of the Problem

The work environment has a significant impact upon employee productivity and performance. Work environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably on individual performance. The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and

external environmental factors, all of which influence the ways that employee perform their job functions. It is widely accepted that the work environment has an impact - positive or negative - on employees‟ performance. The work environment strongly influences the extent to which employees are engaged in their work and committed to the organization. Disengaged employees produce mediocre results; highly engaged employees produce extraordinary results. So it is necessary to study the impact of the work environment in an organization on the performance of its employees.

The workplace environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. Employees working in an unsafe environment are prone to occupational disease and it impacts on their performance. Thus performance is decreased due to the workplace environment. It is a wide industrial area where the employees are facing a serious problem in their work place like environmental and physical factors. So it is difficult to provide facilities to increase their performance level.

Management's new challenge is to build a work environment that attracts, retain and motivate its employees. It takes an entirely different approach than it did just a few years ago to keep employees satisfied today. Many workplace factors influence employee's performance. Relationship among personality, work environment preferences and the outcome variables, performance and commitment affect employee's performance at the workplace. It is important for the employer to know how its work environment impacts greatly on the employee's level of motivation and performance. A well-designed office signals the values and objectives of the company and the use of design in office interior communicates a company's values and identity. Office design therefore should be one of the factors affecting employees‟ performance. Employees‟ health and morale are often interrelated when it comes to performance in the work environment. It is therefore important to find out if work environment can directly or indirectly disturb employees‟ performance or productivity.

Noble (2003) [80] states that more attention should be paid in identifying and dealing with working condition because when employee have negative perception to their environment they sometimes suffer from chronic stress. In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 1994) [60]. Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office was boosts the employees and ultimately improve their productivity. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees‟ productivity (Carnevale 1992; Clements-Croome 1997) [61, 62].

The problem identified by the researcher is that since most people spend fifty or better still more than fifty percent of their time and lives within their workplaces and work environments which greatly influences their actions, abilities and increased productivity, the lack of confirmed knowledge on which particular factors of the workplace environment affects the performance of employees as a whole prompted the study. Therefore, this study will seek to address the effects of workplace environment on employee's performance. Using the case of Bamenda city council.

Research Objectives

The main research objective of this study is to discuss the implications of workplace environment on employee performance. The specific objectives are:

1. To assess the effect of office layout and infrastructure on employee performance.
2. To explore the effect of interpersonal relationship on employee performance.
3. To analyze the effect of workplace incentives on employee performance.

Hypothesis

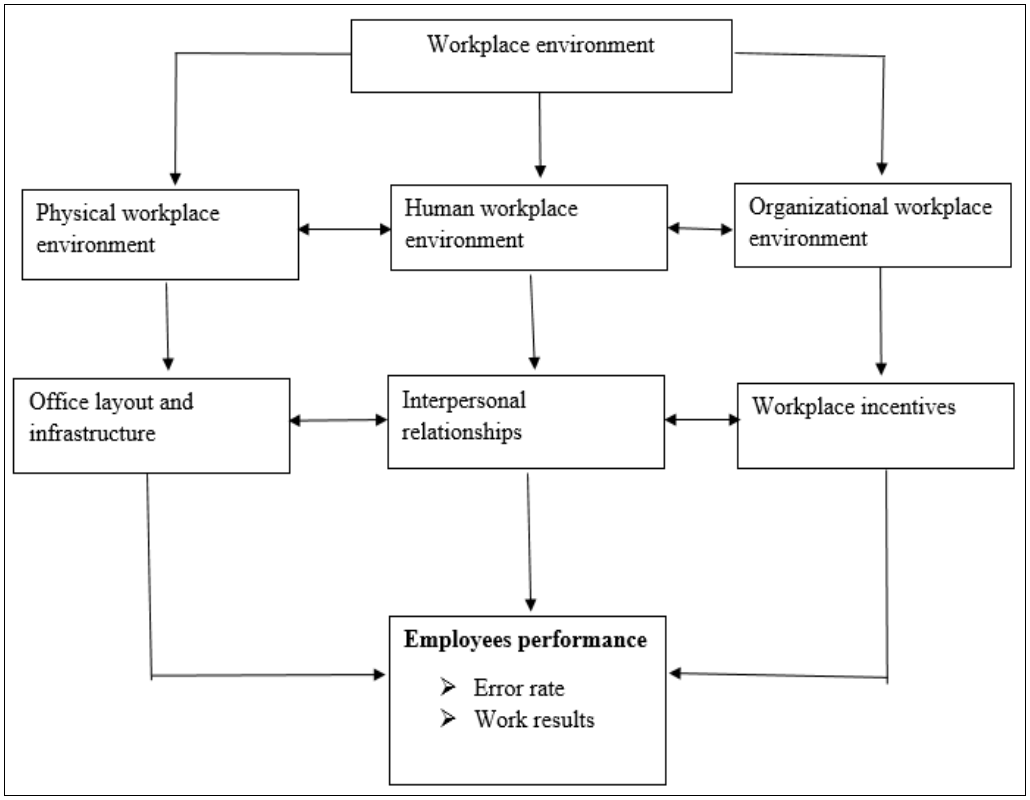
This research work is focused on addressing the following hypothesis

1. **Ho1:** Office layout and infrastructure has no significant effect on employee performance.
2. **Ho2:** Interpersonal relationship has no significant effect on employee performance.
3. **Ho3:** workplace incentives have no significant effect on employee performance.

Literature Review

Conceptual Framework

The conceptual framework illustrates the relationship between the dependent and independent variables. The independent variables are the physical workplace environment factors (furniture and equipment's, office layout and infrastructure, lighting and ventilation), the human workplace environment factors (interpersonal relationships, supervision, strong team spirit amongst employees, transparent/open communication and the recognition of hard work). And lastly the organizational workplace environment factors (training band development, employee's welfare, workplace incentives and work load). These variables are expected to influence the dependent variables being employee performance in the Bamenda city councils.



Source: Researcher, 2024

Fig 1: Conceptual Framework of the effects of workplace environment factors on employee's performance.

Empirical Review

This section of study briefly discusses the empirical studies and researches that have been carried out and published on workplace environment and its impacts on the performance of employees or workplace environment and employee's performance. The primary aims are to ascertain relevant findings and identify possible gaps that this work could fill. Thus in this regard, some of the views that have been made by various authors as regards this same topic on some previous studies are:

According to a study by Aditya W. Demus (2015) [4] with a study that aimed at revealing the impact of working environment to the employee performance. The study was conducted at PT Bank Artha Graha International Tbk, Manado Branch Calaca. All the bank employees (30 employees) were used as respondents. The research work was causal and the data were gathered by using questionnaires and used multiple regression analysis. The results showed that all variables have a significant influence on employee performance simultaneously. However, in partially, only the employee welfare has significant influence on employee performance, while the other variables have no significant effect on the performance of employees.

Thus as recommendations to this particular study, it was advised that the firm should give more attentions to the employees, in order to raise their working motivation in this bank. The employees should establish a good relationship over workers on the working site, so there will be no misunderstanding and discordance among them at work. Because when all the employees maintain good relationship among them, the atmosphere at work will be more comfortable. The employees that already complete their work should help their fellow workers that have an unresolved job in order to finish it on time. When the company hires new employees, they should participate in a training session before they start working on the company. The firm should give more bonus as well as the boss should be able to give more praise to employees, in order to make the entire employee gain more motivation in working at Bank Artha Graha.

A study by Emanuella, Christina, (2015) [73] sought to find out the impacts of workplace environment in the produce buying company in Kumasi Ghana. Objectives of the study were to ascertain the relationship between employees and their working environment, to determine the impact of work environment on employee performance and to suggest measures and make appropriate recommendations to improve the working conditions for better performance. Descriptive sample survey was used to carry out the study. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The main findings included, employer's interpersonal relationships with their managers were poor, they felt did not exist among employees and their employers at the organization, employees had no clear career advancement and a clear definition of task. Workplace environment plays a vital role in motivating employees to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The research also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems were flexibility of furniture, work noise

distraction, manager's interpersonal relationship with. Subordinates, and their work life balance to mention. At the end of the research, it was realized that the work environment employee's find themselves in affect their productivity greatly.

In conclusion, it was revealed by Emanuella, Christina (2015) [73] that work environment affects employees at Produce Buying Company a great deal and most of them were positive leaving little for the negativity. Based on their findings, they recommended to the organization that periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees if this and other recommendations were to be seriously taken into account by the organization then it will act as remedy to the identified problem.

Furthermore, according to Christabella P. Bushiri (2014) [30] WO aimed at finding out the impacts of workplace environment on the employee's performance using the case of institute of Finance Management in Dar es Salaam Region in Tanzania. For the purpose of the study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection. Data from the answered questionnaires in this study was analyzed by using percentages. The collected data was checked for consistency and then frequencies and percentages used to show responses of the distribution. The results were presented in tables and chart form. The software used for analysis of the findings was Statistical Package for Social Sciences (SPSS).

The study findings indicated that, organizations working environment had an impact on members as far as respondents were concerned. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

To add, a study by Cynthia Nanzushi (2015) [35] on the effects of workplace environment on employee's performance in the mobile telecommunications firms in Nairobi county Kenya. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. The total number was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total of 164 employees. Descriptive research design was adopted for the study. The researcher used stratified random sampling technique in selecting the employees. The study used primary data which was collected by use of semi structured questionnaire. Data was analysed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages.

From the findings, the study concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommends that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The working conditions of employees should also be improved to motivate employees to work. The limitations of the study were that the researcher had limited time and resources to be able to do a more comprehensive research across the country. The researcher recommends further studies to be carried out across the country for a broader perspective on the relationship between employee performance and work environment.

Thiruchelvan (2017) [74] on the working environment and its influence on employee's performance the case of an oil and gas vendor company in Malaysia. The research project focused on an oil and gas vendor company in Malaysia that had gone through organizational change such as relocation, restructuring, downsizing and also cost reduction. The purpose of the research project was to identify the influence of working environment on employee's performance due to the organizational changes that had taken place in the 2016 in company AV. There were 10 factors identified in the study which was believed to have an impact on employees' performance. A qualitative study with 16 respondents was conducted in order to analyze if an employee's performance is influenced by working environment. At the end of the study, it can be concluded that employees were affected with the organizational change and this has impacted their performance level.

Research Gap

In the review of the literature, theoretical and empirical studies like Sumra (2005) [75], Brenner (2004) [58], Sekar (2011) [76], (Harter *et al*., 2002) [77] have been addressed especially on how working environment relate and affect employee performance as it is practiced in various areas in the world. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage within the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees and absenteeism. Also most employees leave their organization because of the relationship with their immediate supervisor or manager.

However, the gap identified from theoretical and empirical analysis is that, management must take an active role in not only defining the effect of office and infrastructure as a whole, workplace incentives and interpersonal relationship in employees for the better performance. Also principals of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. Therefore, from the above explanations, this study aims to determine the effects of workplace environment on employees' performance.

Methodology of Study

Research Design

The research is designed to use a descriptive research design and a regression analysis to come out with the relationship between the workplace environment and employee's performance.

Empirical Specification: Model Specification

Since the dependent variable is dichotomous, we used a Binary logistic regression (logit) to measure the relationship between workplace environment and employees' performance. We also used the same regression analysis method to analyze the relationship between workplace environment and employee's performance. At the center of the logistic regression analysis is the task estimating the log odds of an event.

Mathematically, logistic regression estimates a multiple linear regression function defined as:

$$\text{Logit}(P) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu_i \quad (1)$$

Where

P= Employees performance

β0= Estimators

X1= Office lay-out and infrastructure

X2= Interpersonnel Relationship

X3= Workplace inventives

μi = Error term

Presentation of selected variables

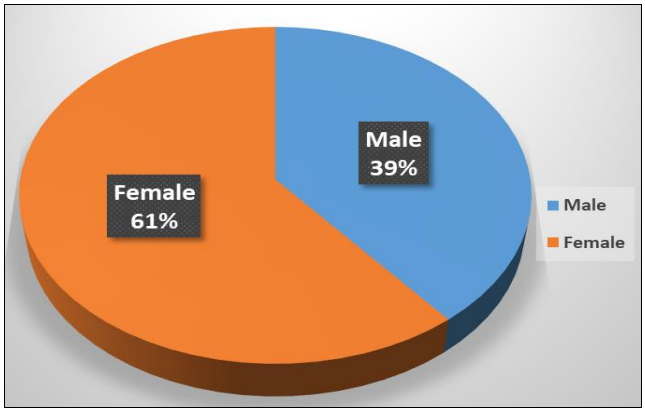
Dependent variable= Employees Performance

Independent variables= Office Layout and Infrastructure, Interpersonal Relationships, Workplace Incentives

Presedntation and Discussion of Results

Demographic Characteristics

Distribution according to gender of respondents

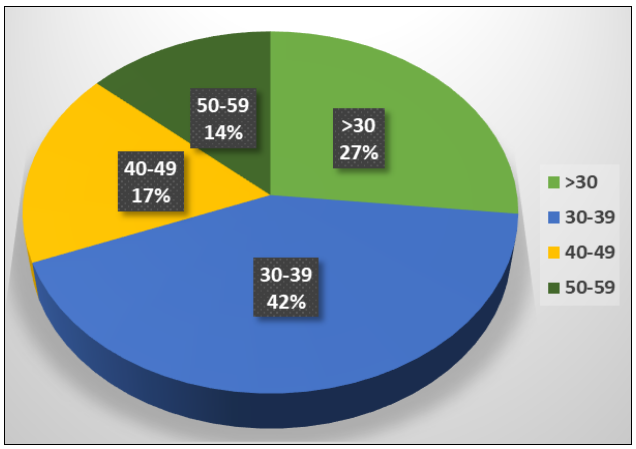


Source: author, from field survey

Fig 2: Distribution according to gender of respondents

From the information in figure 2 above, it shows that out of the 120 respondents that were chosen as respondents to represent the Bamenda city council's employees, 73 of those respondents are Females and 47 of the are Males. This number gives a percentage of 61% for Females as opposed to 39% for Males. Given a total percentage of 100% of the 120 correspondents that took part in this survey. This information is clearly presented in the pie chat above.

Distribution according to age range of respondents

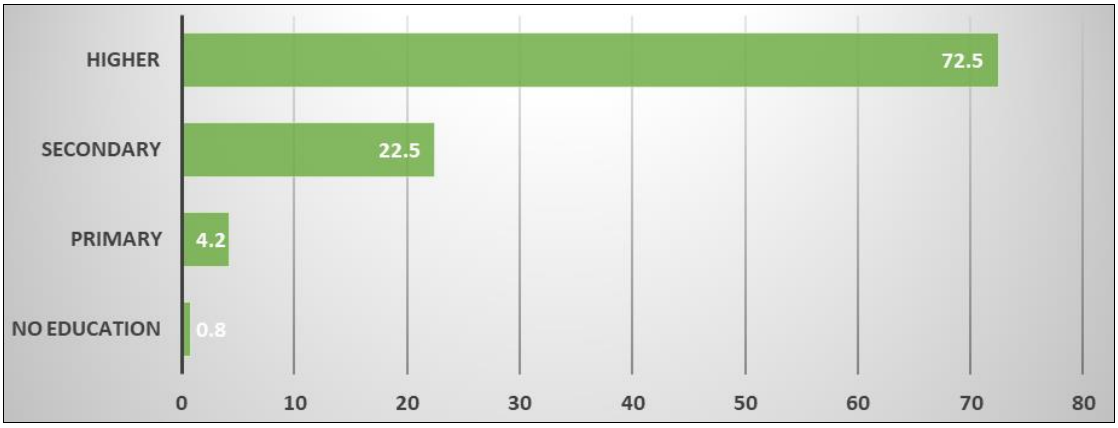


Source: author, from field survey

Fig 3: Distribution according to age range of respondents

From the information in figure 3 above, it shows that of the 120 participants who took part in the survey, 32 were >30 years of age and had a percentage of 27%, 51 participants were between 30-39 years with percentage of 42%, 21 participants or employees were between 40-49 years with percentage of 17% and lastly 16 participants were between 50-59 years which also gave a percentage of 14%. All these given a valid percentage total of 100% for all the 120 correspondents.

Distribution according to the Educational level of respondents



Source: Author, from field survey

Fig 4: Distribution according to the Educational level of respondents

From the information displayed in Figure 4 above, out of the 120 respondents that took part in this field survey 1 respondent had no education and had a percentage of. 8%, 5 respondents had primary education and represented a percentage of 4.2%, 27 participants had secondary education and also had a percentage of 22.5% and lastly 87 respondents had higher education and had a percentage total of 72.5% all summing a percentage total of 100% for all 120 correspondents.

Distribution according to the job position of respondents

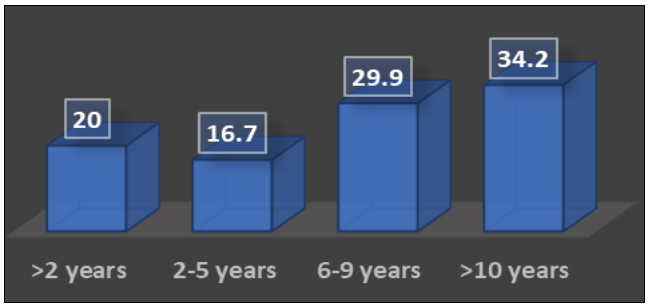
Table 1: Distribution according to the job position of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Staff	71	59.2	59.2	59.2
	Non Administrative Staff	49	40.8	40.8	100.0
	Total	120	100.0	100.0	

Source: Author, from field survey

From the information in table 1 above, it shows that out of the 120n respondents that took part in the field survey, 71 were administrative staffs and had a percentage of 59.2% and 49 were non administrative staffs with a percentage of 40.8%, thus given a percentage total of 100% for the 120 respondents.

Distribution according to the duration of service of the respondents

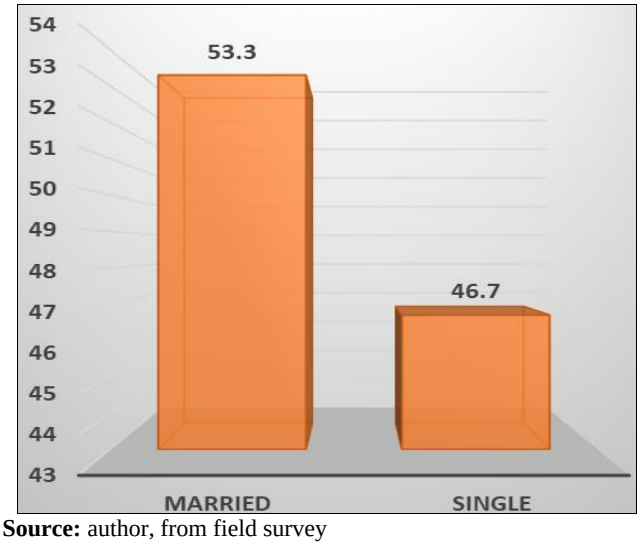


Source: author, from field survey

Fig 5: Distribution according to the duration of service of the respondents

The information above represents the working duration of the 120 council employees who took part in the field survey. From the information, 24 employees have worked with the council for <2 years and represent a percentage of 20%, 20 employees have worked with the council between 2-5 years and represent a percentage of 16.7%, 35 employees have worked with the council between 6-9 years and represent a percentage of 29.9% and lastly, 41 employees have worked with the council for >10 years with a percentage of 34.2%. This information gives a percentage total of 100% of the 120 respondents in the councils.

4.1.6 Distribution according to the marital status of respondents



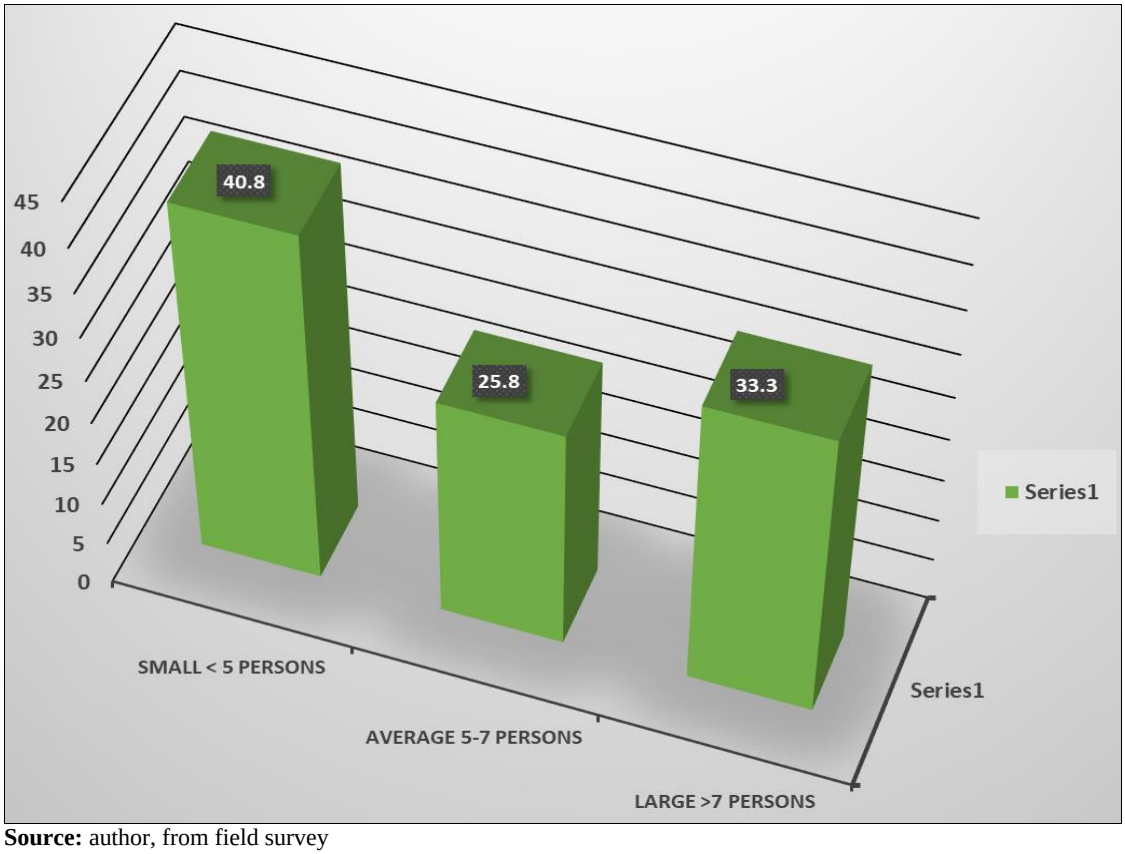
Source: author, from field survey

Fig 6: Distribution according to the marital status of respondents

The information above, represents the marital status of the 120 city council employees that took part in the survey. From the information above, 64 participants are married and

represent a percentage of 53.3%, while on the other hand, 56 participants are single with a percentage of 46.7%. Summing a total of 100% for the 120 respondents.

Distribution according to the household size of respondents



Source: author, from field survey

Fig 7: Distribution according to the house hold size of respondents

From the information above, 49 respondents are from a small house hold size with a percentage of 40.8%, 31 respondents are from an average household size with a percentage of 25.8% and 40 from a large household size with a percentage of 33.3%. All this giving a percentage total of 100% for the 120 respondents.

Responses related to office layout and infrastructure

Table 2: Office layout and infrastructure

Statements	Yes	No	Total
My office layout and infrastructure is comfortable for me to perform my task	100 (83.3)	20 (16.7)	120 (100%)
A comfortable office layout and infrastructure influences my productivity?	88 (73.3)	32 (26.7)	120 (100%)
My furniture and other work equipment's are good for the effective execution of my task	73 (60.8)	47 (39.2)	120 (100%)
My physical conditions as a whole influence my productivity	94 (78.3)	26 (21.7)	120 (100%)
My office is opened to enough lighting and ventilation	100 (83.3)	20 (16.7)	120 (100%)

Source: Researcher Computation 2024

From the information in table 2 above, as regards office layout and infrastructure, 83.3% of respondents answered yes as to whether their office and infrastructure is comfortable for them in performing their task conveniently. While 16.7% of respondents said no to same regard. More so, as regards whether a comfortable office layout and infrastructure influences worker's productivity, 73.3% answered yes and 26.7% said no to same regards.

To add, out of the 120 respondents who took part in this survey, 73 respondents answered yes as to whether their furniture and other work equipment's are good for the effective execution of their task. With a percentage of 60.8%, while 47 respondents said No as response giving a percentage of 39.2%. With regards to whether physical conditions as a whole influence the performance of council employees, 94 respondents said Yes, 26 said No it doesn't which give a percentage of 78.3% and 21.7% respectively and total respondents of 120.

Also as regards the physical conditions and productivity, 94 respondents answered yes and 26 answered no as to whether their physical conditions as a whole influence their productivity. Giving a percentage of 78.35% and 21.7% respectively.

Furthermore, as regard the openness of the workplace to lighting and ventilation, 83.3% of respondents said yes as to whether their workplace is opened to enough lighting and ventilation while 16.7% of respondents answered no to the same regard.

Responses related Interpersonal relationships

Table 3: Interpersonal relationships

Statements	Yes	No	Total
I have a good working relationship with my fellow employees	116 (96.7)	4 (3.3)	120 (100%)
Do you think a good relationship with colleagues can help increase your productivity?	119 (99.2)	1 (.8)	120 (100%)
I usually get adequate support from supervisor in understanding my task	57 (47.5)	63 (52.5)	120 (100%)
Do you think your productivity can be increased by the support given to you by your supervisor?	82 (68.3)	38 (31.7)	120 (100%)
There exist a very strong team spirit amongst us the employees	111 (92.5)	9 (7.5)	120 (100%)
My hard work to the institution is often recognized by my boss	111 (92.5)	9 (7.5)	120 (100%)

Source: Researcher Computation 2024

Table 3: Presents the view of respondents relating to the interpersonal relationships. Concerning interpersonal relationships, 96.7% of respondents agreed to the fact that they have a good working relationship with their fellow employees and only 3.3% of respondents answered no to same regard. Also asking on their opinion whether they think that a good working relationship with their fellow employees can increase their productivity, 99.2% answered yes while only 0.8% answered no.

Concerning supervisor support, 47.5% of respondents answered yes to the fact that they usually get adequate support from their supervisor in the understanding of their task and 52.5% answered no. Also, asking their opinions as to whether they think their productivity can be increased by the help gotten from their supervisor.68.3% answered yes and 31.7% answered no. To add, concerning team spirit, 92.5% answered yes to the fact that there exists a very strong team spirit amongst them employees and only 7.5% said no to same regard. More still, as regards hard work, 92.5% of the respondents answered yes to the fact that their hard work to the institution is often recognized by their boss and only 7.5% of respondents answered no to same regard.

Responses related to Workplace incentives

Table 4: Workplace Incentives

Statements	Yes	No	Total
I am liable to workplace incentive at my workplace	74 (61.7)	46 (38.3)	120 (100%)
I think workplace incentives helps in playing a role to develop a good workplace environment	115 (95.8)	5 (17.5)	120 (100%)
Workplace incentives is practiced and fully implemented in your council	63 (52.5)	57 (47.5)	120 (100%)
I am also liable to employee welfare at my council	74 (61.7)	46 (38.3)	120 (100%)
I think employee welfare helps in playing a role to develop a good workplace environment	115 (95.8)	5 (4.2)	120 (100%)

Source: Researcher Computation 2024

Table 4 presents the view of respondents concerning the workplace incentives. Regarding worker's liability on workplace incentives, 61.7% of respondents answered yes to the fact that they receive workplace incentive in any form while 38.3% of respondents answered no to the same regard. Still on whether workplace incentives to workers helps in playing a role in the development of a good workplace environment at the council. 95.8% of respondents answered yes and 17.5% answered no.

More so, regarding workplace incentive practice and implementation, 52.5% of respondents answered yes as to whether workplace incentives are practiced and fully implemented at their council and 47.5% answered no. Also, concerning employee welfare, 61.7% of respondents answered yes to the fact that they are liable to employees' welfare at their council while 38.3% of respondents answered no to same regard.

To add, regarding the fact that Employee welfare helps in playing a role to develop a good workplace environment, 95.8% of the respondents answered yes and the rest 4.2% answered no.

Responses relating to employee performance

Table 5: Employees performance

Statements	Yes	No	Total
My present workplace environment makes me to be more performant	83 (69.2)	37 (30.8)	120 (100%)
I am usually appreciated either verbally or written by my boss for a job well done	110 (91.7)	10 (8.3)	120 (100%)
I often hit my target as expected by my boss or hierarchy	102 (85.0)	18 (15.0)	120 (100%)
My job requirements are very clear and understood by me	88 (73.3)	32 (26.7)	120 (100%)
I often find my job interesting to execute	76 (36.7)	44 (63.3)	120 (100%)
I often receive sufficient help from my boss or colleagues in the understanding and execution of my job	75 (62.5)	45 (37.5)	120 (100%)
Is your performance at the organization recognized by a better reward	71 (59.2)	49 (40.8)	120 (100%)
An appropriate work place environment can positively influence my performance	118 (98.3)	2 (1.7)	120 (100%)

Source: Researcher Computation 2024

Table 6: Presents information concerning employees performance and as regards whether their present workplace environment makes them to be more performant, 69.2% answered yes and 30.8% answered no. more so, as regards whether they are often appreciated either verbally by their boss for a job well done 91.7% answered yes and only 8.3% of respondents answered no. to add, asking the council employees whether they often hit their target as expected by their boss or hierarchy, 85% answered yes and 15% answered no.

Also as regard whether their job requirements are very clear and understood by them, 73.3% answered yes and the rest 26.7% answered no. as regard whether they often find their job interesting to execute, 36.7% answered yes and 26.7% said no. as regard whether they often receive sufficient help from their boss or colleagues in the understanding and the execution of their job, 62.5% said yes and 37.5% said no. To add, as regard reward and whether their performance at the organization is recognized by a better reward, 59.25 answered yes and the rest 40.85 said no. And lastly, as regards whether an appropriate workplace environment can positively influence their performance level, 98.3% answered yes and 1.7% said no making a percentage total of 100% and the number of respondents 120.

Parameter Estimate Work Place Environment and Employee Performance

Table 9: Parameter Estimate Work Place Environment and Employee Performance

Variables	Coef	Std Error	Z
	Employees performance		
Office layout and infrastructure	0.353**	0.172	2.05
Interpersonal relationships	0.168*	0.085	1.96
Workplace incentives	0.513***	0.170	3.01
Constant	16.354	9.971	1.64
Pseudo R-Squared	0.091	n/a	n/a
Wald	52.707[10; 000]	n/a	n/a
Total Observation	120		

Source: Researcher Computation 2024. Notes: ***, ** and * indicate 1%, 5% and 10% of significance respectively.

Estimate of office layout and Employee Performance

The information above is gotten from the binary logistic analysis of the effects of office layout and infrastructure on employee's performance. The results gotten shows that there is a significant effect of office layout and infrastructure on the performance of council employees. A reflection of this can be seen in the coefficient of 0.353 for the variable office layout and infrastructure and is the main variable used to capture the physical workplace environment. 0.353 represents a 5% level of significance as opposed to the value of Z which is 205.

Furthermore, it can be said that based on the results and the level of significance of this particular variable, a moderation or the provision of a good office layout and a comfortable infrastructure as a whole will lead to a significant effect in the performance of an employee.

Therefore, we reject the null hypothesis which states that office layout and infrastructure has no significance effect on employees' performance.

Estimate of interpersonal relationship and employee's performance

The information above is gotten from the binary logistic analysis of the effects of the physical workplace environment on employee's performance. The results gotten specifically for the Human workplace environment factors shows that they have a significant effect on the performance of council employees. A reflection of this can be seen in the coefficient of 0.168 for the variable interpersonal relationships and stands to be the main variable used to capture or measure the human workplace environment as opposed to the value of Z which is 1.67 and shows that this variable has a 10% significant level. From this level of significance, it's clear that a percentage change in the relationship employees have with each other will equally lead to a change in the performance level. Thus, workplace environments that workers in it practice a good interpersonal relationship amongst its employees in turn have a higher rate of employee's performance.

Therefore, we reject the second hypothesis which states that interpersonal relationships have no significant effect on employees' performance.

Estimate of workplace incentives and employee's performance

The information from the analytical table above shows the relationship between the workplace environments and the performance of employees. Taking into consideration workplace incentive to be the variable to capture the organizational workplace environment as a whole. From the above analysis, it shows that workplace incentive has a significant effect on the performance of council employees in Bamenda city with a coefficient value of 0.513 and a Z value of 3.01 clearly indicating a significant level of 1%. In essence, workplace incentives a very important aspect to be practiced by the Bamenda councils because a change in terms of its full implementation at all levels and departments of the councils will equally mean a significant change in the performance of employees as a whole. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011) [44]. An incentive is an object, item of value, or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive.

Incentives at the workplace are in two form that is the compensation incentives e.g. rewards, bonuses, profit sharing. And recognition incentive such as thanking employees, praising employees for a job well done etc. workplace incentive as a whole is diverse and is a concept that once practiced in any form, makes employees to be very performant.

Therefore, we also reject the third hypothesis which states that workplace incentives have no significant effect on employee's performance.

Discussion of results

From the regression analysis above, the relationship that exist between the dependent and independent variables is analyzed, and the results shows that for the variable office layout and infrastructure, there is a coefficient of 0.353 and a corresponding Z value of 2.05 which indicates a 5% significance rate that is to say that any change in terms of the modification or comfortability rate increase in the variable office layout and infrastructure will lead to a significance change in the performance of the employee. According to Kohun (2002) [78], as cited by Samson, Waiganjo and Koima (2015) [78] a healthy workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high-performance culture that encourage innovation and creativity.

In this regards therefore, we reject the null hypothesis which states that office and infrastructure has no significant effect on the performance of an employee.

Furthermore, the results for the variable interpersonal relationship from the regression analysis above shows that there is also a significant relationship between the relationship that employees have amongst their peers and their performance level. This can be observed with the coefficient of 0.513 and a corresponding Z value of 3.01 which indicates a 10% significant level meaning that a good working relationship between employees will led to an increase in the performance level. This is very true because workers in an institution must be able to share their work related issues amongst their colleagues and supervisors in other to get corrections and directives wherever need be. Thus, creating a good relationship with all will see an increase in the performance level of employees. Therefore, we reject the second hypothesis which states that interpersonal relationships have no significant effect on the performance of employees.

More still, from the above analysis, it shows that workplace incentive has a significant effect on the performance of council employees in Bamenda city with a coefficient value of 0.513 and a Z value of 3.01 clearly indicating a significant level of 1%. In essence, workplace incentives a very important aspect to be practiced by the Bamenda councils because a change in terms of its full implementation at all levels and departments of the councils will equally mean a significant change in the performance of employees as a whole. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011) [44]. An incentive is an object, item of value, or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive.

Incentives at the workplace are in two form that is the compensation incentives e.g. rewards, bonuses, profit sharing. And recognition incentive such as thanking employees, praising employees for a job well done etc. workplace incentive as a whole is diverse and is a concept that once practiced in any form, makes employees to be very performant.

The results of workplace incentives is a clear illustration of the aspect on ground. With a significant effect on the performance of employees (coefficient of 0.168 and Z value of 3.01) indicating a significant level of 1%.

Therefore, we also reject the third hypothesis which states that workplace incentives have no significant effect on employee's performance.

Conclusion

Workplace environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The study also revealed that employee's will improve their performance if their workplace environments are made comfortable and appropriate by the management of their councils. At the end of the research, it was realized that the employee's working environment find themselves in affect their productivity greatly. Therefore, it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. From the responses given by respondents as regards the workplace environment as a whole, it shows that an appropriate workplace environment, significantly influences the performance of an employee positively.

Recommendations

Based on the results on our findings, the researchers made the following recommendation for future implementation.

- Based in the findings, periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counseled on their relationships with their subordinates.
- The management of the Bamenda city councils should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions. Improving the working environment will increase employees' performance. When the working environmental supports are sound, employees are better equipped to do what is expected to them. They then subsequently manage to achieve organizational goals. Since the work environment is at the core of influencing employees' performance, these organizations should work hard at availing every needed resource in making sure that the work environment supports their employee performance.
- Rewards in terms of salaries, the amount of support workers in the councils receive from the supervisors should be seriously looked upon or into by the management of the council. Based on the response gotten from employees ii shows this two factors are not comfortable for them.
- Apart from that, office layout is another factor that needs to be focused by the Bamenda city council. Each roles and responsibilities of the employees require different workstation. Binyaasen, (2009) [79] stated that areas of less participation are demonstrated in conventional cellular offices where employees are assigned room with single or multiple occupancy, based on the status. Therefore, it offers less opportunity for participation with other staff. This is because each employee has their own personal characteristics, some of them feel comfortable working in close-ended workstation while other are not. In addition, open-ended workstation sometime also has its disadvantage which gave the employees chance to talk to each other during office hours about the matters that not related to their work. Those who do not love the situation may feel uncomfortable to perform their work. In a nutshell, the organization need to carefully examine which types of offices layout are suitable to be used in the organization and that is suitable for the workers to perform works as well.
- Incentives in all forms should be looked upon. This factor is loved by most employees. Thus the provision of it makes the workplace environment conducive and comfortable to employees.

Limitations of the study

The researcher encountered quite a number of challenges related to the research and most particularly during the process of data collection. Due to inadequate security, the researcher conducted this research under constraints of

fright and therefore collected data only from accessible councils in Bamenda town. Some respondents were not willing to answer the questionnaires, the researcher had to plead and explain to them that they (employees and the organization) remain anonymous before they could agree to answer the questionnaires.

Suggestions for future study

The main objective of this study was workplace environment and its effects on employee's performance a survey in the Bamenda city councils therefore the study suggests that: A similar study should be carried out with a large sample size to seek validity. In addition, this will enable organizations to benefit from knowing whether to pay more attention to the workplace environment of the employees or not.

To add, further study on many other variables relating to the workplace environment should be carried out by other researchers in bigger institutions and towns and in relation to the impact they have on the performance of employees.

Also further study should aim to explore advantages which the organizations reap on improving working environment.

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