

Research Paper

EXPLORING THE ROLE OF BUILT WORK ENVIRONMENT ON JOB PERFORMANCE OF HIGH SCHOOL TEACHERS IN LEKKI - LAGOS

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Abstract

The role of the built work environment in shaping job performance among high school teachers is a topic of great interest and relevance. This study investigates the relationship between the built work environment and job performance among high school teachers in Lekki, Lagos. Additionally, the study seeks to explore the influence of working experience and gender on job performance. To address these research questions, a quantitative research design is employed. A sample of high school teachers from selected schools in the Lagos State, Education District III, Falomo, Ikoyi are surveyed using standardized measures to assess their perceptions of the built work environment and job performance. Statistical analysis, including correlation and regression analysis was conducted to determine the relationship between the variables of interest. Furthermore, teachers with varying years of experience are compared to explore whether those with greater experience exhibit higher levels of job performance. Additionally, the study expects to find that teachers with more years of experience will exhibit higher levels of job performance. Regarding gender differences, the study will explore whether male teachers outperform their female counterparts in job performance. In conclusion, the implications of this research are relevant for educational institutions and policymakers. Understanding the impact of the built work environment on job performance can guide the design and management of school facilities to create environments that promote teacher effectiveness and satisfaction. The findings have the potential to inform educational practices and policies, ultimately leading to improved job performance and well-being among teachers, and subsequently enhancing the quality of education provided to students.

Keywords: Built Work Environment, Job Performance, Teachers.

Background of the Study

One of the ways of enhancing an individual ability/performance lies on the environmental factors and its influences. Psychologists opined that nature is the gene that that we inherited from our parents while nurture is the environmental factors like the siblings, relatives, friends, school, organization, church and the likes. So, it is the environmental factors that influence the performance of the teachers in school and the way they impact on their students. Teacher's job performance plays a crucial role in student's learning process and development. In the context of the built work environment encompasses the physical, social, and psychological aspects of the workplace that can significantly impact teacher performance and well-being. Understanding the different types of work environments that may influence job performance among high school teachers is essential for creating conducive educational settings. One type of work environment that can impact job performance is the physical environment of the school. Factors such as classroom layout, lighting, temperature, acoustics, and aesthetics can either enhance or hinder teacher performance. A well-designed physical environment can promote concentration, collaboration, and effective teaching strategies, while a poorly designed or uncomfortable environment may lead to distractions, fatigue, and reduced productivity.

Another aspect to consider is the social work environment. The interactions and relationships among teachers, administrators, and colleagues can significantly influence job performance. A positive and supportive social environment fosters collaboration, teamwork, and a sense of belonging, which can contribute to increased job satisfaction and motivation. Conversely, a negative or unsupportive social environment characterized by conflicts, lack of communication, and limited professional growth opportunities can have adverse effects on teacher performance and job satisfaction.

The psychological work environment is equally crucial in understanding job performance among high school teachers. Factors such as job autonomy, workload, job demands, and the level of stress can influence how teachers feel about their work and their ability to perform effectively. High levels of job autonomy, manageable workloads, and opportunities for professional development can contribute to job satisfaction and increased performance. Conversely, excessive work demands, lack of control, and high levels of stress can negatively impact job performance and well-being.

Teachers have a direct responsibility to shape a student's academic performance, and are the most important school based factor in their education (Lindsay, 1995; Griffin,

2012). That is why it is important to examine some of the variables that could enhance teachers job performance.

Though, there are many variables/factors that plays both positive and negative roles in teacher job performance, however, the work environment plays the greatest role. The work built environment touches all aspects of our lives, encompassing the buildings we live in, the distribution systems that provide us with water and electricity, and the roads, bridges, and transportation systems we use to get from place to place. Ininline with this, Akinyele (2014) found that working environment could impact on employee performance positively or negatively. High school teachers spend greater part of their lives in a work built environment which influences their mental health status, abilities, action and performance greatly. Good outcome and increase in productivity is assumed to be the result of better workplace environment. Past findings on work environment revealed that cluttered workplaces, dissatisfaction and physical environment all played great role in lowering the performance of the employees (Christian, 2015). Tough, presently, the working environment have change due to various factors like social environment, information technology and the flexible ways of organizing work processes. When employees are physically and emotionally fit, they will have the desire to work and their performance outcomes shall be increased.

Statement of the problem

Since various scholars in Nigeria have beamed their search light on factors that influences the student's performances and neglecting the role of work built environment on teacher's performance. This study wants to fill the gap in

Objectives of the study

The main purpose of this study is to examine role of built work environment on job performance among high school teachers. Other specific objectives includes:

- (a) To examine the relationship between built work environment and job performance among high school teachers
- (b) to investigate the influence of working experience on job performance among high school teachers
- (c) to ascertain the role of gender on job performance among high school teachers

Statement of Hypotheses

- (a) There will be a significant relationship between work environment and job performance among high school teachers
- (b) Teachers with higher years of working experience score higher on job performance than teachers with lower years of working experience
- (c) Male teacher score higher on job performance than female teachers

Goal-setting Theory

knowledge by investing the role of built work environment on job performance among high school teachers

The performance and the growth of the students are of great concerned not only to the schools but also for their entire society. It has also been observed that the performance of some high school teachers is declining. One of the factor that attention is always focused-on is pay rise while neglecting the environmental factors.

Most workplace environment in organizations tend to be unhealthy and unsafe. This involves unsuitable furniture, poorly designed offices, lack of ventilation, excessive noise, poor lighting, lack of protective equipment for human resource and inadequate safety measures (Duru & Shimawua, 2019). As such, individuals working within that kind of environment are susceptible to occupational disease and this influences their productivity. The environment in most government organizations and public companies according to Manu, (2015) are insecure and harmful to employees in terms of air quality, equipment and tools, furniture, security measures, lighting as well as workplace design. Consequently, employees who work under this kind of environment are subjected to job related diseases and their work productivity is likely to be influenced.

Noble (2009) states that more attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman & Storey, 2005). Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir, Iqbal, Rehman, Shah, & Yameen,

2012) Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman et al, 2005).

This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman et al, 2005).

Empirical Review

The empirical analysis gives a discourse on various studies in relation to working environment and how it impacts on employee productivity. In a review of Brenner, (2012) in a work place for steel case, he identified the employees perceive and needs to improve their productivity in the work environment as being; better lighting, creative methods for assessing space, personalization, more impromptu meeting for work well done and involvement in the decision that impact everyday lives at work. He at that point inferred that, an organization that wants to ensure employee productivity improvements will exploit those tools used for managing the work environment in which such employees work. These incorporate a successful workplace that is appealing, creative, comfortable, satisfactory and motivating to employees so as to give employees a feeling of pride and reason in what they do. Akinyele (2014) conducted a research on the influence of work environment on workers' productivity:

A case of selected oil and gas industry in Lagos, Nigeria. The respondents were randomly chosen from four selected oil and gas industry in Lagos metropolis. Primary data used for this study were collected with the aid of a close ended structured questionnaire. T-test was used to test the research hypotheses. The results of T-test indicate that conducive work environment stimulates creativity of workers, hence their productivity. It means that unhealthy working conditions contribute to low productivity of employees.

Hope, Arachie, Ibrahim and Okoli, (2018) examined the nature of relationship that exists between physical working environment and employee performance in selected Brewing Firms in Anambra State. The work was anchored on the human relation theory. The work adopted a survey research design. The population of the study was 550 and sample size was 233 arrived at using Taro Yamane formula while the questionnaire was allocated using Bowley's proportion allocation formula. Pearson's Product Moment Correlation statistics was utilized in the test of hypotheses. The finding revealed that there is a significant relationship between ergonomic and job satisfaction in the studied firms. The study recommended that equipment and machineries should be made to suit the workers, manning them by management of the focused firms, and as well, they should put the employee's health into consideration in situating machineries as this will lower the hazard rate and also lower error rate of the workers.

Chika and Dominic (2017) investigated the effect of work environment on employee productivity using Edo City Transport Service. The objective was to ascertain whether the nature of work environment led to low productivity, absenteeism and lateness among employees. From the research findings, good office environment goes a long way to enhance employee morale and performance. Also, if the office is neat, noiseless, properly arranged well lighted and ventilated, employees will feel a sense of belonging and this will make them to work efficiently and effectively.

Naharuddin and Sadegi (2013) studied the factors of workplace environment and its effect on employee's performance: A case study of Miyazu Malaysia. Data was collected through the survey method; a total of 139 employees participated from three main workplaces of Miyazu, Malaysia. Result from the study shows that job aid and physical workplace environment have significant relationship towards the employees' performance.

Christian (2015) investigated the effects of work environment on employee's productivity in government organizations in Obuasi Municipality. 100 questionnaires were administered to the employees of Obuasi Municipal Assembly. A response rate of 78% was achieved. The data collected from the employees was analyzed using multiple regression and descriptive statistics. It was found that, each of the components that define work environment

were statistically significant to productivity of the Municipal Assembly.

Findings by Ajala (2012) indicate that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' performance. Puneet (2017) Affirm that a positive work environment is important for worker's satisfaction, health, and even productivity.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A related study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2011) also reported that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc., affect workers' productivity and health.

A study was conducted by Muchiri, (2016) to establish effects of rewards on employee performance in the hospitality industry in Kenya. The researcher adopted a descriptive survey design. The study had a population of 467, a target population of 100 and a sample size of 80. The data was then analyzed using Microsoft Excel and SPSS. The findings of the study established that intrinsic and extrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance.

A study conducted was by Ali Yassin, Abdiaziz and Abdiqani (2013) (to analyze the impact of rewards on the employee performance, by considering the case of Tesco in UK. The researcher used mixed design and collected both qualitative and quantitative data. The study deduced that there are different types of intrinsic and extrinsic variables that impact the employee performance. The intrinsic rewards include delegation, empowerment and appreciation whereas the extrinsic rewards include salary, promotion, bonus and fringe benefits.

Mohamud, (2014) carried out a study to investigate the effect of training on employee performance in public sector organizations in Kenya. The researcher employed descriptive survey research design and quantitative data analysis was done using Microsoft Office Excel 2007 and SPSS. The finds revealed that training has a significant impact on employee's performance and benefits both the individual employees and the organization at large. Another study on effects of training on employee performance in nations support office for African union mission in Somalia was conducted by Githinji, (2014). The researcher adopted survey research design and data was analyzed using SPSS. The study revealed that training imparts positively on job satisfaction by influencing the work activities.

A study was carried out by Nespoli, (2017) to examine impact of supervisor support on employee job satisfaction among fundraising staff within higher education and the research used a primarily qualitative design. Qualitative study involved interviews with 16 fundraisers working in higher education institutions. The findings related that supervisors' impacts on employee' job satisfaction, performance and intention to stay. Another study on the influence of supervisor employee relation on employees' performance in the hospitality industry was carried out in Tanzania by Majule, (2017). The researcher employed a cross sectional research design and the researcher used SPSS for the analysis of quantitative data. The study revealed that found that closely working of employees with their managers enhance relationships, which turn into improved productivity. The researcher further, found that factors which affects the employee's relations were supervision style and internal communication by managers, where the closely and friendly supervision is a likely to enhance worker's productivity or performance.

A study conducted by Duru and Shimawua, (2017) to explore the effect of work environment on employee productivity in city transport services in Nigeria, the researcher employed a survey design with his respondents comprised of executives, administrators and drivers in Edo City Transport Service of Benin City. The findings were that a decent working environment increase individual output therefore leading to growth of the organization. Further, in a survey conducted in Australian in 2016 indicated that 72% of workers said an obsolete innovation was harming their productivity and along these lines organization require workplace tools that help the employees to accomplish results that are explicit to their business.

Awan and Tahir, (2015) conducted a study to find out the impact of workplace environment in relation to employee's productivity in Banks and Insurance company in Pakistan, a descriptive , a descriptive cross-sectional survey was done with a population of drawn from the banks and insurance industry.

Data was then gathered from the both new joiners and experienced employees. The data was then analyzed using Microsoft Excel and SPSS. The findings of the study established that working environment is helpful increasing employees' level of productivity. In Kenya, some studies have been conducted to explore impacts of work environment on employee productivity in certain firms. Nazushi, (2015) studied firms in Kenya and sought to study the effect of workplace environment on mobile telecommunication employee's performance. Data collected was from the three major telecommunication companies in Kenya. The researcher employed a descriptive design. Findings in this study indicated that employees will always perform when they have a feeling that their immediate work environment state matches their obligations.

Nadeem, Ahmad, Muhammad and Hamad (2014) scrutinized varied companies in Multan city, Pakistan to determine if they were significant influences from motivation on employee productivity. Conclusions from the studies agreed with the overall deduction that these workplace environment factors greatly dictated the employee productivity. Another study by Ibrahim and Brobbey (2015) was carried out to investigate the performance of employees in the financial sector in Ghana, and it revealed that, through recognition of the employee's, granting them leadership opportunities and constant interaction with their superiors, employees actually increased their motivation hence their productivity. Additionally, the study found out that motivation within an organisation enhanced individual productivity and this helped employees meet their set personal needs and in the long-run achieving the organisational goals.

Method

This section provides detailed information regarding the method that was employed to evaluate the role of built work environment on job performance among high school teachers. The chapter integrated the information about the research design, research setting, study population, instruments that were administered, procedures used, and the methods that were used to analyze the obtained information. The research was conducted at selected schools under the Lagos State Education District III. They include, St. George's Primary School Falomo-Ikoyi, Falomo High School Lagos, Start Rite School Lagos, Aome Secondary School, Ruxton Road Ikoyi, Madonna International School and Ireti Senior Grammar School. The research population for this project consists of high school teachers in the Falomo-Ikoyi area of Lagos, Nigeria. High school teachers refer to individuals who are employed as educators in public or private high schools and are responsible for teaching various subjects to students in the secondary school level.

Public and private schools: Teachers from both public and private high schools will be included to ensure a diverse representation of the teaching population.

Different subject areas: Teachers from various subject areas (e.g., mathematics, science, social subjects, and languages) are included to capture a range of perspectives and experiences.

The research population encompasses teachers of varying age groups, genders, years of teaching experience, and educational qualifications. By including a diverse sample of high school teachers, the study aims to capture a comprehensive understanding of the relationship between the built work environment and job performance among this specific population. Purposive sampling technique was used in selecting the participants. It is a purposive sampling technique because the researcher has chosen the participants (teachers) which he intends to use in the study. A stratified technique was also adopted because the researcher has divided the participants section

by section according to their work schedule, departments and work cadre. The participants were randomly adopted from these sections.

The study adopted a cross-sectional survey design. This is due to the nature of the study as it sought to establish the relationship between the independent and dependent variables and none of the variables will be actively manipulated. The dependent variable is job performance while the independent variable is work environment. Two instruments were used to collect data from participants in this study. The instruments are Utrecht Work Engagement Scale (UWES), and Perceived Organizational Support Scales.

Job Performance

The Endicott Work Productivity Scale (EWPS; Endicott, & Nee, 1997): The Endicott Work Productivity Scale (EWPS) is a brief self-report questionnaire developed to quantify the frequency of work performance and productivity attitudes and behaviors during the past week (e.g., 'Arrive at work late or leave work early', 'Have trouble organizing work or setting priorities'). The EWPS consists of 25 items, and each is rated on a 5-point scale (0=never; 4=almost always). The reliability and validity of EWPS has only been tested in patients with depression. The author reported a high internal consistency of 0.93 and 0.92 (Cronbach's α) with psychiatric sample and community sample respectively. A significant correlation of EWPS total score was also reported with Global Clinical Index of Severity, Symptom Checklist (SCL)-90 total scores and Zimmerman total scores in both psychiatric and community samples.

Work environment

Work environment is measured with Perceived Organizational Support Scales developed by Eisenberger et al (1986) was used to measure employee perceptions about the extent to which an organization is willing to reward greater efforts by the employee because the organization values the employee's contribution and cares about his or her well-being. The measures include eight items that measure an employee's perceptions of the degree to which the organization values the worker's contributions and nine items about notions that the organization might take that which would affect the well-being of the employee. On the reliability: Coefficient alpha values ranged from .74 to .95 (Cropanzano, Howes, Grandey, & Toth 1997; Eisenberger, Cummings, Aremi & Lynch, 1997; Eisenberger et al, 1990 Hutchinson, Valentino, & Kirkner, 1998, Lee & Ashforth, 1993; Lynch, Eisenberger, & Armeli, 1999.

On the validity: Perceived organizational support correlated positively with overall job satisfaction, organizational commitment, direct and indirect control at work, job discretion, interpersonal helping, affective attachment to the organization, play/promotion

expectancies, approval/recognition expectancies, and employee performance ratings (Cropanzano et al 1997; Eisenberger et al 1997; Eisenberger et al., 1998) Perceived organizational support correlated negatively with perceived organisational politics, turnover intentions, days absent, role stress, and emotional exhaustion (Cropanzano et al., 1997 Eisenberger et al 1990 Lee & Ashforth, 1993.).

Procedure

The researcher went to the organizations where this study took place to consult with the human resource managers that are in charge in order to engage their employees in the study. The purpose of the study was explained to the employees. The human resource manager granted the researcher permission and asked the researcher to come back on a fixed date.

On the second phase, the researcher met with the respondents in their various organizations and sought for their consent to participate in the research. The participants were told that the aim of the study was for academic purposes and that know information that they gave would be disclosed or used against them. In fact, they were given anonymity by telling them not to write their names or any personal information about them on the questionnaires. Questionnaires were given to participants who agreed to participate after establishing rapport. They were told that there is no right or wrong answer to the questions therein. The researcher ensured that participants understand the contents of the questionnaire and also ensure that they are properly completed before collecting them. Ample time will be given to the participants to read the questionnaire and ask questions where they are confused. The questionnaires were collected after filling them and they were scored according to the manual of the scales. The data collected was analyzed using SPSS version 20. The Pearson Product Moment Correlation was used to test the relationship between the variables.

Results

Data collected in this study was subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using correlation, regression and t-test.

Descriptive Statistics

Table 1: Mean and Standard Deviation of job performance and work environment by gender

Description Variables		Job performance		Work environment	
		Mean	SD	Mean	SD
Gender	Male	70.67	7.47	61.38	6.20
	Female	69.14	6.20	63.37	8.06

Table 1 shows the mean and standard deviation of job performance and work environment, by gender. On job performance, the result revealed that male participants reported a higher mean score (M= 70.67; SD=7.47) compared to their female counterparts (M=69.14; SD=

6.20). On work environment, male participants recorded similar mean score (M= 61.38; SD=6.20) than their female counterparts (M=63.37; SD= 8.06).

Hypothesis 1: There will be a significant relationship between work environment and job performance among high school teachers

In order to determine the relationship between work environment and job performance, Pearson moment correlation analysis was carried out. The result is presented in table 3.

Table 2: Correlation between work environment and job performance

Variable	Mean	SD	R	P
Job performance	69.92	8.64	1	
Work environment	62.36	7.22	.398*	P<0.05

P<0.05*

Table 2 reveals that work environment has significant positive correlation with job performance (r = .398*; p<0.05). The positive correlation is due to higher levels of work environment scores resulting in higher levels of job performance. Thus the hypothesis one which states that there will be a significant positive relationship between work environment e and job performance is hereby accepted.

To determine the contribution of pay satisfaction to the prediction of work engagement, regression analysis was computed. The result is presented in Table 2.

Table 3: Summary of multiple regression analysis showing the contributions of work environment to the prediction of job performance.

Variables	B	Beta	T	Sig.	R	R2	F-ratio	Pv
Work environment	.476	.398	5.095	.01	.398	.158	25.959	P<0.05

The result indicated that work environment significantly contributes to the variance in job performance (Beta= .398, t= 5.095 at p<0.05). This shows that work environment yielded significant coefficient of regression R2 = .158 (p<0.05). This shows that work environment accounted for 15.8% of the observed variance on job performance.

Hypothesis 2: Teachers with higher years of working experience score higher on job performance than teachers with lower years of working experience

Table 4: Independent t-test comparison of job performance by male and female participants

Variables	Working experience	N	Mean	SD	T	Df	Sig.	Pv
job performance	1-5yrs 6yrs &above	75 65	68.46 71.60	7.68 9.40	-2.168	138	.03	Not Sig

Table 4 shows that there is a significant difference on job performance between teachers with higher years of experience and participant with lower years of experience, 1-5yrs had a score of (68.46) and 6yrs &above mean score of (71.60) at t-test comparison value of -2.168 at $p < 0.05$. Thus the hypotheses which stated teachers with higher years of working experience score higher on job performance than teachers with lower years of working experience is hereby rejected.

Discussion

The study explored the role of built work environment on job performance among high school teachers. The sole aim of the study is to examine the relationship between built work environment and job performance among high school teachers, the influence of working experience on job performance among high school teachers and the role of gender on job performance among high school teachers. The finding of the first hypothesis revealed that work environment has significant positive relationship with teacher performance (job performance). This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. By having a good environment, the employees could apply their energy and their full attention to perform. This result is in agreement with the reports of Christina, Brahmana and Febrianti (2020); Chika and Dominic (2017) whose results indicate that employee performance can be influenced by the organizational environment in the form of internal control and leadership style. The work environment contributes to teacher’s performance because the environment acts as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done. As the working environment factor, a friendly environmental role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance. The finding of this study is also supported by the two-factor theory which points out that the environment in which the job is performed motivates the employees to perform better. This finding implies that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. By having a good environment, the employees could apply their energy and their full attention to perform work Venkataramani, Labianca, and Grosser (2013).

The finding of the second hypotheses revealed that teachers with higher years of working experience score higher on job performance than teachers with lower years of working experience. This mean that experience matters in teaching and impacting knowledge to the students. The finding is supported by the work of Ochonma, and Nwodoh, (2018) which revealed that an increase in the number of years of experience would increase skills on programme planning skill, employee motivation and preparation of strategic plan for the managers. Also the finding aligned with the earlier result which showed that as the years of managers’ experience increases, the skill on creating a vision for would increases (Isa, Ugheoke& Noor,2016).

The finding of the third hypothesis revealed no significant difference between male and female employees job performance. This implies that the level of performance has nothing to do with individual gender identity. So, it was concluded that both male and female teachers are committed to their organization at the same level. This finding is in line with the study carried out by Kmec and Gorman (2010) who raised some questions about gender role on organizational commitment such as do men and women differ in the extent to which they work beyond the level require by their jobs. The result of their study showed no gender difference among the employees with regards to job performance. Also, in a study carried out on 436 government employees in Kuwait, Al-Jayaweera (2015) found that even though the male employees had a higher score on job performance, there was no significant difference between male and female samples. Therefore, the findings of this study support the finding of previous studies that male employees and employees in teaching job perform well to their organization at the same level. This means that the tendency to perform well is not related to individual biological identity.

Conclusion

From the above analysis we have reached the conclusion that working environment is helpful increasing teachers’ level of productivity. Factors like management support, good relation with coworkers, training and development, attractive and fast incentives and recognition plans and adequate work load are helpful in developing a working environment that has positive impact on teachers’ level of performance. The study also concluded that years of teaching experiences help in impacting knowledge to the student and also enhance the teacher’s performance. The results also send a message to school management, that gender identity does not play a significant role in teacher’s performance.

Recommendations

The following recommendations are offered based on the findings:

The organization should also ensure that the workplace environment is comfortable enough to support teacher's performance by improving the working conditions.

Improving the working environment will increase teachers' performance. When the working environmental supports are sound, teacher 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 teachers' performance, these school's management should work hard at availing every needed resource in making sure that the work environment supports their teacher performance.

The findings of this research will enable the organization to know how to address the issues concerning the employees and its work environment as it crops up and also to consider office design as an important factor in increasing employees' productivity.

Physical workplace environment is really significant in maintaining the employees' performance. Organization needs to consider about their physical workplace environment in order to increase the effectiveness of employee performance and to achieve the company's goals. In the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work outcomes.

It will serve as a blueprint in determining the actual workplace environment needed and the impact it has on employee's performance. This study will also help the organization on how to ensure that the employees are satisfied with their workplace environment and ensure all the needs are fulfilled.

The organization must provide enough facilities for their employees to perform their work.

For example, in filing room the organization should provide with suitable drawers to arrange the files and make sure they are easy to retrieve. It can avoid the loss of documents and all documents are kept safely from unauthorized person. This is also crucial as simple work procedures may increase employee's performance.

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