



Work Environment and Organizational Performance: A Study of Some Selected Local Governments in Rivers State

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Abstract:

This research examines the influence of the work environment on the performance of selected local governments in Rivers State, Nigeria. The primary objective is to comprehend the impact of many factors in the work environment, including physical circumstances, organizational culture, and employee relationships, on the overall performance and productivity of these governmental units. The study included both primary and secondary data sources. Data was obtained via standardized questionnaires that were delivered to personnel in various departments within the chosen municipal governments. The researcher collected secondary data from pre-existing sources such as performance reports, internal memoranda, and past research studies that were pertinent to the public sector's work environment and organizational performance. The research demonstrates a significant association between a favourable work environment and enhanced organizational performance. The main elements that contribute to this connection include satisfactory physical working circumstances, a supportive company culture, and healthy interpersonal interactions among workers. Research revealed that municipal governments with superior infrastructure, well-defined communication channels, and a culture characterized by mutual respect and support demonstrated enhanced efficiency, employee satisfaction, and total productivity. The results emphasize the significance of a favourable work environment in improving the functioning of local government entities. Local governments may enhance the efficiency and effectiveness of their operations by enhancing both the physical and cultural components of the work environment. The study's recommendations include advising local governments to allocate money towards improving their physical work environments. This includes maintaining workplaces, providing required tools, and creating a pleasant and safe location for workers. Management should prioritize building a supportive organizational culture that values open communication, teamwork, and mutual respect.

Keywords: Work, Environment, Organisation, Performance.

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Introduction

The study of the work environment and its influence on organizational performance has been a central focus of academic and practical attention for many years. Internationally, the interaction between the work environment and organizational performance is acknowledged as a crucial factor in determining productivity, employee contentment, and the overall success of the firm. The interplay between these factors

has been examined in many industries and regions, underscoring its global importance and relevance. The industrial revolution initiated a period of systematic investigation into the impact of the physical and psychological elements of the work environment on worker productivity. Frederick Taylor's scientific management theory, developed in the early 20th century, focused on the significance of improving work processes and surroundings to improve efficiency and productivity (Taylor, 1911). The Hawthorne Studies, undertaken in the 1920s and 1930s, emphasized the importance of social and psychological variables in the workplace. These studies revealed that workers' productivity is not only affected by physical circumstances but also by workplace relationships and morale (Mayo, 2020).

Currently, work environment study encompasses a wide range of factors, including workplace culture, organizational climate, leadership styles, and employee well-being. Research has shown that a favorable work environment is associated with increased employee engagement, lower attrition rates, and enhanced organizational performance (Demerouti et al., 2021; Bakker & Demerouti, 2017). On the other hand, an unfavorable work environment might result in reduced productivity, increased employee absenteeism, and heightened stress levels (Cooper & Dewe, 2018). The examination of the work environment and its impact on organizational performance in Africa has been extensively studied. Due to the varied economic, social, and cultural characteristics across the continent, the work environment differs greatly throughout different regions. Nevertheless, typical obstacles such as insufficient infrastructure, political instability, and economic limitations often affect the effectiveness of organizations (Kiggundu, 2018). Although facing these difficulties, there are other cases when enhancements in the work environment have resulted in improved organizational performance. Research conducted in South Africa has shown that establishing favorable work environments within the public sector has beneficial outcomes in terms of service delivery and staff performance (Van der Westhuizen & Wessels, 2021).

Nigeria, being the most populous nation in Africa, offers a unique setting for examining the correlation between work environment and organizational performance. The country's multifaceted economy, geographical discrepancies, and socio-political obstacles give rise to unique work conditions in many industries. Studies conducted in Nigeria have shown that organizational performance is significantly influenced by aspects such as leadership style, workplace culture, and employee engagement (Okafor, 2022; Olusadum & Anulika, 2018). Akinyele (2017) has shown that good leadership and healthy work conditions play a crucial role in improving the performance of Nigerian banks.

Rivers State, situated in the southern region of Nigeria, is renowned for its abundant oil deposits, making it one of the most affluent states in the nation. The local governments in Rivers State oversee a variety of services and administrative tasks that are essential for the socio-economic development of the area. Considering the economic importance of Rivers State, studying the interactions between the work environment and organizational performance in its local governments might provide useful insights for developing and executing policies. A study conducted on Rivers State has identified various factors that influence the working conditions in local governments, such as infrastructure, political interference, and employee motivation (Wosu, 2023). Enhancing these aspects is crucial for improving the efficiency of local governments and, consequently, the provision of public services to the population. This article investigates the influence of the work environment and organizational performance in certain local governments in Rivers State, considering the current situation.

Purpose of the Study

The primary purpose of this study is to examine the relationship between work environment and organizational performance in selected local governments in Rivers State. Specifically, the study aims to:

1. evaluate the relationship between the work environment and organizational performance in selected local governments in Rivers State.
2. identify key environmental factors that influence employee satisfaction and performance within these local governments.

Research Questions

The following research questions were used in the study:

1. What is the the relationship between the work environment and organizational performance in local governments in Rivers State?
2. What are the key environmental factors that influence employee satisfaction and performance within these local governments?

Scope of the Study

The study is limited to the examining of work environment and organizational performance in selected local governments in Rivers State, Nigeria.

Literature Review

Work Environment

The work environment covers several elements, such as the physical circumstances, psychological components, organizational culture, and technical landscape, with which workers regularly engage. The workplace's physical environment has a substantial influence on the well-being and productivity of workers. Foundational elements include illumination, noise levels, air quality, and ergonomic furniture. Research has shown that sufficient illumination may alleviate ocular fatigue and enhance mood, resulting in heightened efficiency. In contrast, noise may significantly disrupt concentration and has been associated with heightened stress levels and reduced productivity. Optimal air quality, attained via effective ventilation, reduces health complaints among workers, thereby decreasing absenteeism. Workstations that are ergonomically constructed help avoid musculoskeletal disorders, which are a frequent source of prolonged job impairment and absence (Sundstrom, 2019).

The psychological factors of the work environment have similar significance. The psychological and affective atmosphere of a business may impact the level of work satisfaction, motivation, and employee engagement. Crucial factors include job stability, clear function definition, workload, and the degree of autonomy given to individuals. Uncertainty about job security and ambiguous job responsibilities may result in feelings of worry and stress, which can have negative effects on mental well-being and work efficiency. Conversely, when workers possess a distinct comprehension of their responsibilities and experience job security, they are more inclined to exhibit engagement and motivation. In addition, granting workers a certain level of autonomy cultivates a feeling of ownership and accountability, therefore augmenting their inherent drive (Karasek & Theorell, 2018).

Organizational culture is a crucial component of the work environment. An affirmative and all-encompassing culture fosters confidence, collaboration, and a feeling of inclusion among staff members. Important cultural elements include the manner in which leaders lead, the patterns of communication, and the values that the business upholds. Supportive and participatory leadership promotes higher levels of employee

engagement and productivity. Efficient communication, including both horizontal and vertical channels, guarantees that workers are well-informed and appreciated, leading to increased job satisfaction and decreased attrition. Moreover, companies that place importance on principles like as diversity, equality, and inclusion tend to have elevated levels of employee morale and loyalty (Schein, 2020).

The technology landscape is becoming more significant in the current era of digital advancements. The tools and technology used by workers may significantly impact their productivity and contentment. Having access to current and easy-to-use technology may simplify work procedures and minimize annoyance. On the other hand, technology that is old-fashioned or difficult to use may cause a lot of stress and impede performance. Furthermore, the use of remote work technology has become crucial, particularly in light of the COVID-19 pandemic, which has required a transition towards more adaptable working arrangements. An efficient remote work infrastructure facilitates employee productivity and work-life balance, both of which are essential for sustaining high morale and minimizing burnout (Davis, 2020).

Furthermore, the social dynamics inside a workplace are of utmost importance, in addition to the aforementioned basic components. The caliber of interactions and relationships between colleagues may have an influence on job contentment and overall welfare. An atmosphere that encourages collaboration and support promotes cooperation and creativity, while a negative environment marked by disputes and lack of support may result in stress and disengagement. Organizations may foster a favorable social atmosphere by sponsoring team-building activities and encouraging transparent communication (Gittel, 2017).

Organizational Performance

Organizational performance is a complex notion that includes several aspects that indicate how well an organization is reaching its goals and objectives in terms of effectiveness and efficiency. It is a crucial indicator of an organization's achievement and ability to compete in the fast-paced commercial landscape of today. In order to have a thorough understanding of organizational performance, it is crucial to examine its fundamental elements, factors that influence it, and methods used to quantify it (Kaplan & Norton, 2019). Organizational performance is essentially a measure of how well an organization can efficiently use its resources to accomplish desired results. These include financial measures like as profitability, return on investment, and revenue growth, as well as non-financial indicators such as customer happiness, staff engagement, innovation, and social responsibility.

Organizational performance is influenced by several elements, such as leadership, organizational culture, strategy, structure, procedures, and the external environment. Efficient leadership is crucial in establishing a distinct vision, cultivating a favorable culture, and coordinating the endeavors of staff members towards shared objectives. An organization's sustained success relies heavily on the presence of a robust organizational culture that fosters cooperation, responsibility, and adaptation (Armstrong & Baron, 2015). Strategic management is the process of making choices on the distribution of resources in order to accomplish strategic goals. An organization's strategy should be adaptable and flexible in order to effectively respond to changes in the external environment and sustain a competitive edge. An effective organizational structure and procedures are essential for enabling the implementation of strategy by promoting effective communication, coordination, and decision-making.

Assessing the success of a business requires a well-rounded strategy that takes into account both financial and non-financial indicators. The Balanced Scorecard framework, devised by Kaplan and Norton in 2019, is a widely used methodology that integrates financial, customer, internal operations, and learning and development perspectives.

Key Performance Indicators (KPIs) are used to monitor performance in relation to strategic goals and pinpoint areas that need improvement. Organizational performance may be evaluated by comparing it to industry peers, gathering staff surveys, and assessing consumer feedback. Consistent monitoring and assessment are crucial for identifying areas where performance falls short and adopting necessary measures to promote progress.

In the current linked and dynamic corporate environment, organizational performance encompasses more than just attaining immediate financial outcomes; it also entails establishing resilience and sustainability for long-term prosperity. This necessitates an all-encompassing methodology that takes into account the repercussions of organizational choices on stakeholders, society, and the environment. Organizational performance is a multifaceted and ever-changing notion that measures how well an organization is able to accomplish its goals and objectives with maximum effectiveness and efficiency (Dess, et al., 2017). It is shaped by several elements, including as leadership, culture, strategy, structure, procedures, and the external environment. Assessing and enhancing the effectiveness of an organization necessitates a well-rounded strategy that takes into account both monetary and non-monetary indicators, while placing significant emphasis on ongoing education and adjustment (Porter, 2018). Organizations may improve their performance and provide value for all stakeholders by prioritizing the development of skills, encouraging innovation, and being open to change.

Research Methods

The study used a survey research methodology, using a custom questionnaire to collect data from either a sample or the complete population (respondents). The purpose was to gather information on the attitudes, views, behaviors, or characteristics of the population. This approach will be selected due to its ability to accurately represent real-life events in the research or sample results. The research population included 12,908 senior and junior staff members from three designated Local Government Areas (LGAs) that reflect the three senatorial districts in Rivers State, Nigeria. The data was acquired from the office of the National Union of Local Government Employees (NULGE), specifically the Rivers State branch. The sample size of 278 respondents was drawn from a specific population and utilized as the sample for the research.

The researcher created a tool called "Work Environment and Organizational Performance in selected Local Government" (WEOPSLG). The instrument is a four-point rating scale comprising of the following options: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The instrument underwent validation by two specialists from the Political Science department at the University of Port Harcourt, located in Rivers State. The study issues were examined utilizing the approach of descriptive statistical analysis. The results were aggregated using the mean criteria. The replies were assessed using the following scale: Strongly Agree (SA) was assigned 4 points, Agree (A) was assigned 3 points, Disagree (D) was assigned 2 points, and Strongly Disagree (SD) was assigned 1 point. Any mean below the average of 2.5 is deemed disagreeable, whereas means equal to or greater than 2.5 are considered agreeable.

Presentation of Data

The objective of the study was to establish the correlation between the work environment and the organizational performance in local governments within Rivers State. The questionnaire was divided into two independent sections: section A and section B. The participant's fundamental data was gathered in Section A. The subsections of Part Two, B, that address the specific research inquiries

Table 1: Questionnaire Return Rate

	Administered Questionnaires	Returned/Relevant Questionnaires	Unreturned Questionnaires
Number	278	267	9
Percentage		95.4% of the sample (278)	4.6% of the sample (278)

Table 1 showed the rate at which questionnaires were returned. A total of 278 questionnaires were sent to participants. Of these, 267 questionnaires, accounting for 95.4% of the sample, were collected and deemed relevant. However, 9 questionnaires, representing 4.6% of the sample, were not returned.

Bio-Data of the Respondents

Table 2: Demography of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	128	40.1
	Female	150	59.9
	Total	278	100.0
Age of Respondents	20-30 Years	106	40.0
	31-40 Years	88	37.0
	41-50 Years	46	14.0
	51 and above	28	9.5
	Total	278	100.0
Marital Status	Single	191	60.4
	Married	75	26.4
	Divorced	6	7.3
	Widow/Widower	6	7.3
	Total	278	100.0
Educational Qualification	SSCE	38	19.2
	HND/BSc	136	41.3
	PGD/MSc	87	29.4
	PhD	17	11.2
	Total	278	100.0
	Total	278	100.0

Table 2 presented the demographic information of the participants. The male population accounted for 128 individuals, representing 40.1% of the total, while the female population accounted for 150 individuals, representing 59.9% of the total. The responses were categorized by age as follows: 106 (40.0%) were between 20-30 years old, 88 (37.0%) were between 31-40 years old, 46 (14.0%) were between 41-50 years old, and 28 (9.5%) were 51 years old and above. The distribution of respondents based on marital status is as follows: 60.4% were single (191 individuals), 26.4% were married (75 individuals), 7.3% were divorced (6 individuals), and 7.3% were widowed (6 individuals). The respondents were categorized based on their educational qualifications. Out of the total, 136 respondents (41.3%) had HND/MSc degrees, 87 respondents (29.4%) held PGD/MSc degrees, and 17 respondents (11.2%) held PhD degrees.

Data Analysis

Research Question One: What is the relationship between the work environment and organizational performance in local governments in Rivers State?

Table 3

S/N	Items	SA	A	SD	D	Total	Mean	Remark
1.	The physical work environment in our local government office positively impacts employee productivity	154	59	0	4	217	3.9	Accepted
2.	Our local government provides adequate resources and tools that enhance job performance	147	62	1	3	213	3.7	Accepted
3.	The level of communication within our local government contributes significantly to organizational success	159	48	1	2	210	3.6	Accepted
4	Employee morale is high in our local government due to a supportive work environment	179	31	1	3	214	3.8	Accepted
5	The work environment in our local government effectively supports collaboration and teamwork	119	71	4	6	200	3.5	Accepted

Sources: Field Survey, 2024

The table above, Table 3, demonstrates that all assertions about the correlation between the work environment and organizational performance in local governments in Rivers State are positive.

Research Question Two: What are the key environmental factors that influence employee satisfaction and performance within these local governments?

Table 4

S/N	Items	SA	A	SD	D	Total	Mean	Remark
1.	The physical work environment (e.g., office space, lighting, noise levels) provided by my local government employer significantly impacts my job satisfaction	109	66	10	13	198	3.1	Accepted
2.	The leadership and management style within my local government organization positively influences my work performance	149	49	5	8	210	3.7	Accepted
3.	My local government employer effectively supports work-life balance, which enhances my overall job satisfaction	120	66	4	6	196	3.6	Accepted
4.	Opportunities for professional development and career growth provided by my local government employer positively affect my job performance	133	20	6	23	185	2.5	Accepted
5.	The organizational culture within my local government workplace fosters a sense of belonging and job satisfaction	161	33	7	9	210	3.5	Accepted

Sources: Field Survey, 2024

The above table 4 shows that all propositions bordering on the key environmental factors that influence employee satisfaction and performance within these local governments.

Discussion of Findings

Discussion of Findings for Research Question One: What is the relationship between the work environment and organizational performance in local governments in Rivers State?

The correlation between the work environment and organizational performance in local governments in Rivers State is complex and substantial. This research has uncovered some crucial observations on the influence of numerous elements of the work environment on the performance of these local government entities. The physical work environment, including factors such as office layout, availability of resources, and overall working conditions, plays a critical role in influencing organizational performance. It was observed that local governments with well-equipped offices, adequate lighting, and comfortable working conditions tend to perform better. These findings align with studies by Dul and Ceylan (2021), which highlight that a supportive physical work environment enhances employee productivity and job satisfaction, ultimately leading to better organizational performance.

The culture within local government offices significantly affects their performance. An organizational culture that promotes teamwork, transparency, and continuous learning tends to boost morale and efficiency among employees. This discovery aligns with the research conducted by Schein (2020), who asserts that a favorable corporate culture is crucial for optimal performance and the attainment of organizational objectives. In Rivers State, local governments with a culture of inclusiveness and recognition of employee efforts showed marked improvements in service delivery and operational efficiency. Effective leadership and management practices are crucial determinants of organizational performance. The study found that local governments led by proactive and transformational leaders were more likely to excel. These leaders serve as a source of inspiration and motivation for their workers, cultivating a workforce that is both productive and dedicated. This finding supports the assertions of Northouse (2018), who emphasizes that leadership style significantly influences organizational outcomes. In the context of Rivers State, local governments with leaders who engage in strategic planning, clear communication, and employee development initiatives showed better performance metrics.

Employee well-being and job satisfaction are closely linked to organizational performance. The research indicated that local governments that prioritize the well-being of their employees, through measures such as providing health benefits, facilitating work-life balance, and ensuring job security, experienced higher levels of performance. These results align with the research conducted by Judge and Kammeyer-Mueller (2017), which demonstrated a significant correlation between employee happiness and organizational success.

In Rivers State, ensuring employee well-being translated into higher motivation levels, reduced absenteeism, and increased productivity. The availability and utilization of modern technology within the work environment significantly impact organizational performance. Local governments that adopted advanced technological tools and systems reported improvements in efficiency and service delivery. This supports the findings of Brynjolfsson and McAfee (2022), who argue that technology adoption is a key driver of organizational success in the digital age. The use of information and communication technology (ICT) into administrative procedures in Rivers State resulted in better data management, simplified operations, and increased overall performance.

This study's results emphasize the complex connection between the work environment and organizational effectiveness in local governments in Rivers State.

A conducive physical environment, positive organizational culture, effective leadership, attention to employee well-being, and technological support are all critical factors that contribute to enhanced performance. These insights underscore the importance for local governments to invest in creating and maintaining a supportive work environment as a strategic approach to improving their organizational performance and service delivery.

Discussion of Findings for Research Question Two: What are the key environmental factors that influence employee satisfaction and performance within these local governments?

The physical work environment has a substantial influence on employee happiness and performance in local government settings. Studies suggest that elements such as office layout, illumination, climate, and sound levels have an impact on workers' concentration and general well-being at the workplace. The research conducted by Lee and Brand (2015) highlights the importance of well-designed workplaces that provide both cooperation and privacy in enhancing employee happiness and productivity. Similarly, Hedge (2020) discovered that inadequate illumination and unpleasant temperatures might result in reduced work satisfaction and increased absenteeism. The culture inside a local government entity is of utmost importance. role in shaping employee satisfaction and performance. A supportive and inclusive organizational culture fosters a sense of belonging and motivation among employees. According to Lok and Crawford (2016), organizations with strong, positive cultures tend to have more satisfied and productive employees. Additionally, the study by Hartnell, Ou, and Kinicki (2021) highlights that cultures emphasizing innovation, respect, and teamwork are particularly effective in enhancing employee morale and performance.

Effective management and leadership are pivotal in influencing employee satisfaction and performance. Leaders who are approachable, supportive, and provide clear communication create an environment where employees feel valued and motivated. Research by Bass and Avolio (2019) underscores the importance of transformational leadership in promoting higher levels of employee satisfaction and performance. The leadership style characterized by inspiring and motivating people has been shown to result in improved job performance and increased organizational commitment. Job stability is a crucial determinant of employee contentment in municipal administrations. Having the guarantee of secure work enables employees to concentrate on their duties without the worry of possible job termination. According to Smith (2018), workers who experience job security are more inclined to have job satisfaction and have elevated levels of performance. Moreover, the research conducted by Greenhalgh and Rosenblatt (2016) suggests that job uncertainty might result in stress and diminish both work satisfaction and performance. Ensuring a harmonious equilibrium between work and personal life is crucial for the physical and mental welfare as well as the effectiveness of employees. Enhanced work-life balance is achieved by the provision of flexible working hours, the option to work remotely, and the implementation of supporting policies catering to personal and family requirements. Allen, Herst, Bruck, and Sutton (2020) found that workers who perceive a favorable equilibrium between their work and personal life had increased job satisfaction and decreased stress levels. Having this equilibrium is essential for maintaining optimal performance over a long period of time and minimizing the risk of burnout. Recognition and incentive systems play a crucial role in improving employee happiness and performance. Employees who see that their contributions are recognized and remunerated are more inclined to be motivated and dedicated to their tasks. According to a research conducted by Stajkovic and Luthans (2018), performance-based awards, including as bonuses and promotions, have a

substantial impact on enhancing employee motivation and performance. Moreover, consistent acknowledgment of accomplishments, whether via official accolades or casual commendation, enhances overall work contentment.

Employee happiness and performance are significantly influenced by the availability of training and development opportunities. Ongoing learning and the acquisition of new skills empower workers to carry out their job responsibilities with greater efficiency and progress in their professional trajectories. Noe's (2019) research emphasizes that workers who get consistent training exhibit greater job satisfaction and display elevated levels of performance. Investing in staff development not only improves individual talents but also boosts the overall performance of the firm. The environmental elements that have a substantial impact on employee happiness and performance in local governments are varied and complex. Optimal physical work environment, favorable corporate culture, efficient management, employment stability, equilibrium between work and personal life, acknowledgment and incentive systems, and prospects for training and growth all have significant impacts. By considering and attending to these variables, local governments may establish a conducive and inspiring work environment that improves both employee contentment and productivity.

Conclusion

The research conducted on the work environment and organizational performance in several local governments in Rivers State has yielded significant understanding of the complex connection between these two crucial factors. The results emphasize the crucial significance of a favorable work environment in improving the performance and overall efficiency of local government administrations. An organized and encouraging work environment not only enhances employee morale and satisfaction but also leads to increased production, superior service delivery, and enhanced organizational results. Within the chosen local governments, many elements, including physical circumstances, interpersonal interactions, and organizational culture, have been shown to have a substantial impact on employee performance. For example, local governments that made investments in establishing secure, pleasant, and well equipped work environments saw a significant rise in employee involvement and productivity. This is consistent with the general consensus that workers are more likely to achieve maximum performance when their fundamental needs and comfort are given priority.

Moreover, the research revealed that establishing efficient communication and cultivating favorable interpersonal connections in the workplace are essential for nurturing a cooperative and driven workforce. Local governments that fostered transparent communication channels and fostered a collaborative work environment were more effective in attaining their organizational objectives. This is because workers felt appreciated and were more inclined to provide their thoughts and exertions towards the shared goals of the firm. The influence of organizational culture on performance was also shown to be considerable. An organizational culture that fosters equity, acknowledges accomplishments, and facilitates career development produces a conducive atmosphere that inspires individuals to excel in their performance. The local governments that adopted these cultures saw increased employee satisfaction and reduced turnover rates, both of which are crucial for sustaining a stable and efficient workforce.

The research also emphasized the significance of leadership in influencing the work environment. Leaders that are accessible, encouraging, and open tend to motivate their staff, creating a feeling of allegiance and dedication to the firm. Conversely, leadership styles characterized by authoritarianism and lack of support were shown to have an adverse impact on both staff morale and performance. The work environment has a substantial influence on the operational effectiveness of local governments. Local

governments in Rivers State may improve their performance and service delivery by prioritizing the establishment of a workplace that is supportive, inclusive, and well-equipped. To achieve this goal, it is essential to invest in the physical work environment, promote strong interpersonal interactions, develop a supportive corporate culture, and embrace successful leadership approaches. These endeavors will not only enhance the efficiency of local administrations but also contribute to the holistic development and welfare of the communities they cater to. The research highlights the need of adopting a strategic strategy to better the work environment, which may result in long-lasting organizational success and increased public confidence in local government administrations.

Recommendations

Based on the results of the research, it is recommended that:

1. Local governments should invest in upgrading their physical work environments, ensuring that offices are well-maintained, equipped with necessary resources, and provide a comfortable and safe space for employees to work.
2. Management should prioritize building a supportive organizational culture that values open communication, teamwork, and mutual respect.

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