Work Place Environment Management Effects on Employees' Performance in Nigeria Tertiary Institutions

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ARTICLE INFO	ABSTRACT
Published Online: 27 October 2018 Corresponding Author: **Ezenwakwelu, Charity A.**	The study examines workplace environment management effects on employees' performance in Nigeria tertiary institutions. The study seeks to assess how workplace motivation affects employee productivity, ascertain the workplace norms that influence employee behaviour, assess the extent of the relationship between workplace environment and employee commitment. Survey design and interview of academic and administrative staff of two tertiary institutions in Enugu, Nigeria was adopted. The proposed hypotheses were tested by ordinal logistic regression and Spearman's Bivariate Correlation at five percent (5%) level of significance. The analyses of data were carried out on SPSS (v.20). Opinion of experts from the academia were sought to ensure face and content validity of the instrument The results reveal that Workplace motivation positively affects employee productivity; ambition, loyalty, and work ethics are workplace norms that influence employee behavior; there is a positive and significant relationship between workplace environment and employee commitment. The conclusion and recommendation respectively indicate that workplace conflict is not easy to eliminate, however, developing clear guidelines for role functions, promotion process and schedule of operation can reduce conflicts and create a peaceful environment. organisations should motivate employees to maximize productivity through interesting work, opportunity to advance knowledge, adequate information, relevant authority, sufficient help and equipment, healthy work environment, clearly defined responsibilities and adequate pay.

1. INTRODUCTION

A workplace environment of an employee determines the quality of work and productivity level in the organisation. A conducive workplace environment motivates and enhances employee skills which influence employee's error rate, output rate, innovation level, collaboration with others, absenteeism and length of service (www.businessperform.com).

Work systems specifically affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well being. There are some evidences to indicate that work systems designs may have effects on physical health, mental health and longetivity of life itself (Spector and Beer, 1994).

Conducive work environment ensures the wellbeing of employees which always enable them exert themselves to their roles with all force that may translate to higher productivity. Work environment is the combination of factors (social support, physical working conditions, job characteristics, training and development and communication process) that influence the work (Akinyele, 2007).

Bachmann (2002) opines that work environment is considered to be an important factor affected by transformational leadership and affecting performance. It involves all factors that relate to job and organization, which influence the relationship between employees, their job and the organization. Organizations in order to boost productivity design work environment in a way that satisfies employees (Brenner, 2004).

Kohun (2002) posits that a healthy workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity. Employees normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When desirable work

environment is provided, it can boost organizational competitiveness (Heath, 2006).

Humphries (2005) agrees that an effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do.

Employees are always contented when they feel positive immediate environment; both physical sensations and emotional states are in tandem with their obligations and how well employees connect with their organization's immediate workplace environment, influences to a great extent their error rate, efficiency, innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Leblebici, 2012).

Workplace environment management provides the healthy working condition that enhances employee engagement and high performance culture that boosts innovation and creativity. Employees expect and desire to have a conducive workplace environment that enable them perform at an optimal level. Thus, organizational competitiveness can be realized when such expectation and desire are sufficiently provided for the employees.

1.2 Statement of the Problem

Creating a work environment which enhances employees' productivity is viewed as a strategy for achieving organizational effectiveness. Some organisations face the challenge in not providing a healthy workplace environment that influences and motivates the employees towards maximization of productivity. Poorly designed work environment involves 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 environments are prone to occupational hazards that jeopardize employees' performance. Thus the study examines the workplace environment management effects on employees' performance in Nigeria tertiary institutions.

2. LITERATURE REVIEW
2.1 Conceptual Framework
2.1.1 Work Environment

Work environment refers to an entity which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work (Kohun (1992).

Thus, issues of organizational environment influence employee's productivity.

Working environment can be divided into two components namely physical and behavioural components). The physical environment involves the structure, equipments and components that enable an employee to physically connect with his or her office environment. The behavioural environment consists of components that enable an employee to relate well with each other, and the impact the office environment have on the behaviour of the individual (Stallworth, and Kleiner, 1996). A healthy workplace environment is good for the organization as it boosts sales, improves productivity and reduces costs related to absenteeism, turnover, worker's compensation and medical claims. Employees care for the organization when there is conducive work place environment. Putting effort into employee wellness in the workplace encourages better teamwork, increased productivity and reduce sick leave and workplace accidents.

2.1.2 Workplace Factors affecting Employee Performance

The most important workplace environment factors that either lead to engagement or disengagement involve the following:

Goal-Setting: This is the process whereby employees are involved in setting meaningful goals and performance measures for their work. Each employee actively engages in the goal setting process and also takes ownership of the final agreed goals and measures. This can be informally done by the employee and his immediate supervisor or as part of an organization's formal performance management process.

Performance feedback: This refers to positive feedback on what the employee is doing well and also feedback on what requires improvement. The feedback reveals the extent to which the objectives are achieved or not..

Role congruity: This implies that the role required the employee to perform is consistent with their expectations on joining the organisation and any subsequent training. The role expectations of the organisation are consistent with tasks allocated by the employee's immediate supervisor.

Defined processes: The organization constrains the variability of actual work performance through documenting processes and communicating such expectations to employees.

Workplace incentives: The organization provides incentives to motivate its employees and thus sets up formal and informal structures for rewarding employees that meet the expected performance.

Supervisor support: The supervisor acts as advocate for employees in gathering and distributing the resources needed by the employees to perform well and also provide positive encouragement for doing job well.

Mentoring/coaching: Mentors or coaches possess the necessary facilitation skills to assist employees develop and apply new skills. They are skilled people who are available to employees to guide them perform their current role better and assist them develop their future role (www.businessperform.com).

2.1.3 Motivation and Employees Productivity

The relationship between the organization and its members is controlled by what motivates them to function, the

rewards and the satisfaction they derive from it. Motivation involves the driving force within a person by which he attempts to achieve some goal in order to fulfill some needs or expectation. The manager needs to know how to utilize the cooperation of employees and direct their performance to achieve the goals and objectives of the organization. The manager should understand the nature of human behavior and how to motivate the employees so that they work willingly and effectively (Ezenwakwelu, 2017). As succinctly put by Mullins (2005) productivity and quality service is increased when positive motivation philosophy and practice is provided. This is because motivation helps people towards achieving goals, gaining a positive perspective, creating change, developing self esteem and capability. Moreso, motivation is an integral aspect of employee performance and productivity. Luthans and Doh (2012) posit that motivation is a psychological process through which unsatisfied needs lead to drives that are aimed at goals, thus, a person an unsatisfied need will undertake goal-directed behavior to satisfy the need. Thus, as a psychological process by which employees set goals to achieve their varied needs, organizations should provide various ways of ensuring that employee's specific goals are achieved so that they can contribute towards achieving the organizational goal.

2.1.4 Workplace Norms and Values that affect Employee Behaviour

Norms and values are components of organizational culture which refers to specific collection of values and norms that are shared by people and groups in an organization and that control how they communicate with each other and with stakeholders outside the organization. Organisational values are beliefs and ideas about what kind of goals employees should pursue and ideas about the appropriate kinds or standards of behaviour employees should use to achieve these goals. Organizational values control the behavior of employees and develop norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations.

Values are beliefs in what is best or good for the organization and what should happen. Areas that values could be expressed implicitly or explicitly include care and consideration for people, competence, competitiveness, innovation, performance, quality, teamwork, etc. Values are translated through norms and artifacts.

Norms are unwritten rules of behavior that provide informal guidelines on how to behave. Norms narrate: what people are supposed to be doing in the workplace or elsewhere, believing, saying or wearing. They are not written on paper, if they were, they would be policies or procedures. Norms are passed on by behavior or word of mouth and can be enforced by the reactions of people if they are violated. There are typical norms in the workplace which involves How leaders treat subordinates and how subordinates relate to their leaders.

The prevailing working ethics: work hard, come early, being busy at the workplace.
Performance- exacting performance standards
Status- organization hierarchy
Ambition- employees are expected to have ambition to improve their skills and enhance their status.
Loyalty- this is expected by leaders from their subordinates to respect them and carry out their instructions.
Anger- anger should be hidden in the workplace and openly expressed for specific reasons
Approachability- managers are expected to be approachable, visible and consistent with their actions.
Formality- This refers to formal approach.
The Artifacts: This refers to the visible and tangible aspects of an organization that people see, hear or feel and which contributes to understanding of the organisation's culture. Artifacts include such things as working environment, the tone and language used in writing letters or memoranda, the manner in which people address each other at meetings, or over the telephone, the welcome given to visitors. Artifacts can be very revealing (Ezigbo, 2011).

2.1.5 Conflict Management in the Workplace

The probability of conflict greatly increases wherever people are organised into groups to seek a common goal. Whenever and wherever people have contact, conflict can occur. Ethnic, racial, religious, or economic differences may trigger conflict. Conflict arises from differences in values, beliefs, and attitudes regarding issues. The natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs refers to conflict. Past rivalries and personality differences can result to conflict.
The causes of conflict include the following:
Scarcity of resources (finance, equipment, facilities, etc), different attitudes, values or perceptions; disagreements about needs, goals, priorities, and interests; poor communication; poor or inadequate organisational structure; lack of teamwork and lack of clarity in roles and responsibilities.

(i) Conflict Management Strategies

The following strategies can be used to manage and reduce conflicts in the workplace.
Collaboration: There is a high concern for one group's own interests that is matched with a high concern for the interests of other partners. Collaboration is generally used when concerns for others are important. Collaboration results to win/win and it helps build commitment and reduce bad feelings. The drawbacks of collaboration are that it takes time and energy and also some partners may take advantage of the others' trust and openness. It is generally regarded as the best approach for managing conflict. The objective of collaboration is to reach consensus.
Compromise: There is a high concern for one group's own interests along with a moderate concern for the interests of other partners. Compromise results to win some/lose some.

It is generally used to achieve temporary solutions that will prevent destructive power struggles. The major drawback is that partners can lose sight of important values and long-term objectives.

Competition: There is a high concern for one group's own interests with less concern for others. Competition results to win/lose. Thus, competition mostly involves attempts at bargaining. It is used as a last option used when basic rights are at stake or to set a precedent. Nevertheless, it can cause the conflict to escalate and losers may try to retaliate.

Accommodation: There is a low concern for one group's own interests combined with a high concern for the interests of other partners. Accomodation results to lose/win. It is generally used when the issue is less important to you and more important to others. It is a goodwill gesture. Accomodation is also relevant when one recognizes that he/she is wrong. The drawbacks are that one's own ideas and concerns would not get attention. With accommodation one may lose credibility and future influence.

Avoidance: There is a low concern for one group's own interests with a low concern for the interests of others. Avoidance results to lose/lose. It is generally used when the issue is trivial or other issues are more important. It is also used when confrontation can cause damage or more information is needed. The drawback is that important decisions may be made by default (Ezigbo, 2011).

(ii) *How to Manage and Resolve Conflict Situation*
The following factors can be utilized in managing and resolving group conflicts.

Collective Bargaining: This is a process where representatives of each group in conflict come together with a mandate to work out a solution collectively. Experience has shown that collective bargaining is far better than avoidance and it puts democratic processes in place to achieve "integrative problem solving.

Conciliation: Conciliation refers to the process whereby groups who are in conflict and who have failed to reach agreement come together once again to attempt to settle their differences. Conciliation comes before the more serious step of a strike by workers or a lockout by management is taken. A facilitator is usually useful in the conciliation process.

Negotiation: This refers to the process where mandated representatives of groups in a conflict situation come together in order to resolve their differences and to reach agreements by consensus. Negotiations usually involve compromise whereby one group may win one of their demands and give in on another. Unions and management representatives usually use negotiations to solve conflicts in workplaces. Political and community groups also use negotiation.

Mediation: This is used when negotiations fail to resolve the conflict. The parties involved often call in an independent mediator who tries to facilitate settlement of the conflict. The mediator advises the groups, acts as intermediary and suggests possible solutions to the conflict. Mediator acts as an adviser and they have no decision-making powers and cannot impose a settlement on the conflicting parties. Experienced mediators are capable to gain trust and confidence from the conflicting groups or individuals.

ARBITRATION
This refers to the appointment of an independent person to act as an adjudicator (or judge) in a dispute to decide on the terms of a settlement. Both parties in a conflict decide who the arbitrator should be, and that the decision of the arbitrator will be binding on them all.

Arbitration does not promote the continuation of collective bargaining as in mediation and negotiation. The arbitrator investigates both demands and counter-demands and takes over the role of a decision-maker. A single arbitrator or a panel of arbitrators can be employed by people or organization whom they respect and whose decision they will accept as final, in order to resolve the conflict (Ezigbo, 2011).

(iii) *The Effects of Conflict*
In general, conflict may be harmful to individuals or groups. It may have positive results. It helps define and sharpen community issues to improve decisions. It helps gain recognition for a group. It may increase bitterness, alienation and divisiveness. It may increase unity, cohesion, and solidarity within a group. It may strengthen group boundaries. It aids in the formation of a new group. It may weaken or destroy a group. It increases tension within or between groups. It may result in restructuring a group. It leads to alliances with other groups. It may disrupt normal channels of cooperation and conflict may become violent (Ezigbo, 2011).

3.1 THEORETICAL FRAMEWORK
3.1.1: Human Relations Theory
This theory was developed by Elton Mayo. The theory reveals the importance of human beings as paramount in achieving organizational performance. Human relations theory highlights the need that participation help management in integrating workers with the organization. The theory assures that managers and employees can realize goal and attain stronger commitment and satisfaction. The benefits derived by managers from participative management are conducive work environment, greater commitment, motivation, manageable workload, greater freedom to manage resources to reach objectives and greater job satisfaction (McGregor, 1960).

4.1 EMPIRICAL REVIEW
(i) Rabia, Arshad and Imran (2012) carried out a study on the impact of transformational leadership and work environment on employees' performance in Pakistan. The

objective was to determine the correlation between transformational leadership, work-environment and employees performance. The result revealed that work environment plays a mediating role in the relationship between transformational leadership and employee performance. The study concluded that employees' morale can be boosted through healthy work environment. However, the study recommended that transformational leaders should ensure that work environment is conducive for employees to achieve optimal result.

(ii) Gitahi, Maina and Joel (2015) conducted a study on effect of workplace environment on performance of bank employees in Nakuru town. The specific objective was to assess the extent to which physical workplace factors, psychosocial factors and the work life balance factors affect performance of Bank employees in Nakuru town. The population of the study was 736 non-managerial staff from which the sample of 173 was drawn. The data were analysed by descriptive statistics and multiple regression models. Findings revealed that the physical workplace factors do have a significant effect on employee performance while the psychosocial and work life balance factors were significant. The study recommended that attention should be given to the other factors that influence workplace environment: physical and work life balance.

(iii) Ali, Abdiaziz and Abdiqani (2013) conducted a research on working condition and employee productivity in the manufacturing companies in Mogadishu, Somalia. The objectives were to assess the effect of working condition (working hours and Workload) on employee's productivity and assess the nature of the relationship between working condition and employee's productivity in Mogadishu manufacturing firms. Purposive sampling was used to select one hundred and fifty (150) respondents who were workers of the selected manufacturing firms in Mogadishu. The result revealed that there was a positive relationship between working condition and employee productivity and working hours and workload result to high level of employee productivity. The study concluded that working environment significantly promote organizational performance. However, the study recommended that organisations should make their work environment friendly and healthy for maximum performance.

5.1 METHODOLOGY

5.1.1: Research Design: The study adopted the survey design and interview of employees in university of Nigeria and Enugu State University of Science and Technology. The survey is usually used for descriptive and exploratory research. The survey design collects quantitative data that can be analysed using descriptive and inferential statistics. It involves the use of questionnaire that is administered to a particular sample. The questionnaire was structured and written in a simple language that reduces ambiguity. Secondary data were obtained from books, journals and internet.

5.1.2: Sampling: The target population consists of one hundred and ten employees of academic and non academic category of the University of Nigeria and Enugu State University of Science and Technology which were purposely selected and considered suitable as sample. The sampled data were analysed by ordinal logistic regression technique and Spearman's Bivariate Rank Correlation at five percent (5%) level of significance. The analyses of data were carried out on SPSS (v.20). Opinion of experts from the academia were sought to ensure face and content validity of the instrument. The interview provided fresh information for possible conclusion.

Table 1. How Workplace Motivation affects Employee Productivity

S/N	Options	Yes in Number	Percent	No in Number	Percent	Total in Number	Total in Percent
	Assess how workplace motivation affects employee productivity						
(i)	Motivation is an integral aspect of performance and productivity.	108	98.2	02	1.8	110	100
(ii)	Employees are motivated to enhance productivity when they have variety of tasks and have the freedom and knowledge to structure the work.	85	77.3	25	22.7	110	100
(iii)	Employees are not motivated to enhance productivity when they have variety of tasks and have the freedom and knowledge to do the work.	40	36.4	70	63.6	110	100
(iv)	Employee job satisfaction may not increase productivity.	33	30	77	70	110	100

Source: Field Survey, 2018.

6.1 : RESULTS

H₁: Workplace motivation positively affects employee productivity

The responses obtained from assessing how workplace motivation affects employee productivity reveals that 108 (98.2%) of the respondents indicated yes that Motivation is an integral aspect of performance and productivity; 85 (77.3%) of the respondents indicated yes that Employees are motivated to enhance productivity when they have variety of tasks and have the freedom and knowledge to structure the work; 40 (36.4%) of the respondents indicated yes that employees are not motivated to enhance productivity when they have variety of tasks and have the freedom and knowledge to do the work and 33(30%) of the respondents indicated yes that employee job satisfaction may not increase productivity. However, 02, 25, 70 and 77 respondents respectively (1.8%, 22.7%, 63.6% and 70%) had a contrary opinion.

Table 2. Ordinal Logistic Regression Parameter Estimates

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Emplo_Prod=3]	10.003	3.524	1.662	1	.000	10.003	11.913
Location	[Wplace_Motiv=69]	7.846	13.107	3.891	1	.022	7.846	9.126

Link function: Logit. Emplo_Prod = Employee Productivity, Wplace_Motiv = Workplace Motivation

The (OLR) result as shown in table (2) shows that workplace motivation positively affects employee productivity with an increase in the odds of increased productivity at an odds ratio of 7.846 (95% CI, 7.846 to 9.126), Wald $\chi^2(1) = 3.891$, p = 0.022 < 0.05. Therefore, the alternate hypothesis which states that workplace motivation positively affects employee productivity is hereby accepted and the null hypothesis rejected

Table 2. The Workplace Norms that influence Employee Behaviour

S/N	Options	Yes in Number	Percent	No in Number	Percent	Total in Number	Total in Percent
	Ascertain the workplace norms that influence employee behavior						
(i)	Ambition, loyalty, work ethics are workplace norms that influence employee behavior	65	59.1	45	40.9	110	100
(ii)	Loyalty is expected by leaders from their subordinates to respect them and carry out their instructions	108	98.2	02	1.8	110	100
(iii)	Employees are expected to have ambition to improve their skills and enhance their status.	104	94.5	06	5.5	110	100
(iv)	The prevailing work ethics, such as work hard, come early, be busy are workplace norms.	105	95.5	05	4.5	110	100

Source: Field Survey, 2018

H₂: Ambition, loyalty, work ethics and approachability are workplace norms that influence employee behavior

The responses obtained from assessing the workplace norms that influence employee behaviour reveals that 65 (59.1%) of the respondents indicated yes that ambition, loyalty, work ethics are workplace norms that influence employee behaviour; 108 (98.2%) of the respondents indicated yes that Loyalty is expected by leaders from their subordinates to respect them and carry out their instructions; 104 (94.5%) of the respondents indicated yes that employees are expected to have ambition to improve their skills and enhance their status and 105 (95.5%) of the respondents indicated yes that the prevailing work ethics, such as work hard, come early, be busy are the workplace norms. However, (45, 02, 06 and 05) respondents respectively (40.9%, 1.8%, 5.5% and 4.5%) had a contrary opinion.

Table 4. Ordinal Logistic Regression Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Employee_Behaviour=25]	4.903	20.698	2.159	3	.042	4.903	5.315
Location	[Loyalty=31]	11.637	13.501	4.009	3	.000	11.637	13.740
	[Ambition=7]	9.491	18.724	6.182	3	.011	9.491	10.616
	[Work_Ethics=58]	8.095	11.399	5.891	3	.013	8.095	9.202

Link function: Logit.

The result in as presented in Table (4) shows that loyalty, ambition and work ethics are workplace norms that influence employee behaviour at odds ratios of 11.637, 9.491, 8.095 (95% CI, 11.637 to 13.740, 9.491 to 10.616 and 8.095 to 9.202), Wald $\chi^2 (1)$ = 4.009, 6.182, 5.891; p = 0.000, 0.011, 013 < 0.05. Therefore, the alternate hypothesis which states that loyalty, ambition and work ethics are workplace norms that influence employee behavior is accepted and the null hypothesis rejected

Table 3. The Extent of the Relationship between Workplace Environment and Employee Commitment

S/N	Options	Yes in Number	Percent	No in Number	Percent	Total in Number	Total in Percent
	Assess the extent of the relationship between workplace environment and employee commitment						
	Suitable workplace furniture ensures employee commitment.	82	74.5	28	25.5	110	100
	Good ventilated office with adequate lighting enhances employee commitment.	96	87.3	14	12.7	110	100
	Noiseless or noise free environment enhances employee commitment .	94	85.5	16	14.5	110	100
	Positive relationship could exist between workplace environment and employee commitment.	104	94.5	06	5.5	110	100

Source: Field Survey, 2018

H₃: There is a positive and significant relationship between workplace environment and employee commitment

The responses obtained from assessing the extent to which workplace environment affects employee commitment reveals 82 (74.5%) of the respondents indicated yes that suitable workplace furniture ensures employee commitment; 96 (87.3%) of the respondents indicated yes that Good

ventilated office with adequate lighting enhances employee commitment. 94 (85.5%) of the respondents indicated yes that Noiseless or noise free environment enhances employee commitment and 104(94.5%) of the respondents indicated yes that Positive relationship could exist between workplace environment and employee commitment. However (28, 14, 16 and 06) respondents respectively (25.5%, 12.7%, 14.5% and 5.5%) had a contrary opinion.

Table 4. Correlation

		Employee_Commitment	Workplace_Environment
Employee_Commitment	Spearman's rho	1	.905[*]
	Sig. (1-tailed)	.	.000
	N	110	110
Workplace_Environment	Spearman's rho	.905[*]	1
	Sig. (1-tailed)	.000	.
	N	110	110

*. Correlation is significant at the 0.05 level (1-tailed).

The result shows that there is a positive and significant relationship between workplace environment and employee commitment r (110) =.905[*], p = 0.000 < 0.05. Therefore, the alternate hypothesis which states that there is a positive and significant relationship between workplace environment and employee commitment is hereby accepted and the null hypothesis rejected.

7.1 DISCUSSION OF RESULTS

The study assesses how workplace motivation affects employee productivity. The result from the ordinal logistic regression revealed that workplace motivation positively affects employee productivity ($\beta = 7.846$, P = 0.022 < 0.05). Brenner (2004) posits that organizations in order to boost productivity design work environment in a way that satisfies employees.

The study examined the workplace norms that influence employee behavior. The result from the ordinal logistic regression revealed that loyalty, ambition and work ethics are workplace norms that influence employee behavior (β = 11.637, 9.491, 8.095, P = 0.000, 0.011, 0.013 < 0.05).

The study assesses the extent of the relationship between workplace environment and employee commitment. The result from the ordinal logistic regression revealed that there is a positive and significant relationship between workplace environment and employee commitment (r = .905, P = 0.000 < 0.05). A workplace environment of an employee determines the quality of work and productivity level in the organization (www.businessperform.com).

7.2 CONCLUSION

Managers have realized the importance of healthy work environment towards producing positive employee performance. Organizations have realised that healthy work environment is necessary for optimal job performance. The workplace environment can positively or negatively affects employee motivation, morale, productivity and commitment. The workplace environment also influences the level of innovation, error rate, absenteeism and collaboration with other employees. Organizations should make their work environment attractive and supportive so as to boost morale of the employees to enhance performance.

It is not easy to eliminate conflict from the workplace, however, developing clear guidelines for role functions, promotion process and schedule of operation can reduce conflicts and create a peaceful environment. Organisations should motivate employees to maximize productivity through interesting work, opportunity to advance knowledge, adequate information, relevant authority, sufficient help and equipment, healthy work environment, clearly defined responsibilities, adequate pay, etc.

Managers should encourage communication with employees to enable them make suggestions to improve conditions and work (Chandrasekar, 2011).

Limitation of the Study

The use of non - parametric statistical tools depends on the choice of primary data obtained from questionnaire (ordinal or nominal data) which represent peoples' opinion and could not predict future outcome of events. However, future researches can be conducted on

(i) Workplace Motivation Effects on Employee Productivity
(ii) Workplace Norms Effects on Employee Performance

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