

## PHYSICAL WORK ENVIRONMENT AND ITS IMPACT ON EMPLOYEE JOB SATISFACTION IN FIDSON HEALTHCARE PLC

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### Abstract

*This study examined the impact of the physical work environment on employees' job satisfaction in Fidson Healthcare Plc, Lagos, Nigeria using a descriptive survey research design. Data for the study was sourced primarily with the aid of a structured questionnaire. Convenience sampling technique was used to sample 250 employees from a total population of 850. To test the hypotheses, the data was analysed using descriptive statistics such as percentage, mean, and standard deviation, as well as inferential statistics such as correlation analysis. The findings of the study revealed that accessibility, workplace facilities, and workplace furniture all had a significant positive impact on job satisfaction in Fidson Healthcare, with correlation coefficients of 0.638, 0.82, and 0.863, respectively. These findings imply that managers must pay attention to the physical work environment as well as employee job satisfaction in order to improve work productivity. Based on the findings, the study recommended that in order to get the best performance from employees, the physical work environment should be considered and made comfortable for the workers in order to increase their interest in the job done, which will lead to the achievement of personal and organisational goals. Additionally, managers should properly ventilate offices; provide adequate lighting, and comfortable furniture in the workplace to increase employee productivity.*

**Keywords:** Job satisfaction, Work environment, Employee Motivation

### Introduction

Every company must thoroughly understand the impact of their physical work environment on employee happiness and productivity; the lack of which will decrease satisfaction and productivity in the long term, leading to a reduction in overall organizational performance. According to Fredrick Herzberg, two elements must be present in a job, one of which, if present, does not always enhance pleasure gained but, if missing, may contribute to demotivation; these are the physical work environment, pay, and connections with co-workers. Work environment includes physical, psychological, and social aspects that enhance working conditions (Jain & Kaur, 2014).

The physical work environment has a strong interaction with job performance. It is also critical to an employee's overall performance, satisfaction, social

relations, and overall health. The air, temperature, sound, light, color and space are the five factors that make up a work environment. Some of the effects of high temperature levels are increased body temperature, employee lethargy, and tiredness. Cooler body heat and shivering are the possible effects of low temperature to a worker's body. These effects may possibly decrease worker efficiency (AlOmari, 2017). It includes items like furniture (tables, chairs, machine layout, ventilation and lighting). Noise level, protective equipment, workstations, office gadgets, computers, and office space are other factors to consider. The style and manner in which the physical work environment is organized affect how workers at such businesses function.

Employees' degree of performance is determined by the kind of work environment in which they work. Mun (2017) stated that under Maslow's hierarchy of needs, safety is also considered as the basic need and in order to satisfy the needs, it is important to identify the conditions that are able to satisfy these needs as well as the different types of threats that will put their safety at risk, especially the workplace itself. Additionally, friendly and supportive co-workers in the workplace relationship may lead to apprentices and unity inside the organization. The success of a business organization which determines its survival and development is heavily reliant on the performance of its employees. The working environment has a significant impact on an employee's performance. Job happiness is also impacted by professional growth chances. Employees will be more satisfied at work if they have possibilities for advancement; in the absence of this, however, a variety of possibilities to advance one's career inside the company, Employees will perform poorly as a result of their dissatisfaction with the company (Guo, 2016).

Good human resource management aids in achieving optimum individual growth and successful working relationships between businesses and workers. Human resources play an essential part in the development of a business in the age of globalization. When the rivalry between businesses becomes fiercer, the more intense competition may help a company better cope with an external and internal issue of the organization. As a result, the business is constantly carrying out different innovations and must pay attention to areas of work-related human resources, one of which job satisfaction must be established in the organizations so that love, discipline, devotion, and work morale may grow.

Satisfied employees would work hard and put much effort in their work in order to be more productive and efficient. When employees are satisfied

with the work they do, they become happy and produce better results than when they are unhappy. Employee job satisfaction according to Gu, Zhen, Song, and Xu (2019) is “a measure of people’s contentedness with their job and an assessment of their work experience”. One of the earliest definitions of job satisfaction is “a pleasurable or positive emotional state resulting from one’s work or work experiences” (Gu et al., 2019). Employee job satisfaction was anticipated to promote employee commitment to the company, which would impact productivity, quality, and work services. There is a notion of two fulfilling elements that covers cleanliness and motivational aspects. The hygiene factor (good climate) defines an organizational environment that avoids the development of discontent in the job termed maintenance, owing to a variety of variables such as business administration policies, interpersonal connections, and working circumstances that, at times, cannot be satisfied and must, therefore, be maintained. While the motivational element is where there is a propensity of acknowledgement, gratitude, and duty to attain pleasure. Employees who were satisfied at work were able to push themselves to accomplish their goals and provide the greatest contribution to the business. This situation helped workers feel more at ease in the organization since there was a sense of contentment with the organization that had recognized their efforts, which enhanced employee performance and had an effect on attaining organizational objectives (Eldor, 2016).

**Job Satisfaction:** The degree to which an employee feels driven, pleased, and satisfied with their work is referred to as their level of job satisfaction. When a worker thinks that they have a stable employment, a growing career, and a good work-life balance, they are more likely to be satisfied with their jobs.

**Work Environment:** A person's work environment is made up of the physical surroundings, social dynamics, and work-related activities. Employee health, interpersonal connections at work, performance, and job satisfaction might all be adversely impacted.

**Employee Motivation:** Employee motivation is the degree of dedication, vigor, and inventiveness that a company's employees exhibit while working. Because not every activity will be engaging, it can be challenging for many businesses to maintain and improve worker motivation.

## Literature Review

In research carried out by Díaz-Carrión (2020), which compared working conditions and job satisfaction among hospitality workers in Europe; findings

showed that job satisfaction is important in the tourism sector since workers' satisfaction is key to providing high-quality service, which is very important in determining organizational success. The working conditions that influence job satisfaction depend to a large extent on the institutional context, which shows similarities in some European countries. This research compared working conditions and job satisfaction among European country blocks that have similar institutional characteristics. Unlike previous studies, this research adopts a comprehensive approach by considering institutional and organizational factors in the analysis of employees' perceptions of job satisfaction. The sample is made up of 1633 workers in 16 European countries. The results demonstrate the existence of three different models of working conditions in Europe leading to differing levels of job satisfaction in tourism. These models do not correspond to the clusters identified by the previous literature, which adopts an institutional perspective.

Pradhan and Jena (2017), Working with workers to determine the impact of the work environment on job satisfaction is a fast-paced process. Through inquiries and direct conversations with employees, primary data about the research was gathered. The research technique was chosen as the model method in the study. There were 42 people that took the survey and responded. Path analysis, a data collection of research techniques, was utilised in the study to see whether the work environment has an effect on freelancers' job satisfaction as an emergency. The study's findings revealed that an active work environment and job satisfaction had a direct positive and substantial influence on employee performance, as well as the impact of the physical environment on employee performance. The study's conclusion is that, in order to enhance job performance, managers need pay attention to the working environment and employee happiness. Physical factors such as air conditioning, air temperature conditions, operational flexibility, noise, and workplace cleanliness should be prioritised when it comes to improving staff productivity. Employee turnover may be influenced by the state of a good work environment and the provision of comfort at work.

The researchers discovered that one of the numerous difficulties for a company is customer satisfaction in a study performed by Akob, Arianty, & Putra (2020) on the effect of the environment on work satisfaction. Work, so that they are able to deal with changes in the environment; as well as to achieve success and maintain competitiveness. The company must fulfil the requirements of its workers by providing excellent working circumstances in order to improve the efficiency, productivity, and devoted work of its employees. The goal of this study is to look at the impact of the workplace on employee happiness. A

variety of techniques were used in the applied research. Questionnaires were used to gather data. Preliminary evidence was used to create the questionnaire. In the city of Quetta, Pakistan, the population structure comprises education, banking, and the telecommunications industry. Collect data from 210 workers using technical analysis techniques. The findings reveal a link between the workplace atmosphere and employee job satisfaction. The research ends with a few short recommendations for companies to understand the significance of a positive work environment in improving job satisfaction.

According to a research carried out by Yeow. & Nath (2020), to find out whether there is an influence of the work environment and job satisfaction variables on employee performance. This study examined the effect of work environment and job satisfaction on employee performance at PT. Nesinak Industries. The company is engaged in manufacturing automotive and electronic spare parts made from rubber. The sample in this study amounted to 88 respondents who worked in the production department. This research used quantitative methods. Data for conducting this research was obtained through filling out questionnaires by predetermined respondents. Data analysis method used is multiple linear regression analysis method. Based on the results of the t test (partial) and f test (simultaneous) of this study, showed that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously.

Research carried out by Nzewi, Augustine, Mohammed & Godson (2018), to examine the nature of relationship that exists between physical working environment and employee performance in selected Brewing Firms in Anambra State. 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 Co-efficient was utilized in data analysis. The finding revealed that there is a significant positive relationship existing between ergonomic and job satisfaction in the studied firms. As a result of this, it was recommended that equipment and machineries should as much as possible be made to suit the workers manning them by management of the focused firms, and that the management of the focused firms 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.

A research by Mathews & Khann (2016), carried out to analyze the effect of work motivation on the satisfaction of management lecturers and analyze the

effect of the work environment on the satisfaction of management lecturers at a private university in the city of Makassar. This type of research is explanatory research. The sample of this research was management lecturers at private universities in Makassar city, Data used was purposive random sampling with a total of 105 respondents. The research period was carried out in February 2020-May 2020. The method of analysis in this study was multiple regression analysis. The results of this study indicate that motivation has a significant effect on job satisfaction. This study proves that both theoretically and previous empirical studies explain that increasing work motivation will increase the job satisfaction of lecturers at private universities in the city of Makassar.

Patil & Kulkarni (2017) carried out a study to explore the concomitant areas for extending the scope of employee performance as a major domain of human resource (HR) effectiveness. They interviewed researchers and corporate practitioners regarding their understanding of performance at workplace. On the basis of literature and feedback from academicians and industry professionals, a conceptual framework along with 42-item instrument on employee performance was proposed for empirical validation. The instrument obtained empirical views from experts on its proposed dimensions and statements. The initial analysis of content validity ratio (CVR) of the instrument had resulted in 38 items having CVR value of 0.49 and above with 75 percent acceptability from expert analysis. The retained items were taken for field survey. In total, 361 executives from Indian manufacturing and service organizations responded to the 38-item employee performance scale. Exploratory factor analysis revealed three distinct factors of employee performance that constitute the new scale: task performance, adaptive performance, and contextual performance (TAC). Reliability study on the sample reported significant internal consistency on the total scale ( $\alpha = 0.80$ ) along with the three subscales ( $\alpha$  ranging from 0.80 to 0.91). The prescribed framework offers an inclusive understanding of the nature and subtleties of employee performance. It is proposed that, HR managers and organizational behavior (OB) practitioners must use the insights from the explored factors to create and maintain a better work environment. In applied perspective, the proposed instrument and its corresponding findings are expected to provide insights for designing organization-specific policies for improving employee performance.

The effect of the work environment on job performance was studied by Kim, Candido, Thomas & de Dear (2016). With 85 workers, an engineering firm was used as a pilot project. In addition to the literature review, a variety of

techniques describing the intersection of study groups were utilised to fulfil objective research. Noise, heat, air, light and colour, opportunity, and happy individuals were all investigated in relation to environmental instrumentation. The information gathered was evaluated using (SPSS, Version 22). The results revealed that key work environment variables such as noise, office furniture, air, and light have negative impacts on performance and should be more audible. Employers, according to some, should try to inspire workers by enhancing their working circumstances. Employees' workloads will rise as they become more motivated, and they.

According to research carried out by Mutia & Sikalieh (2014) aimed at examining the effect of motivation, physical work environment, non-physical work environment and job satisfaction on performance. A total of 63 respondents from Non-permanent Employees in the Regional Government of Ternate were surveyed in the study. The analytical tool used in the study was regression analysis. The results showed that of the four hypotheses proposed in the study, only hypothesis 1 was unsupported; which states that states that there is a positive influence on work motivation on performance.

## **Methodology**

This research highlights the Area of study, Research design, sampling techniques and the instrument used for data Analysis.

### **Test of Hypotheses**

#### **Hypothesis One**

- H0: There is no significant relationship between organizations' facilities and employee's job satisfaction in Fidson Health Care.

**Table 1: Correlation Analysis (Facilities in the Work Place)**

		Satisfaction with Your Job	Facilities in the Work Place
Satisfaction with Your Job	Pearson Correlation	1	0.820**
	Sig. (2-tailed)		0.000
	N	250	250
Facilities in the Work Place	Pearson Correlation	0.820**	1
	Sig. (2-tailed)	0.000	
	N	250	250
**Correlation is significant at the 0.01 level (2-tailed).			

**Source: Author's Field Survey 2021**

The result from the Pearson correlation in Table 1 above shows an 82% correlation which implies a very strong positive and significant relationship between organizations' facilities and employees' job satisfaction in Fidson Health Care. The result is, however, significant at a 1% level of significance i.e., 0.01. This shows that there is conclusive evidence of a significant association between organizations' facilities and employees' job satisfaction in Fidson Health Care. Therefore, the alternate hypothesis which states that there is a significant relationship between organizations' facilities and employee's job satisfaction in Fidson Health Care, is accepted.

### **Hypothesis 2**

- $H_0$ : There is no significant relationship between accessibility and job satisfaction in Fidson Healthcare.



**Table 2: Correlation Analysis (Accessibility in the workplace)**

		Accessibility in the workplace	Satisfaction with your job
Accessibility in the workplace	Pearson Correlation	1	0.638**
	Sig. (2-tailed)		0.000
	N	250	250
Satisfaction with your job	Pearson Correlation	0.638**	1
	Sig. (2-tailed)	0.000	
	N	250	250
**. Correlation is significant at the 0.01 level (2-tailed)			

**Source: Author's Field Survey 2021**

The result from the Pearson correlation in Table 2 above shows a 63.8% correlation which indicates a strong positive and significant relationship between accessibility and job satisfaction in Fidson Health Care. The result is, however, significant at a 1% level of significance i.e., 0.01. This shows that there is conclusive evidence of a significant association between accessibility and job satisfaction in Fidson Health Care. Therefore, the alternate hypothesis which states that there is a significant relationship between accessibility and job satisfaction in Fidson Health Care is accepted.

### **Hypothesis 3**

- $H_0$ : There is no relationship between the comfort of furniture in the workplace and job satisfaction.

**Table 3: Correlation Analysis (Furniture in the Workplace)**

		Satisfaction with your job	Furniture in the workplace
Satisfaction with Your Job	Pearson Correlation	1	0.863**
	Sig. (2-tailed)		0.000
	N	250	250
Furniture in the Workplace	Pearson Correlation	0.863**	1
	Sig. (2-tailed)	0.000	
	N	250	250
**Correlation is significant at the 0.01 level (2-tailed)			

**Source: Author's Field Survey 2021**

The result from the Pearson correlation in Table 3 above shows an 86.3% correlation which indicates a strong positive and significant relationship between the comfort of furniture in the workplace and job satisfaction in Fidson Health Care. The result is, however, significant at a 1% level of significance i.e., 0.01. This shows that there is conclusive evidence of a significant association between the comfort of furniture in the workplace and job satisfaction in Fidson Health Care. Therefore, the alternate hypothesis which states that there is a significant relationship between the comfort of furniture in the workplace and job satisfaction in Fidson Health Care is accepted.

### Discussion of Findings

To ascertain the extent to which physical facilities increases satisfaction derived from job done. This research findings is consistent with a research carried out by Nzewi, Augustine, Mohammed & Godson, (2018), to examine the nature of relationship that exists between physical working environment and employee performance in selected Brewing Firms in Anambra State; also revealed that there is a significant positive relationship existing between ergonomic and job satisfaction in the studied firms. It also supports a study carried out by Akob, Arianty, & Putra (2020) on the effect of the environment on work satisfaction, result revealed that there is a link between the workplace atmosphere and

employee job satisfaction. The research ends with a few short recommendations for companies to understand the significance of a positive work environment in improving job satisfaction.

To examine if accessibility around the workplace influences job satisfaction. Result from findings showed that there is a significant and positive relationship between accessibility around the workplace and job satisfaction. This shows that the lack of it will eventually lead to the lack of motivation by employees in the workplace and reduced satisfaction derived from job done. It also supports the results of Jabid & Buamonabot (2020) to determine the link between employee engagement, work environment, and job satisfaction on organizational commitment and employee performance, from the findings the studied data for both WPLS-SEM and PLS-SEM models met internal consistency reliability, convergent and discriminant validity. Also, organizational commitment fully mediated the link between work environment and employee performance in the WPLS-SEM model compared to PLS-SEM with partial mediation, it was statistically significant at  $p < 0.01$ . To determine how the level of comfort of furniture increases job satisfaction. A research carried out by Taşkin & Çağatan (2021), on measuring the influence of workplace design on job satisfaction and perceived productivity, supports the research findings. Findings from this research indicates that two dimensions of workplace design were found to have influences on job satisfaction and job satisfaction was found to have an important influence on perceived productivity of employees.

Findings on research carried out by Sultan, Asim, Muhammed & Asif (2020) indicated that office chairs has significant impact on employee performance although desks does not have the significant impact.

## **Conclusion**

This research considered effect of physical work environment on employee job satisfaction at Fidson Health Care Plc; which was empirically examined in this study. It correlation analysis findings shows that there is a significant relationship between physical work environment and job satisfaction in the workplace.

According to the findings, amenities in the workplace, accessibility in the workplace, and furnishings in the workplace all have a substantial effect on Fidson Health care workers' job happiness.

## Recommendations

From the findings of this study, the following recommendations are made:

- i. Managers should ensure easy accessibility around the workplace to aid effective performance by employees in organizations which will lead to increased satisfaction derived from the job done.
- ii. Every organization should treat employees' needs as a priority as the workforce is the heart of any organization; an unsatisfied workforce cannot be productive while carrying out tasks.
- iii. From this research carried out, the importance of physical work environment cannot be overemphasized, as such as, managers should properly ventilate offices, provide adequate lighting as well as comfortable furniture in the workplace as this increases the productivity of employees
- iv. Job satisfaction is a combination of various factors, which if not present can lead to demotivation of workers, as such, organizations, managers, as well as supervisors, should take close attention to these factors to get the best from every employee in their organization.

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