

Work Environment and Civil Servants Job Satisfaction in Nigeria

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Abstract: *This paper examined the relationship between work environment and civil servant's job satisfaction in Nigeria. The study specifically sought to: examine the relationship between excessive working hours and civil servant's job satisfaction in Nigeria and ascertain the relationship between work overload and civil servant's job satisfaction in Nigeria. Secondary sources of information were used for the study. Specifically, the study made use of journal articles, textbooks and information from the internet for the study. Findings revealed that excessive working hours and work overload has relationship with civil servant's job satisfaction in Nigeria. The study concluded based on the review of empirical studies that work environment significantly relates to civil servant's job satisfaction in Nigeria. Factors such as bureaucratic inefficiencies, corruption, inadequate infrastructure, heavy workload, and poor leadership contribute to a negative work environment, leading to dissatisfaction among civil servants. The study recommends among others that the government should streamline administrative processes, reduce red tape, and simplify procedures within government agencies to enhance efficiency and reduce frustration among civil servants. Implement e-government initiatives to digitize services and streamline workflows.*

Key Words: *Work environment, Excessive Working Hours, Work Overload Civil Servants, Job Satisfaction.*

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1.0

INTRODUCTION

1.1 Background to the Study

The work environment and job satisfaction of civil servants in the world today are critical factors that influence organisational performance, productivity, and overall well-being. Understanding the relationship between the work environment and job satisfaction is essential for enhancing organizational effectiveness, employee morale, and public service delivery (Kreitner and Kinicki, 2016). The civil service plays a central role in governance, public administration, and service delivery in Nigeria. Civil servants are responsible for implementing government policies, delivering public services, and interacting with citizens on behalf of the government. As such,

their job satisfaction and performance have significant implications for governance and development outcomes (Achumba, 2021).

The Nigerian civil service faces various challenges, including bureaucratic inefficiencies, corruption, inadequate infrastructure, limited resources, and political interference. These challenges can impact the work environment, job satisfaction, and morale of civil servants, affecting their motivation, engagement, and performance. The work environment encompasses physical, social, psychological, and organizational factors that influence employees' experiences, interactions, and perceptions at work (Jensen, 2019). This includes factors such as workplace culture, leadership style, communication channels, workload, autonomy, recognition, and opportunities for career advancement. Job satisfaction refers to the level of contentment, fulfilment, and happiness that employees derive from their work. It is influenced by various factors, including the nature of the job, working conditions, relationships with colleagues and supervisors, compensation, recognition, and opportunities for professional development. The World Health Organization (WHO) has acknowledged work stress to be a global epidemic (Avey, Luthans, & Jensen, 2019). It is impossible to avoid the losses caused by stress at work. However, it is of theoretical and practical importance to reduce the negative effects of work stress for the better performance and health of the employees in banking organizations. Workplace Stress management has become an important aspect in business management, especially for human resource managers. Many researchers as well as practitioners have paid attention to workplace stress over the past decades. They have elucidated the current situations of research, the sources of stress (stressors), the mechanism of stress physiology and psychology, health and well-being, coping strategies, and the styles that individuals and organizations cope with stress (Avey et al., 2019).

Understanding the drivers of job satisfaction and the determinants of a positive work environment is crucial for informing policy interventions aimed at improving civil service performance, enhancing employee motivation and retention, and ultimately, delivering better public services to citizens. By identifying areas for improvement and implementing targeted interventions, policymakers can promote a conducive work environment and foster job satisfaction among civil servants. In light of these considerations, the study aims to investigate the relationship between the work environment and job satisfaction of civil servants in Nigeria, examining the factors that influence job satisfaction, the perceived quality of the work environment, and the implications for organizational effectiveness and public service delivery. Through empirical research and data analysis, the study seeks to generate evidence-based insights that can inform policy and management decisions aimed at enhancing the well-being and performance of civil servants in Nigeria.

1.2 Statement of the Problem

Miller & Phipps, (2011) posits that poor salary packages, long working hours, mistreatment of supervisor with employees are part of the major concern of creating stress in employees in the hospitality industry, while meneze (2016) opined that some stressful work condition is critical to keeping employee's productivity in textile industry. However, despite its importance, there are several challenges and issues that need to be addressed; the Nigerian civil service is often characterized by bureaucratic red tape, cumbersome procedures, and administrative bottlenecks.

These inefficiencies can create a stressful work environment, leading to frustration and reduced job satisfaction among civil servants, corruption is prevalent in the Nigerian civil service, with reports of bribery, nepotism, and favoritism undermining organizational integrity and trust. The prevalence of unethical practices can erode morale and job satisfaction among honest civil servants who adhere to ethical standards. Many government offices and agencies in Nigeria lack basic infrastructure, equipment, and resources necessary for effective job performance. Poor working conditions, including inadequate facilities, outdated technology, and limited access to essential resources, can negatively impact the work environment and contribute to job dissatisfaction. Civil servants in Nigeria often face heavy workloads, tight deadlines, and high-pressure situations, particularly in critical sectors such as healthcare, education, and public administration. Excessive workload and chronic stress can lead to burnout, fatigue, and dissatisfaction among civil servants. The study seeks to investigate the relationship between work environment and civil servant's job satisfaction in Nigeria.

1.3 Objectives of the Study

The main objective of the study is to examine the relationship between work environment and civil servant's job satisfaction in Nigeria. The study specifically sought to:

- i. examine the relationship between excessive working hours and civil servant's job satisfaction in Nigeria.
- ii. ascertain the relationship between work overload and civil servant's job satisfaction in Nigeria.

1.4 Methodology

Secondary sources of information were used for the study. Specifically, the study made use of journal articles, textbooks and information from the internet for the study.

In pursuance of the stated objectives, the study is divided into three major components. Having addressed the first part of the components, part two focuses on review of related literature covering the theoretical, concepts of work environment and civil servant's job satisfaction in Nigeria. The third section provides the conclusion and recommendations accordingly.

2.0 LITERATURE REVIEW

This section focused on the review of works that are related to the subject matter. Specifically, this section is presented under the following sub-heading: theoretical framework; conceptual framework; review of related empirical studies and summary of literature review.

2.1 Theoretical Framework

This study was anchored on two theories: Human Capital Theory Mincer Jacob (1958) and Joan Woodward Contingency Theory as relevant to the study. However, Joan Woodward Contingency Theory will be adopted for the study.

2.1.1 Human Capital Theory Mincer Jacob (1958)

Human capital theory was propounded by Mincer (1917). It proposes that individuals can gain skills (human capital) that will make them more productive. This enhanced productivity that leads to greater income. Training is regarded as an investment; it involves costs and benefits, which can be assessed by using financial criteria such as present value and the internal rate of return. Human

capital theory is based on neo-classical theories of labour markets, education and economic growth. It takes for granted that employees are productive resources and attempts to find out whether highly trained staffs are more productive than other personnel. Human capital theory refers to the aggregate stock of competencies, knowledge, social, and personal attributes embodied in the ability to create intrinsic and measurable economic value. The role of human capital is widely discussed in economic development, productivity analysis, innovation, public policy and education. On the other hand, organizations are keen to cover these training costs, as they will obtain almost all the returns from the enhanced productivity by the new skills generated. The theory is relevant to the study because it proposes that individuals can gain skills that would make them more productive. Training is an investment because it involves benefits to the organization in form of efficiency which invariably improves teachers' performance.

2.1.2 Contingency Theory Joan Woodward (1958)

Contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies their own style of leadership to the right situation. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures. Some important contingencies for companies are listed below:

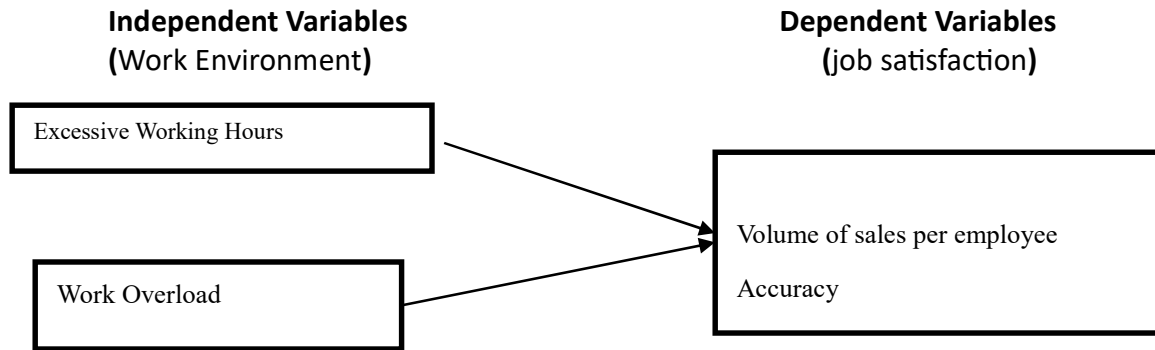
1. Technology
2. Suppliers and distributors
3. Consumer interest groups
4. Customers and competitors
5. Government
6. Union

Robbins (2004) describes the main ideas underlying contingency in a nutshell: Organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. There is no one best way of organizing. The appropriate form depends on the kind of task or environment one is dealing with. Management must be concerned, above all else, with achieving alignments and good fits. Different types or species of organizations are needed in different types of environments. It can be concluded that there is 'no one best way' or approach in management or doing things, different situation calls for different approach to handle, manage, and solve the arising issue 'Open system', which embrace anomalies or challenges every now and then, which requires 'adaptable' and 'situational' solution in order to overcome or solve the problem or issue concerned. Other situational or contingency factors are 'changes in customer demand for goods and services, change in government policy or law, change in environment or climate change, and so forth. The researcher adopted Juran's Management Theory for the study because of its applicability to the study. According to the researcher, Juran's Management Theory is applicable in this study because learning his theory and applying it to business operations will aid in the global competition. He also emphasized that workplace stress management should be conducted as an integral part of management control. His key steps and nine steps on how to achieve work stress emphasizes on

most of the researcher's objectives which are excessive working hours, work overload and leadership style.

2.2 Conceptual Framework

Figure 1: The Dimensions of Work Environment and job satisfaction



Source: Researcher's Conceptual Model, 2024.

2.2.1 Concept of Work Environment

In today's world, Work Environment has become a worldwide phenomenon, which occurs in various forms in every workplace. In today's work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously, to meet rising expectations about work performance (Gutnick, 2007). Stress is a complex and dynamic concept. Undesirable level of stress affects overall performance of the organization. Therefore, in order to get the work done effectively, the organization or manager should properly manage the level of stress. To achieve this organizational objective, all the factors which influence stress should be properly identified and measured (Vischer, 2013). Nevertheless, Robbins (2014), defined Work Environment as a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. Imtiaz and Ahmad (2019,) described Stress as a mental sprain that is associated with the internal or external spur, that renounces a person to respond towards its environment in a normal manner. According to Treven (2015), stress is a universal experience in the life of every organization and every executive, manager, and individual employee. It is a naturally occurring experience which may have beneficial or destructive consequences. The destructive consequences of a stressful experience are not inevitable. They only result from ineffective management of stress and stressful events. Stress was also described by Aldwin (2004), as the interaction of the employee and the work environment and the experience that is gained thereof. This interaction may lead to psychological and physiological tension. The ordinary disintegration of the body and as the non-specific response of the body to any demand placed on it is the manifestation of stress (Selye, 2014). Positive stress does not only cause degeneration and malfunctions, but can also act as a productive factor and as a factor of development and creation.

More so, according to Okeke, Ojan & Obore (2016), job Work Environment has a vital importance and has become a key challenge for organizations, because of its strapping impact on the

performance of an individual as well as the organization. Employees serve as assets for an organization, but when they are stressed, undesirable circumstances such as increased absenteeism; low productivity, low motivation and usually legal financial damages (which eventually affect the employee's work behavior and leads him/her towards the counter-productive work behavior) emerge. Stress in organizations affects both the individual and the organization (e.g. increased turnover rates). Individuals can be affected at the physiological, affective, and behavioral levels, and in their leisure time and family life. Stress affects individuals and organizations within different time frames. Stress reactions can occur immediately (short-term reactions) and/or may take longer time to develop (long-term reactions). With respect to physiological responses, stress has an effect on the cardiac system. For example, individuals in so called high-strain jobs (i.e., job with high demands and low job control, show higher blood pressure than individuals in other types of jobs (Schwartz, Pickering, & Landsbergis 2016).

Performance of an employee at his/her workplace is a point of concern for all the organizations, irrespective of all the factors and conditions. Consequently, the employees are considered to be very important assets for their organizations (Shrestha & Shruti, 2007). A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and vice versa (Armstrong & Baron, 2018). Stress is an unavoidable consequence of modern living. It is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person (Jayashree, 2010). In fact, stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation (Beheshtifar & Nazarian, 2013). Stress can be considered as an unpleasant emotional situation that we experience when requirements (work-related or not) cannot be counter-balanced with our ability to resolve them. This results in emotional changes as a reaction to this danger. It stems from the relationship between a person and his environment, and it appears as pressure that is subjective because the same stress can affect one person but not another. When an employee can manage the pressures of the job and the possibility to complete a task is substantial, then stress can work as a motivating factor (Halkos and Dimitrios, 2008).

Stress can be positive (Eustress) or negative (Distress). Eustress results can be stimulating, thus enhancing work productivity and positively encouraging employees to make efforts. Distress results in negative effects on workers' health and productivity. Employee's productivity is adversely affected by workplace stress. This in turn reduces the effectiveness of the employees and organization (Jayashree, 2017). Such job stress often results in workplace accidents (Jayashree, 2017). Work stress, also known as hazard in a traditional working environment, is recognized worldwide as a major challenge to workers' health and the healthiness of their organization (ILO, 2018,). Stress can be brought about by pressures at home and work. Employers of labour in Nigeria do not protect their workers from stress arising outside and within the work place (Adetayo, et al, 2014). Organizations as well as their workers have been facing hardship for some time, considering that employers of labour are not adhering to the international labour organizations protocol, which posit that employers of labour, should initiate a stress management policy that will not only enhance the effectiveness and productivity of their organizations, but will

boost their morale at work and make them healthier (Bewell, et al 2014). Therefore, this study will examine the effect of stress on employee productivity.

Depending on its level, job stress can either be helpful or harmful to job performance. When its absent, job challenge is limited, and performance becomes low. But as stress gradually increases, job performance trends to increase because stress helps the employee to gather and use resources to meet the job requirements. It could be said that constructive (eustress) instills encouragement among employees and helps them tackle the job challenges. At this level, stress can be referred to as a fertilizer of creativity, as it pushes the employee to perform beyond his/her limits to get the job done and thus increases his productivity. As this continues, there comes a point in time where stress reaches its point of saturation which corresponds to the employee's day-to-day productive capabilities. Beyond this point, stress shows no sign of improvement to his/her performance. Excessive stress (distress) is damaging because it interferes with the employee's ability to perform as such performance begins to decline sharply to a point where the employee loses the ability to cope with, can't make an appropriate decision and portrays inconsistent behaviour. When it gets to the breaking stage, the employee becomes devastated and no longer feels as to work, at this point productivity becomes zero. This may lead to absenteeism and consequently the employee may resign or get fired (Fonkeng 2018).

Job related stress according to Jayashree (2010), has been interpreted by most companies as a low alarming situation but it poses a very high impact on individual's health that also affects directly his/her performance. Accordingly, the upward trend of job stress has become a major challenge to employers as it reduces performance level in jobs, growing cases of absenteeism, contributes to the employee involvement in drugs and alcoholism. Funminiyi (2018) pointed out that there exists a negative impact of job stress on employee performance if the stress is not managed efficiently.

Consequently, stress negatively impacts both the productivity and the organization. In a similar vein, Fonkeng (2018) posited that, stress reduces the productivity and efficiency of the organization. Although the effect of absenteeism is obvious, reduced productivity and efficiency is often the case when employees are stressed and are working under pressure. An employee working under enormous pressure is less inclined to think, be innovative or creative with regards to various initiatives or problem solving. At this stage, they possess or exhibit very little energy which is reflected in their minimum level of productivity which does not meet the high demands placed or expected of them, the employees in the competitive market. Stress and its management is a reality in today's business world. There is need for an organization to monitor and implement measures to reduce stress for all employees. This can be done by creating programs and initiatives that address stress related issues (Fonkeng, 2018).

In today's fast paced world, it is impossible to live without stress. The nature of work has undergone drastic changes with stress appearing almost automatically. It is a worldwide phenomenon that occurs in various forms in every workplace. In today's work life, employees are often required to work strenuously for over long periods of time as their responsibilities keep rising. Stress is common in every type of job and people must face it in every facet of life. Stress has been defined in various ways over the years. According to (Ivancevich et al, 2016) stress is

scientifically described as that response of an individual to the outcomes of the external environmental conditions that place excessive psychological, behavioural, and physiological pressures on that individual. It involves how an individual respond to external pressures. Robbins & Sanghi (2006) defined as a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. The World Health organization (WHO) defines occupational stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

According to Steve (2011), stress is simply a reaction of an employee when certain demands, pressures and professional aspects which are to be faced at the work place do not match their knowledge levels which create or poses a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place. This therefore implies that; stress exists when an environmental situation presents a demand threatening to surpass an employee's capabilities and resources. From the descriptions, it can therefore be contending that stress is an excessive demand that affect a person physically and psychologically. It has become a common experience among employees as they perform their day-to-day jobs. Many researchers aver that stress at work place has an impact to performance in one way or the other (Elovainio, et al, 2012) added, job stress makes the organizational performance go down. It is likened to a chronic disease that is caused by conditions in the workplace that negatively affect an employee's performance. It is normal experience that occurs in reaction to situations that make an employee uncomfortable and on the other hand it may help one to rise above challenges. If that is the case, it will have a positive impact as it can enable an employee to improve on their performance which will result in increased employee motivation at work, innovation and problem-solving.

According to (Deshpande & Chopra 2007). good stress which is scientifically referred to as eustress is a positive result of stressful occurrences which creates motivation in people who in turn rise beyond their challenges that they may face to succeed in life. However, stress can be managed up to certain extent after which it becomes negative and negatively affect the employee's performance. Similarly, (Rolfe 2005), explained the importance of job stress as emphasized by employers on how to manage and reduce it through practical guidelines. Among this includes balancing of work life, fair work load, open communication and providing a conducive working environment. Its however necessary for management to monitor employees' stress level because an overly stressed employee will certainly not perform well at work. This is especially so in a microfinance institution in Cameroon where employees have direct contact with customers as the stress will act out on their frustrations with customers, thus ruining the image of the organization.

2.2.4 Dimensions of Workplace Environment

1. Excessive working hour

A study conducted by the World Health Organization shows that long work hours have a causal effect on health. Specifically, the WHO study claims that 745000 deaths in 2016 were caused by working too much. They conducted a systematic review and meta-analysis of previous studies

with thousands of participants. The studies had participants at each level of socioeconomic status. That means those with blue-collar occupations, pink-collar occupations and white-collar occupations were all represented. They collated data from 2 studies of ischemic heart disease and 22 studies on stroke. They found that you are at an increased risk of both of these ailments if you consistently work long hours. They found that work-related disease burden is more prevalent in men. The magic number was 55 weekly working hours. Working more than 55 hours a week leads to a 35% higher risk of stroke and a 17% higher risk of cardiovascular heart diseases. 55 hours is still higher than standard working hours. (Pompeii, L.; Roberts, R.; Follis, J.; Gimeno, D. (March 8, 2016)

The supply of overtime

Standard labor supply theory states that the number of working hours supplied by a worker is dependent on an exogenously given hourly wage rate and non-labor income. The individual is assumed to maximize utility given a time and budget constraints. At the optimum, the number of hours worked is given at the point where the individual indifference curve is tangent to the budget constraint. According to standard comparative static analysis a change in the marginal hourly wage rate give rise to two opposite effects: an income and a substitution effect. The income effect implies that as wage increases the worker's potential income grows and the worker can afford more leisure, i.e. the worker is willing to supply fewer working hours. The substitutions effect works in the opposite direction. As hourly wage rises, the opportunity cost of leisure (i.e. the price of leisure goes up), making the worker willing to supply more hours. Whether the income effect or substitution effect dominates is an empirical question.

The worker supply hours when his/her actual wage is above his/her reservation wage. At low hourly wages the substitution effect dominates and a rise of hourly wage increases the supply of hours. For higher wage the income effect may dominate, making an individual in front of a wage increase to supply less hours. Hence, the labor supply curve is said to be "backward bending". In other words, for low paid worker an increase in the hourly wage rate (for example, an increase of overtime premium) may induce the worker to work more hours (overtime). For highly paid workers an increase of hourly wage may lead to a reduction of working hours. Empirical evidence show however that low-wage workers and high wage workers tend to have long work hours and that the actual distribution of working hours is strongly affected by the institutional set up, wage setting and cultural norms. To illustrate, in countries with large wage dispersion and with low minimum wages, workers have strong incentives to work long hours to get a decent monthly wage. By the same token countries with low marginal tax and high return to human capital, high paid workers have strong incentive to supply long hours (Pompeii, et al 2016)

ii. Work Overload

Bacharach et al. (2016) previous studies have shown different factors associated with occupational stress. For example, work overload that refers to when the employees' role expectations exceed the resources or time available to fulfill assigned responsibilities. According to Manzoor (2011), there are several factors which cause stress in employees at job and these factors are job timings, pay, bonus, workload and peer attitude. Badar (2019) states workload, technological problems, higher targets, compensation and salary, outcomes of decisions, management and peer support behavior, longer time frame are the main factors of causing stress

in employees. Dar et al. (2011) assume that with increase in designation, stress increases and factors of creating stress in employees are feeling undervalued, work home interface, fear of joblessness, traumatic incidents at work and economic instability.

Khattak et al. (2016) stated that in Pakistan, employees experienced stress because of workload, technological problems at work, long working hours, inadequate salary, insufficient time for family and job worries at home. Stress is a cause of dissatisfaction among the employees like role conflicts, work intensification, relationship with (Ismail & Hong, 2016) Colleagues and unfavorable working conditions are the major factors of creating stress in health sector, where female faces a stressful situation due to irregular and long working hours, role pressure and Work overload, they may become nervous and anxious. (Tsaor and Tang, 2012). Inflexible work hours, work overload, risky job and poor coworker relations are the main contributors to job stress, which create dissatisfaction among the employees (Shahid, 2013).

One of the ways workers are experiencing work overload is by doing too much work. Too much work may arise because of insufficient numbers of staff members to share the load, or inequitable distribution of work, where some individuals have heavier workloads than others (Hammer et al, 2010). Commonly most bank workers are experiencing work overload. But positively, work overload can push employees to perform well or be committed to working; however, this depends on the intensity and magnitude of the overload. Work overload faced by employees can be heavier and occur persistently, it can be moderate and occur occasionally, it can also be low and subsiding and occur intermittently- come suddenly and go within a short while without remaining permanent. But where work overload may pose extremely dangerous effects on the bank workers is when it remains permanent and in a long term, while the surviving employees are persistently working under pressure continually on the daily basis just as normal routine. Of course, this can have a propensity to induce work overload stress on the employees. Luthans (2013) states that certain employees in different occupations especially human service occupations such as banking, teaching, medicine & nursing are increasingly exposed to be under the persistent and unacceptable level of workload stress.

But bank workers respond in different ways when subjected to certain stressors such as work overload, and they must perceive the stressor to be excessive and persistent for stress to result. Work overload is indeed an occupational stressor. It is job-induced stress manifested in form of tension and excess pressure which the survivors perceived as a threat that disrupts their physical or psychological conditions such that the employees are forced to deviate from normal functioning. This is due to a poor match between the abilities of the employees and the demands of the job. This distress condition is frequently noted by people and scholars across banking, hence, Adenugba and Otewoyo (2012); Siyanbola (2013) affirm that employees in banks face workload stress and that work is potentially an important source of stress for bankers because of the large number of tasks demanded with a very limited timeframe and working for very long hours. Though scholars such as Williams, Etuk and Inyang (2014); Siyanbola (2013); Adnugba and Otewoyo (2012); Chipunza and Berry (2016) have linked the aftermath of retrenchment to increasing workload, and stress.

2.2.3 Job Satisfaction

Job satisfaction refers to the level of contentment, fulfillment, and happiness that an individual derives from their job and work-related experiences. It is a subjective assessment of one's job and reflects the extent to which an employee's expectations, needs, and desires are met in the workplace. Job satisfaction is influenced by various factors, including the nature of the job itself, working conditions, relationships with colleagues and supervisors, compensation and benefits, opportunities for career advancement, and organizational culture. Meneze (2016) Satisfaction with the tasks, responsibilities, and challenges associated with the job. Employees who find their work engaging, meaningful, and aligned with their skills and interests are more likely to experience higher job satisfaction. Satisfaction with the physical, social, and psychological aspects of the work environment, including factors such as workplace safety, comfort, cleanliness, and ambiance. A positive work environment characterized by supportive colleagues, effective communication, and a respectful organizational culture can enhance job satisfaction. Satisfaction with interpersonal relationships and interactions in the workplace. Positive relationships with colleagues and supervisors, characterized by trust, respect, collaboration, and recognition, contribute to higher levels of job satisfaction. Performance quality is part of the productivity of work, which means something that contains achievements to be explored and achieved. Therefore, the quality of work can be done and improved by doing the best job possible according to the rules and orders given by improving the quality of life, creative work and innovation. According Jessica (2014) that employee performance (work performance) is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him.

2.3 Review of Related Empirical Studies

This section deals with empirical studies that are relevant and related to this research.

Okeke, Ojan and Oboreh (2016) carried out a study on the effects of stress on employee productivity in Anambra state, Nigeria". The study examined the effect of stress on employee productivity in the Nigerian banking industry. The study reviewed relevant theoretical and empirical literature, and is anchored on Person Environment (PE) Fit Theory. The study adopted survey research method. The population of study constitutes five selected banks in Awka metropolis. Purposive sampling method was used to select a total of 250 employees. The data used in this study were generated using 5-point Likert scale questionnaire. The data generated were analyzed using simple percentage analysis while the hypotheses formulated were tested using chi-square statistical technique. The study revealed that workload pressure has significant effect on employee productivity. Also revealed was that stress hinders effective performance of the employees. It was therefore recommended amongst others that remedial measures need to be taken by management to minimize the effect of job stress on permanent basis. The finding of the study revealed that that the stress has significant effect and hinders effective performance of the employees'. The study is relevant to the present study because it dwells on the effect of stress on employees' productivity in the institution. However, it differs on time, location and instrument of testing hypotheses, therefore the findings and recommendations maybe different.

Ekienabor (2016) carried out a study on the impact of job stress on employees' productivity and commitment in Nigeria. The study investigated the impact of job stress on employees'

productivity and commitment among academic staff of Nigeria Universities. The scope of study is centered on all universities in Nigeria. Field study was conducted with questionnaire as the primary data collection instrument. Data was analyzed using statistical techniques with SPSS (Version 20) calculated chi-square. The results showed that there is an impact of job stress on the productivity of employees. In addition, there is an impact of job stress on employees' commitment. When higher level of stress exists with no managerial concern for solution consequently lowering the employee performance; staking organizational reputation and loss of skilled employees, these situations call for immediate concern from organization management for employing effective stress management practices to increase employee satisfaction and overall employee performance. It was recommended that remedial measures need to be taken by management to minimize the effects of job stress on permanent basis. For this purpose, management. The finding of the study revealed that there is an impact of stress on employees' commitment and productivity. The study is relevant to the present study because it dwells on the effect of stress on employees' productivity in all universities. However, it differs on time and instrument of testing hypotheses.

Dwamena (2012) conducted research on stress and its effects on employees' productivity, a case study of Ghana Ports and Harbours Authority, Takoradi. The main aim of the study was to evaluate stress and its effect on employees' productivity. In today's competitive global environment, employee productivity is an essential element of a company's success. Employee productivity can be significantly hindered by high levels of stress experienced in the work environment. Stress is a universal element and persons from nearly every walk of life have to face stress. Employers today are critically analyzing the stress management issues that contribute to lower job performance of employees. The study was conducted at Ghana Ports and Harbours Authority (GPHA), Takoradi. Descriptive survey was adopted as the research design. Purposive and simple random sampling techniques were used in selecting a sample size of 100 out of a population of 326. Questionnaires and interview was used as data collection instrument. From the results obtained, it was evident that there were many stress factors that the respondents endured, and the enquiry proved that stress had an effect on productivity. Majority of the respondents reported to work under pressure and that they feel uncared for by the organization. The fact that majority of respondents thought of leaving their job, and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered productivity. It was recommended that Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think GPHA, Takoradi does not care about its employees and what they can do to change it. It was also suggested that an Employee Assistance Programme be introduced for early identification and intervention on problems so that productivity levels do not decrease. The finding of the study revealed that there is an impact of stress on employees' productivity. The study is relevant to the present study because it dwells on the effect of stress on employees' productivity in an organization. However, it differs on time and organization, the recommendations may also differ and may not be relevant in the present study. More so, location differ.

Samuel Ajayi (2010) conducted a study on critical study of the effects of job stress on Nigerian Bank workers: A case of Access Bank, Lagos Nigeria. The purpose was to examine the impact of

job-related stress on employee performance and job satisfaction. Four research questions were used to guide and gather data. The objective of the study is to explore the stress related problems of bankers and examine the relationship between stress and performance and the impact of stress on employee performance. Stress is a universal and common challenge to organization and employee productivity, it is the reality of modern day workplace. Employees working in different sectors and organizations have to deal with stress. Bank workers are among the group of workers under a great deal of stress due to many antecedents of stress. Stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder; work life imbalance; depression and other forms of ailments such as frequent headache; obesity and cardiac arrests. This study adopted the descriptive survey research design and percentile regression analysis and chi square were employed in data analysis. A sample of 150 employees from the Nigerian Bank industry of Nigeria was used for this survey. Components of job stress namely: Lack of administrative support; excessive work load and work demand; problematic customer relations; coworker's relationship; family & work life balance and associated job risks were examined in this study. The results show that all these factors of stress cause great stress in Nigerian bankers and negatively impacts their performance. The findings of this study support the findings of a similar study on banking sector of Pakistan conducted by Usman Basher and Muhammad Ismail which showed that job stress significantly reduce the performance of an individual. Job stress is considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems. Personality factors have shown inclination towards stress, anxiety, and other occupational health outcomes in different areas of medicine, and these factors may contribute to feelings of job dissatisfaction and stress (Michie and Williams 2003). Thus, it was recommended that employer should proactively minimize stress by providing adequate administrative support to employees; Optimize work load, effectively manage customer expectations, minimize relationship and role conflict, deploy adequate reward system and provide adequate training and counseling to employees in order to improve their job performance and job satisfaction. The study is relevant to the present study because it dwells on the impact of job-related stress on employee performance and job satisfaction on Nigerian Bank workers. However, it differs on time, institution and location with the present study.

2.4 Summary of Literature Review

The study reviewed theories that explain the relationship between work environment and job satisfaction. Thus, the study adopted Management Theory of Joseph Juran's 1904, Scientific management theory of Frederick Winslow Taylor 1909, Human Capital Theory Mincer J (1958) and Contingency Theory Joan Woodward (1958). Literature was reviewed as the relate to the study. From the literature review, it is evident that a number of scholars have carried out various studies on the topic in and outside Nigeria. These reviews were done in different areas with varied opinion on the topic. None of the reviews covered as many variables as this study. The noticeable evidence of absence of sufficient research in Nigeria as it relates to the variables above necessitates the present study in other to fill the gap.

3.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

3.1 Summary of Findings

The study's findings were as follows:

1. excessive working hours has a significant relationship with civil servant's job satisfaction in Nigeria.
2. Work overload has a significant relationship with performance of manufacturing Industry Nigeria.

3.2 Conclusion

The study concluded that there is a significant relationship between work environment and civil servant's job satisfaction in Nigeria. This therefore means that specific objectives of excessive working hours and Work overload has significant relationship with civil servant's job satisfaction in Nigeria. The study concludes that the work environment significantly influences civil servants' job satisfaction in Nigeria. Factors such as bureaucratic inefficiencies, corruption, inadequate infrastructure, heavy workload, and poor leadership contribute to a negative work environment, leading to dissatisfaction among civil servants. Effective leadership and communication are essential for creating a positive work environment and enhancing job satisfaction among civil servants.

3.3 Recommendations

Based on the relationship between work environment on civil servants' job satisfaction in Nigeria, the following recommendations are proposed to improve job satisfaction and enhance the work environment for civil servants:

1. The government should streamline administrative processes, reduce red tape, and simplify procedures within government agencies to enhance efficiency and reduce frustration among civil servants. Implement e-government initiatives to digitize services and streamline workflows.
2. The Government should strengthen anti-corruption measures, enforce ethical standards, and promote a culture of integrity and accountability within the civil service. Provide training and awareness programs on ethical conduct and whistleblower protection to encourage reporting of corrupt practices.
3. The Government should allocate adequate resources to improve infrastructure, facilities, and technology within government offices. Ensure that civil servants have access to modern equipment, information technology, and essential resources necessary for effective job performance.

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