

# Effects of Working Conditions on Employee Performance at a Private Sector Organization (Cutix Cables PLC Nnewi-Anambra State)

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**Abstract:** *The research study presents the analysis of the effects of working conditions on employee performance at a private sector organization (Cutix Cables Plc Nnewi- Anambra state). Working conditions impacts employee morale, productivity and engagement - both positively and negatively. The work place 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 Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. The study employed survey design using a population size of One hundred and one (101) staff drawn from Cutix Cable Plc, Nnewi Anambra State. Simple percentages and chi-square was used in the analysis of data obtained. This research study reveals that bad working conditions contribute to low productivity of employees and that employee productivity problems are within the work environment. It also posits that improved work environment lead to higher employee performance and employee creativity. It is however recommended that creating a work environment in which employees are productive is essential to increased profits for organizations, corporation or small business. The relationship between work, the workplace and the tools of work should be an integral part of work itself.*

**Keywords:** *Cutix Cables, working conditions, employee performance, private sector, work place environment*

## SECTION ONE INTRODUCTION

### 1.1 Background of the Study

Working condition according to Akintayo (2016) refers to the immediate task and work environment where an organization draw its inputs, process it and return the outputs inform of products or services for public consumption. The task and working environments include the supplier, customer, stakeholders, social-cultural, economic, technological, managerial and legal environment. Working condition of an organization tends to foster workers efficiency and effectiveness at workplace. Moreover, Stanley (2013) reported that workers' perception of work itself and interpersonal relations at workplace tend to influence their morale.

Morale has been thought of variously as a feeling, a state of mind, a mental and emotional attitude (Mendel 2017). Washington and Watson (2000) submit that morale and satisfaction are interrelated. Morale is the feeling a worker has about his job based on how the worker perceives himself in the organization; and the extent to which the organization viewed expectation, the end

result of which lead to productivity on the part of the worker. Similarly, Bentley and Rainpei (2013) conceptualize morale as the professional interest and enthusiasm that a person displays towards the achievement of organizational goals in a given job situation.

However, Ajala (2014) report that the working condition and communication climate in organization has significantly influenced workers' morale. In essence, the level of workers' participation and involvement in making decisions that affect organizational interest tend to influence their morale. This implies that, knowledge and level of awareness of workers on issues and problems affecting organization where they have invested their talents and skills could also affect their morale, job satisfaction, and intention to stay or quit an organization.

In today's competitive business environment, organizations can no longer afford to waste the potential 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 place impacts employee morale, productivity and engagement, both positively and negatively. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits - are now primary considerations of potential employees, and common practices among 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 worker has become a necessary input into the production process.

However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively. 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.

## **1.2 Statement of Problem**

The work place 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. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity 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.

## **1.3 Objectives of the Study**

This research study would seek to determine the effects of working conditions on employee productivity. However, the specific objectives of the study are:

- i. To examine if bad working conditions contribute to low productivity of employees,

- ii. Examine if employee productivity is dependent on the work environment,
- iii. To ascertain if improved work environment lead to higher employee performance,
- iv. To determine if employee creativity and performance is dependent on comfort level.

### **1.5 Research Hypotheses**

H<sub>0</sub>: Bad working conditions do not contribute to low productivity of employees.

H<sub>1</sub>: Bad working conditions contribute to low productivity of employees.

H<sub>0</sub>: Employee productivity does not dependent work environment.

H<sub>1</sub>: Employee productivity depend work environment.

H<sub>0</sub>: Employee creativity and performance is not dependent on comfort level.

H<sub>1</sub>: Employee creativity and performance is dependent on comfort level.

H<sub>0</sub>: Improvements in working condition do not lead to higher productivity of employees.

H<sub>1</sub>: Improvements in working condition lead to higher productivity of employees.

## **SECTION TWO REVIEW OF RELATED LITERATURE**

### **2.2: Theoretical Framework**

*The Resource Based Theory* Penrose (1959)

The Resource-based View (RBV) is a strategic management theory that is widely used in project management, it examines how resources can drive competitive advantage. Competitive advantage is the ability to create more value than rivals, and therefore generate higher returns on investment. Sustainable competitive advantage requires enduring benefits through capabilities that are not easily imitated (Killen et al., 2012). The RBV is built on the concept that resources and capabilities are not heterogeneous across other organizations, and through the utilization of this concept the success rate variations between organizations can be explained. Kraaijenbrink et al (2010) quoted the argument of Barney (1991a, 1994, 2002) that “if a firm is to achieve a state of sustained competitive advantage, it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities.”

The core of the resource-based theory of the firm lies in a fundamental heterogeneity in the production processes of firms. Given certain inputs, each firm will apply these inputs in a different way, resulting in different outputs or products. As a consequence, sustained competitive advantage will result for those firms whose production process proves to be most efficient and whose outputs best meet demand. Inputs are usually divided in three categories: physical resources, organizational resources and human resources. Two mechanisms prevent this sustained competitive advantage from diminishing rapidly: path dependence and routines. The mechanism of path dependence refers to the fact that the assets for many firms are the result of sustained investments over time for example firm-specific human capital.

Routines stand for repetitive patterns of behaviour within an organization (Koch and McGrath, 1996). Often the employees involved will not be fully aware of the routine actions they perform

each day; this makes it very difficult to imitate such routines. As a result, the specific operational knowledge involved in these routines is very immobile. Within the resource-based theory of the firm, human capital is one of the major resources. Paauwe (1998) has formulated a conceptual model on how available human resources are utilized which factors influence this utilization, and the outcomes. The prevalence belief among academics and management practitioners is that individual employee performance affects firms' level of outcomes. This means that the contributions of individual employee at various levels of organization results in corporate goal. For this reason employee's intellectual competence, employee's skill and corporate human resource function must be properly developed if corporate goals must be achieved.

### **2.3: Empirical Review**

Mohammed, Ghazali, Awang, Tahir, & Azman, (2015) examined the effect of finance, infrastructure, and training on the performance of SMEs in Nigeria. This study used Kano State as a case study, and descriptive survey research design was used in this study. Sample size of 310 SMEs was drawn through simple random sampling out of the population of 1530 registered SMEs in Kano State, Nigeria. Primary data was employed in this study, and the data was collected through administering of close-ended structured questionnaires, but only 299 respondents respond to the questionnaires that were used for this study analysis. Statistical Package for Social Science (SPSS) software was used to analyze the respondent's profile while Structural Equation Modeling (SEM) through Analysis of Moment Structure (AMOS) software was used to test the hypotheses of this study. The findings indicate that finance, infrastructure, and training have a positive and significant effect on the performance of SMEs in Nigeria. This suggests that there is a dire need for finance, infrastructure, and training to be given adequate concentration as they serve as the engine of boosting the performance of SMEs in Nigeria.

Obokoh, & Goldman, (2016) examine the effects of infrastructure deficiency on the performance of manufacturing small and medium sized enterprises in Nigeria. Low budgetary allocation by the Nigerian government toward investment and rehabilitation of infrastructure in favor of attempts to conform to the tenets of trade liberalisation, has created a situation where basic infrastructure provision is a huge challenge in the creation of SME's. A longitudinal approach was followed, where a survey was conducted amongst 500 SME's in Nigeria. To complement this, semi-structured interviews were conducted in 2007 and 2011 respectively. The deficiency in infrastructure negatively impacts the profitability and performance of SMEs, due to the high cost incurred by SMEs in the self-provision of infrastructure and distribution of finished goods. Furthermore, despite the successful privatization of electricity production in November 2013, there is still no significant improvement in the power supply in Nigeria. \

Oduyoye, Adebola, & Binuyo, (2013) Studied the infrastructure support activities of the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in her bid to ensure the growth of cooperative financed small and medium scale enterprises in Ogun State, Nigeria between 2005 and 2010. The study, designed as a survey, utilized a two-pronged approach in sourcing primary data through the use of questionnaires. Out of the 140 questionnaires administered, 135 were returned representing 96.4% response rate. 27 respondents were officials of Ogun State Cooperative Federation Limited (OGSCOFED), while the remaining 108 were cooperative

members who are owners of small businesses in the State. With a Cronbach  $\alpha$  coefficient of 0.902, the internal consistency and reliability of the questionnaire was confirmed while the data were analyzed using inferential and descriptive statistics such as simple percentages, rating indices and the Students t distribution. The study revealed that the provision of Infrastructure Support by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) was not significant to the growth of some selected businesses (especially cooperative-financed small businesses) in Ogun State, Nigeria, within the study period of 2005 – 2010.

Akinyele, Akinyele, & Ajagunna (2016) examined the effect which infrastructures have on SMEs performance. The main objective of the study was to critically examine the effects which certain infrastructures have on the performance of small and medium scale enterprises and to achieve this, salient issues on main infrastructures such as education, power/electricity, technology and transportation were examined to analyse what effects they have on SMEs using some performance measures such as; business survival, profitability, sales turnover and product/service delivery. The research design utilized for this study was the quantitative research design while the population includes all the 593 registered SMEs in Ogun-State (According to SMEDAN). A total of 239 questionnaires were administered to the target sample to find out the effects of the mentioned infrastructures on the performance of SMEs. Both the stratified and the simple random sampling techniques were utilized during the course of the study. To achieve the objectives of the study, four hypotheses were formulated and tested from the structure of the research questions. Furthermore, ANOVA was used in testing these hypotheses with the help of SPSS. The findings show that there is a significant positive correlation between infrastructures and SME performance,

Harash, Yahya, Ahmed, & Alsaad, (2013) examined the effect of market practices on the performance mainly concentrated large companies. The review of the small and medium enterprises (SMEs) literature reveals limited research has attempted to investigate the moderating effect of government policy in SMEs, particularly in the Iraq context. This study general review the moderating effect of government policy on the relationship between market practices related to the provision of high quality products and market activities such as personal selling, sales promotion, advertising, pricing-related issues, and distribution coverage and financial performance of SMEs in the Iraq.

Eniola, & Entebang, (2015) Government Policy and Performance of Small and Medium Business Management. It is recorded that 99 per cent of the business bodies in Nigeria are MSMEs which has been an instrumental component in GDP and hub for work opportunities. Even so the identification of the important roles SMEs play in Nigeria, their evolution is mostly bounded by a number of elements, such as the existence of laws, ordinances, and rules that frustrate the growth of the sector. The study reviews the relationship between government policies and small and medium enterprises (SMEs) performance in Nigeria. The study offered some relevant recommendations to policy makers, entrepreneurs, and SME managers to ensure the appropriate scheme to improve the SME sector in Nigeria.

Simiyu, Namusonge, & Sakwa, (2016) determine the effect of government policy and regulations on the growth of women owned Micro and Small Enterprises in Trans Nzoia County, Kenya. Questionnaires, interview schedules and observation methods were used to collect data from 170 sampled women group MSE owner managers under Women Enterprise Fund subsidized credit



scheme in Trans-Nzoia County who were licensed by the county revenue department and have been in business between 2009 and 2014. Growth was measured in terms of change in sales revenue, profit and number of employees before and after Women Enterprise Fund intervention measures. The data was summarized and analyzed using frequency distribution, mean, correlation analysis, Analysis of Variance (ANOVA) and linear regression analysis. The study found out that Government policy and regulations had statistically insignificant relationship with growth of women MSEs at 0.05 level of significance. It was recommended that the Government in conjunction with County Governments should accelerate technology upgrading, provision of modern business infrastructure and reduce bureaucratic regulatory regime to women Micro and Small Enterprises in order to spur their meaningful and faster growth. To attain production and marketing economies of scale, clustering of women MSEs with subsequent subcontracting arrangements with medium and large enterprises was also recommended

### **SECTION THREE RESEARCH DESIGN AND METHODOLOGY**

The research work is on “the effects of working conditions on employees' performance - a study of Cutix Cable Plc Nnewi, Anambra State.” However, due to limited financial and time resources, the study had to concentrate on Cutix Cable Plc Nnewi, Anambra State as case study. The data for this research work were collected from primary and secondary sources. The population for this research work is 101. It comprises the permanent staff of Cutix Cable Plc Nnewi, Anambra State which also houses the productions and technical staff (Cutix Cable Plc Annual Reports and Accounts, 2011). The researcher made use of questionnaires as instrument for data collection. To ensure that the questionnaires were fully optimized and that the sampling framework was not tampered with, the researcher in most cases personally administered and collected the questionnaire. The data collected were analyzed using descriptive statistics such as percentages while the hypotheses were analyzed using chi-square at the appropriate level of confidence (0.05). The various scores are summed up for each of the respondents. Simple percentage was used to determine the direction of their perception and belief concerning the subject under review. Adequate statistical tools were used to determine the measures of dispersal and to strengthen the decision arrived at.

### **SECTION FOUR DATA PRESENTATION AND ANALYSES**

#### **4.1 SECTION A - BIO DATA OF RESPONDENTS**

Personal details of respondents covered are sex, educational qualification and working experience.

**Table 1: Sex of Respondents**

Sex of the Respondents	No.	%
Male	62	64.6
Female	34	35.4
Total	96	100

Source: Field survey, 2024

The data in Table 1 reveals that males consist 64.6% and females 36%.

**Table 2: Educational Qualification of respondents**

Highest Qualification	No.	%
OND/NCE	11	11.5
Bachelor's Degree	39	40.6
Higher National Diploma	22	22.9
Masters' Degree	17	17.7
Postgraduate Diploma	07	7.3
Total	96	100

Source: Field survey, 2024

Also from Table 2, respondents with Bachelor's degree rank highest with 40.6% followed by Higher National Diploma holders with 22.9% and Master's degree holders 17.7%. This shows that respondents are knowledgeable and well trained enough to understand the concept of conflict management.

**Table 3: Working Experience of Respondents**

Working Experience (years)	No.	%
1-5	09	9.4
6-10	18	18.6
11-15	38	39.6
16-20	20	20.8
21-25	11	11.5
Total	96	100

Source: Field survey, 2024

The respondents who have Working experience of 11 -15 years are in the majority (39.6%), followed by those that have worked for 16-20 years. The third ranked is those who have 6-10 years experience. The implication of this is that most of the respondents have worked enough to have experienced organizational conflict and how it was managed.

4.3 Analyses of Hypotheses

**Hypothesis 1:**

Ho1: Bad working conditions do not contribute to low productivity of employees.

The above hypothesis is tested using table 8.

**TABLE 1B**

RESPONSE	fo	fe	(fo-fe)	(fo-fe) <sup>2</sup>	$\frac{(fo-fe)^2}{fe}$
SA	20	19.2	0.8	0.64	0.03
A	49	19.2	29.8	888.04	46.25
INDIFFERENT	2	19.2	-17.2	295.84	15.41
D	14	19.2	-5.2	27.04	1.41
SD	11	19.2	-8.2	67.24	3.50
TOTAL	96				66.60

Source: field survey 2024

Calculated X<sup>2</sup>- 66.60, Table X<sup>2</sup>- 9.49, Degree of freedom = 4, Significance level -0.05

**DECISION**

From the table above, the calculated chi-square value is 66.60. This is greater than critical value of chi-square (X<sup>2</sup>) in the table (9.49) at 0.05% level of significance and 4 degrees of freedom. Following this we reject the null hypothesis (Ho1) that bad working conditions do not contribute to low productivity of employees.

**Hypothesis 2**

Ho2: Employee productivity problems are not within the work environment. This hypothesis is tested using table 9.

**TABLE 2B**

RESPONSE	Fo	fe	(fo-fe)	(fo-fe) <sup>2</sup>	$\frac{(fo-fe)^2}{fe}$
SA	17	19.2	-2.2	4.84	0.25
A	22	19.2	2.8	7.84	0.41
INDIFFERENT	18	19.2	-1.2	1.44	0.08
D	29	19.2	-9.8	96.04	5.00
SD	10	19.2	-9.2	84.64	4.41
TOTAL	96				10.15

Source: Field survey 2024

Calculated X<sup>2</sup> = 10.15, Table X<sup>2</sup> = 9.49, Degree of freedom - (5-1) - 4,

Level of significance = 0.05

**DECISION**

Since the calculated chi-square (X ) value of 10.15 is greater than the table chi-square values of 9.49 at alpha level of 0.05 and degree of freedom 4 - we therefore reject the null Hypothesis (Ho2) which states that: Employee productivity problems are not within the work environment.



**Hypothesis 3:**

Ho<sub>3</sub>: Employee creativity and performance is not dependent on comfort level.  
The above hypothesis is tested using table 10.

**TABLE 3B**

RESPONSE	Fo	fe	(fo-fe)	(fo-fe) <sup>2</sup>	$\frac{(fo-fe)^2}{fe}$
SA	17	19.2	-2.2	4.84	0.252
A	39	19.2	19.8	392.04	20.420
INDIFFERENT	2	19.2	-17.2	295.84	15.410
D	17	19.2	-2.2	4.84	0.252
SD	21	19.2	1.8	3.24	0.169
TOTAL	96				36.503

Source: Field survey 2024

Calculated X<sup>2</sup>- 36.503, Table X<sup>2</sup>- 9.49, Degree of freedom = 4, Significance level =0.05

**DECISION**

From the table above, the calculated chi-square value is 36.503. This is greater than critical value of chi-square (X<sup>2</sup>) in the table (9.49) at 0.05% level of significance and 4 degrees of freedom. Following this we reject the null hypothesis (Ho<sub>3</sub>) that employee creativity and performance is not dependent on comfort level.

**Hypothesis 4**

Ho<sub>4</sub>: Improvements in working condition do not lead to higher productivity of employees.  
This hypothesis is tested using table 7.

**TABLE 4B**

RESPONSE	fo	fe	(fo-fe)	(fo-fe) <sup>2</sup>	$\frac{(fo-fe)^2}{fe}$
SA	36	19.2	16.8	282.24	14.70
A	24	19.2	4.8	23.04	1.20
INDIFFERENT	14	19.2	-5.2	27.04	1.41
D	12	19.2	-7.2	51.84	2.70
SD	10	19.2	-9.2	84.64	4.41
TOTAL	96				24.42

Source: Field survey 2024

Calculated X<sup>2</sup> - 24.42, Table X<sup>2</sup> - 9.49, Degree of freedom - (5-1) - 4,

Level of significance = 0.05

**DECISION**

Since the calculated chi-square (X<sup>2</sup>) value of 24.42 is greater than the table chi-square values of 9.49 at alpha level of 0.05 and degree of freedom 4 - we therefore reject the null hypothesis (Ho<sub>4</sub>) which states that: Improvements in working condition do not lead to higher productivity of employees.

**CONCLUSION AND RECOMMENDATIONS**

This research has provided an insight into the influence of work environment on workers' productivity. The finding indicates that 42.63% of the respondents were of the opinion that work environment is poor as to enhance their productivity. 70.49% of the respondents were of the opinion that high pay, conducive and better work environment are the factors that can lead to

improvement in workers' productivity and 3.28% of the respondents did not know how to improve their productivity. 63.30% of the respondents experience stress, tiredness, pains, boredom, demotivation and unhappiness. This percentage is high and improvement in their work environment recommended enhancing workers productivity.

The result of chi square-test analysis indicated that employee productivity problems are within the environment. All efforts targeted toward alleviating employee productivity problems should be directed at the work environment. Conducive work environment stimulates creativity of employees that may lead to better methods that would enhance productivity. It is also concluded based on the chi square-test results that improvement in work environment can lead to higher productivity of employees and bad working conditions contribute to low productivity of employees. Corporate organizations that must survive and grow particularly in a competitive business environment must ensure that appropriate environment for increased work performances are created. There are strong indications that a lot need to be done by employers of labour in Nigeria (both in the public and private sector) to provide a suitable work environment such as would meet employees' expectation, increase to stimulate job satisfaction and in effect enhance productivity of the work force. The findings of this research have made it evident that:

1. Factors in the internal work environment particularly, the job related pressures also have their negative effect on labour productivity coupled with these are the human factors, namely, the worker's relationship with management and, or coworkers, the level of fringe benefits particularly the non cash benefits, as well as factors associated with the workers' safety and health.
2. A number of physical facilities and psychological factors that are considered pertinent for enhancing productivity are currently labour expectation.
3. The basic factors in the external work environment particularly the inadequate supply of an, or inefficient infrastructural facilities have imbedded the productivity of the workforce. Domestic family related problems also play an important role in determining productivity of workers.

#### **Suggested Area for further studies**

The researcher wishes to emphatically suggest that further research and studies be done on "the effect of working conditions on employee's performance in a public sector organization" to verify whether the internal and external work environment that currently obtains in the private sector is similar.

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**APPENDIX 1**

Department of Business Administration,  
Faculty of Management Sciences,  
Chukwuemeka Odumegwu Ojukwu University,  
Igbariam Campus.  
12<sup>th</sup> March, 2023

Dear Sir/Madam,

**REQUEST FOR RESPONSE TO QUESTIONNAIRE**

I am an undergraduate student of the above named institution. I am undertaking a research project on the topic "The effects of Working Conditions on employee Performance of Cutix Cables Plc Nnewi, Anambra State

You are requested to please answer the questions below by ticking the appropriate answers.

All information given in this research will be strictly used for academic purpose and treated with utmost privacy. I will be grateful if my request is granted. Thanks you very much for your cooperation.

Yours, faithfully,

**Ekenobi Chinenyenwa Francisca**  
Researcher

**QUESTIONNAIRE**

Guide on how to complete the questionnaire please, tick the box of your appropriate response.

**SECTION A**

1. Sex: Male [ ] Female [ ]
2. Level of education:  
OND/NCE [ ]  
Bachelor's Degree [ ]  
Higher National Diploma [ ]  
Masters' Degree [ ]  
Postgraduate Diploma [ ]
3. Working Experience 1-5 [ ] 6-10 [ ] 11-15 [ ] 16-20 [ ] 21-25 [ ]
4. Nature of work environment  
Very conducive and comfortable [ ]  
Conducive [ ]  
Fairly conducive [ ]  
Poor [ ]  
Very poor [ ]
5. Experience about working condition  
Liveliness, excitement and motivation [ ]  
Stress, tiredness and pains [ ]  
Boredom, demonstration and unhappiness [ ]  
A and B [ ]  
All of the above [ ]
6. Factors to improve productivity

High pay [  ]

Conducive and better work environment [  ]

Strict supervision [  ]

Training development [  ]

None of the above [  ]

7. Improvement in working condition can lead to higher productivity of employees.

Strongly Agree [  ] Agree [  ] Indifferent [  ] Disagree [  ] Strongly Disagree [  ]

8. Bad working conditions contribute to low productivity of employees

Strongly Agree [  ] Agree [  ] Indifferent [  ] Disagree [  ] Strongly Disagree [  ]

9. Employee productivity problems are within the work environment

Strongly Agree [  ] Agree [  ] Indifferent [  ] Disagree [  ] Strongly Disagree [  ]

10. Employee creativity and performance is dependent on comfort level

Strongly Agree [  ] Agree [  ] Indifferent [  ] Disagree [  ] Strongly Disagree [  ]