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## Impact of Organisational Environment on Worker's Behaviour

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### Abstract

This work studied the impact of organisational Environment on worker's behavior in university of Nigeria, Enugu Campus. The specific objective is to establish the outcome of external environment on employees' efficiency and to assess the result of organizational Culture on employee's competency. The researcher sourced the data through primary sources which consist of questionnaire while secondary sources were gotten from journals, textbooks and internet. Descriptive Survey design was employed. The population of the study was 295 and the sample size is 170 using Taro Yamene statistical tool. Hypotheses were tested with Regression analysis estimated using t-test. Findings reveals that External environment has negative and non-significant effect on employee's efficiency, this is confirmed with ( $\beta = -0.216$ ;  $t\text{-cal} = -1.793$ ;  $p = 0.075$ ). Organisational Culture has substantial effect on employee's competency, this is confirmed with ( $\beta = 1.004$ ,  $t\text{-cal} = 21.393$ ,  $p = 0.000$ ). As a result, the researcher suggests that businesses improve working conditions to ensure that the office atmosphere is comfortable enough to enhance employee performance. Improving the working atmosphere will increase employee performance. When the work environmental supports are sound, employees are better equipped to do what is expected of them. Through this, they will achieve organizational goals. Employee performance ought to be given serious attention by the University Institutions. Because the work environment has such a strong influence on employee performance; companies should devote all of their resources to ensuring that the work environment is conducive to their employees' success. The management should remember to give benefits to workers who are eligible to it; it will encourage the workers to take their job as important as possible. The management should also devolve authority and learn to listen to the opinions of their employees because this fosters a friendly relationship.

**Keywords:** Organisational Environment, Worker's Behaviour, Organisational Culture, External Environment, Organisational Efficiency.

### 1. Introduction

Organizations should not be an island; hence, they exist not in a void but rather in a state of constant interaction with entities in their surroundings (Ajala, 2012; Chandrasekar (2011)). These entities take many forms; individuals or other organizations, such as competitors, suppliers, government agencies, or consumer groups, could be involved. Organizational environment refers to common perceptions regarding policies, activities, and organizational instructions honored, supported and expected by an organization. The uniformity of the environment is usually emphasized in earlier studies on the relationship between organizational environment and people, and the organizational environment is generally defined as a manner of dealing with people. This form of research, in general, anticipates a specific setting. In recent times, research has led to the definition of organizational environment kinds and aspects. This classification emphasizes on certain aspects of the environment Ali and Haider (2012). Organization started before the evolution of *Homo sapiens*. The division of labour (job specialization) may have been responsible for commencing the human conquest of nature and distinguishing humans from other animal species, along with tools, a more complex brain structure, and verbal communication. (Ashton-James & Ashkanasy, 2005). Work was limited to modest duties requiring the most

fundamental of human needs: food, child care, and shelter in the early phases of human society. When certain individuals demonstrated expertise in specific occupations, such as hunting animals or gathering plants for food, a division of labor was most likely formed. Prehistoric peoples could arrange foraging, hunting, and, later, cultivation as a means of increasing food supply. Prehistoric peoples were able to arrange foraging, hunting, and eventually agriculture as a means of expanding food supply. There was little excess for exchange because of the erratic availability of food, and there were limited contacts with groups in different locations that might have specialized in procuring different commodities. (Briner, 2000).

In order to encourage good behavior among employees in any organization, optimal work enhancement is required, which is capable of utilizing the potential of human resources owned by employees in order to set organizational goals that will contribute positively to the organization's growth and development. Furthermore, the company must consider a variety of issues that may influence employee behavior. (Chandan, 2009).

It is important to recognize that any organization's work environment is made up of three sub-environments: technological, human, and organizational. The technical environment consists of tools, equipment, infrastructure, and other technical elements; the human environment consists of peers and colleagues with whom employees interact, teams and work groups, interactions, leadership, and management; and the organizational environment consists of systems, procedures, practices, values, and philosophies (Boles, Pelletier, & Lynch, 2004). An organization's work environment can also be divided into internal and external work environments. Employee behavior is influenced by the sum of these settings. Most people spend half of their life indoors, which has a significant impact on their mental health, actions, abilities, and performance (Chevalier, 2004; Nanzushi, 2015). A better workplace atmosphere is thought to result in better outcomes and higher performance. Employees will be more motivated and their behavior will improve as the physical environment of the office improves.

People's behavior attitudes at work might be influenced by the setting in which they are forced to work. This can have an impact on employee performance as well as their health and well-being. The essential factors are divided into two categories: those that are influenced by procedures, protocols, and management needs, and those that are influenced by the design of the premises, office, or factory. The formulation of organizational plans, such as the allocation of responsibilities at all levels of the organization, the defining of job descriptions, and the degree of access to management and administrative assistance required to perform their jobs, are all management-driven elements. Working hours, shift work,

break periods, absence or holiday coverage; and Health and safety rules, which include training, the creation of safe working habits, and the provision of suitable protective clothes and equipment (C. R. Bulach, Lunenburg, & Potter, 2008).

The fundamental characteristics in the workplace environment have a significant impact on employee motivation and behavior. Employee behavior, morale, productivity, and performance are all influenced by the office environment, both positively and negatively. And if the circumstances are not favorable, it will affect employee behavior in the form of delays in task completion, frustration, and a negative impact on personal growth, among other things. Amusa, Iyoro, and Olabisi (2013) stated that an employee's performance is not solely determined by or restricted by available resources, but also by their willingness to complete all of their jobs on time and consistently, to be adaptable, and to complete the tasks assigned to them. Employees' high motivation to work frequently and persistently to complete the tasks allotted to them has an impact on their performance in this scenario. This study aims to investigate the impact of the organizational environment on employee behavior in this context.

## **2. Objectives of the Study**

The main goal of this research is to see how the organizational environment affects employee behavior. The specific goals will seek

1. To determine the outcome of external environment on employees efficiency
2. To assess the effect of organizational Culture on employee's competency

### **2.1 Research Questions**

To realize the objectives outlined above, the researcher developed the subsequent inquiry questions to direct the study.

1. What impact does external environment has on employees efficiency
2. How does organizational Culture affect employee's competency?

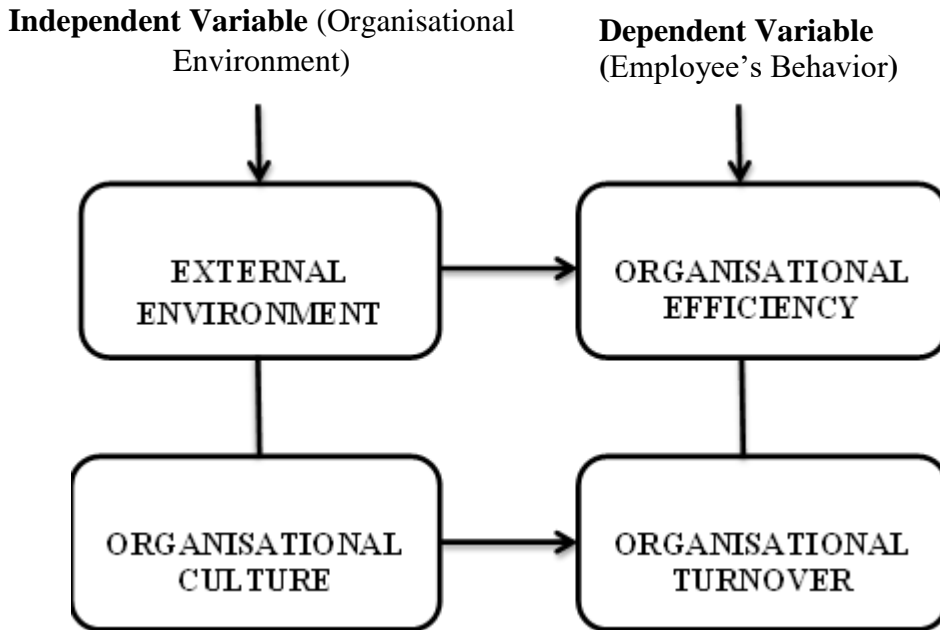
### **2.2 Research Hypotheses**

The study hypotheses are stated in their null form thus;

- H<sub>01</sub>. External environment has no significant effect on employee's efficiency
- H<sub>02</sub>. Organizational Culture has no substantial consequence on employee's competency

### **2.3 Review of the Related Literature**

This conceptual framework is a representation of the self-governing (Organizational Environment) and dependent on (Employee's Behavior) variables.



Source: Researcher's Compilation

### 2.4 Organizational Culture

Organizational culture is explained as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique societal and emotional environment of a body. Organizational culture encompasses an organization's expectations, experiences, philosophy, and values that govern member conduct, and it manifests itself in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is made up of common values, beliefs, rituals, and written and unwritten regulations that have evolved over time and are accepted as valid (The Business Dictionary) (Elias, 2006).

The organization's vision, values, conventions, processes, symbols, language, assumptions, beliefs, and habits are all part of its culture (Elias, 2006). Simply said, organizational culture is "how we do things around here" (Stapley, 2016). While the preceding definitions of culture focus on how the construct manifests itself in the workplace, other definitions emphasize employee behavioral components and how organizational culture influences employee behavior.

Under this set of definitions, organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations (Anitha, 2016). The way people and groups interact with each other, clients, and stakeholders is influenced by organizational culture. Furthermore, organizational culture may have an impact on how strongly employees identify with their company (Medina, 2012).

Other terminologies used interchangeably in the business world include "corporate culture," "workplace culture," and "company culture." Person culture and market culture are important characteristics of how members of an organization do business, treat employees, customers, and the wider community. A person culture is one in which horizontal structures are most useful. Each individual is valued more than the corporation as a whole. This can be challenging to maintain since the company may suffer as a result of conflicting persons and priorities (Ikechukwu, Achori, Uchenna, & Okechukwu, 2019). Market cultures emphasize competition, performance, and "getting the job

done" (Obamiro & Kumolu-Johnson, 2019). Adaptive and adhocracy cultures are defined by the degree to which individuals are free to make decisions, generate new ideas, and express themselves. Adaptive cultures value change and take action, boosting their chances of surviving over time (ABERA, 2019). Adhocracy cultures are fast-paced and entrepreneurial, with a focus on taking risks, innovating, and being first.

The culture of an organization does not remain static. As members of an organization interact over time and learn what works and what doesn't, they form a shared understanding about "what right looks like." When certain ideas and assumptions lead to less-than-satisfactory outcomes, the organization's culture must develop in order to remain relevant in a changing environment. Changing an organization's culture is a difficult task. Employees are sometimes resistant to change and can form a unified front against a new culture. As a result, it is the responsibility of leaders to persuade their staff of the benefits of change and to demonstrate that the new culture is the best way to function in order to achieve success through collective experience with new habits (North & Fiske, 2015).

Values and behaviors that contribute to a company's distinctive social and psychological environment are referred to as organizational culture. The way people interact, the setting in which knowledge is formed, their reluctance to certain changes, and, ultimately, the way they share (or do not share) knowledge are all influenced by organizational culture. The collective values, beliefs, and principles of organizational members are represented by organizational culture. History, type of product, market, technology, strategy, type of personnel, management style, and national culture may all have an impact. The vision, values, conventions, processes, symbols, language, assumptions, environment, location, beliefs, and habits of an organization are all part of its culture (Farh, Seo, & Tesluk, 2012).

Chidambaranathan and Regha (2016), characterize organizational culture as a regular shared assumption that guides behaviors. It's also the pattern of collective actions and beliefs that new organizational members are taught as a

way of perceiving, thinking, and feeling. As a result, corporate culture influences how people and groups interact with one another, clients, and stakeholders. Furthermore, organizational culture may influence how strongly employees identify with a company. Shahzad, Iqbal, and Gulzar (2013) advanced the idea that organizations often have very differing cultures as well as subcultures. Although each corporation has its "own unique culture," because each subculture is linked to a separate management team, there are occasionally co-existing or clashing subcultures in larger organizations. Flamholtz and Randle (2012) indicate that company culture might be viewed as "corporate personality." It is defined as the set of values, beliefs, and standards that impact people's conduct as members of an organization.

## 2.5 External Environment

The term "external environment" refers to all external elements or influences that have an impact on how a firm operates. To keep its operations flowing, the company must act or respond. The external environment is divided into two categories: microenvironment and macro environment. External environment is a group of factors or conditions that are outside the organization but affect it in some extent. This word is used in business to refer to elements that are out of one's control, such as society, the economy, regulations, and the political system (Qureshi, 2020). Because institutions do not exist in isolation, every organization must comprehend crucial features of its external environment (C. Bulach, Lunenburg, & Potter, 2012). They interact with other entities and are influenced by a variety of uncontrollable events, situations, and actions made by other players. No matter how well a company manages its internal processes, there are numerous additional factors that influence performance and, ultimately, profitability and growth. Government actions, competitor movements, and changes in the socioeconomic environment are just a few of the topics that the corporation must be aware of and understand. Identification and comprehension of those factors enables for a more thorough assessment of risks and dangers. Monitoring trends and forecasting occurrences aid in the development of stronger strategies since the company may capitalize on favorable circumstances while minimizing the impact of negative events (Chandrasekar, 2011).

They began examining the external world in this regard. Because of the anticipated arrival of large multinationals, the analysis allowed the Board to identify several risks associated to rivals. Because the government imposed tighter expectations in these new categories, it was also possible to discover regulatory limits. Finally, because they had terrible experiences in the past in several of the investigated areas, consumer associations were more likely to respond unfavorably to new enterprises. Nonetheless, the Board of Directors saw potential in a few of them. The organization was able to establish a clear growth strategy that favorably influenced its performance thanks to the information obtained and assessed in respect to the external environment (Nanzushi, 2015).

External environment or far environment includes a mixture of all factors coming from outside the organization that touch its performance (Kaur & Narula, 2020). The company itself, nonetheless does not have effect on them. Changes in the ruling elites, rules, or demographic trends

are all examples. Analyzing the distant surroundings further without a clear research canon and well-defined scope. For the manager, the level of gravity of the phenomena and his own interpretation of the opportunities and threats are the most important factors in the analysis. The macroeconomic environment encompasses all factors that influence how firms operate. As a result, demographic factors influence the macroeconomic environment, (e.g., population growth, gender, and age structure), economic (e.g., economic policy), political and legal (e.g., regulation), socio-cultural (e.g., traditions and standards), natural (e.g., climate), technological (e.g., technological development), and ethical (e.g., ethical standards) (e.g. norms, values) (Duckett & Macfarlane, 2003).

## 2.6 Workplace Environmental Factors

The workplace environment comprises of various factors that are imperative determinants of employee performance (Nanzushi, 2015). These factors may have a good or negative impact on obtaining peak staff performance.

### i. Physical Workplace Environmental Factors

Khan, Azhar, Parveen, Naeem, and Sohail (2011) believed that the physical office environment had an impact on the functions of workers and will determine the well-being of organizations. They add that the physical work environment includes internal and external office layout, temperature, comfort zone as well as work setting or arrangement. Lighting (both artificial and natural), noise, furniture, and workplace spatial layouts are all variables in the physical workplace environment (Lambert, Hogan, & Barton, 2001). The physical work environment includes comfort level, ventilation and heating, lighting. These characteristics help with the decor and design of the office environment on both a functional and aesthetic level, which helps to improve the employees' experience and necessitates greater performance.

Employees' health is also influenced by their level of comfort and temperature. Leblebici (2012) It was discovered that when temperatures are high, work performance suffers, and that low temperatures affect the performance of manual operations. By the way their workstations are built, office architecture encourages people to operate in a certain way. The way employees accomplish their tasks is greatly influenced by the layout of their workspace (Luthans, 2000). Employees have more privacy in a closed office layout than in an open plan office layout, which may consist of each person having their own office or a few people in each office. Employees may work in peace and quiet, allowing them to focus on their tasks without being distracted. It also allows employees to think and create without being distracted.

According to Sander, Caza, and Jordan (2019) the elements of physical work environment need to be proper so that personnel are not stressed while performing their duties. Physical factors have a significant influence in the development of a company's network and partnerships. All in all, the physical working conditions should support the desired performance. Lambert et al. (2001) emphasized that a pleasant workplace atmosphere should be prioritized because it aids people in doing their jobs. It should be comfortable enough for staff to complete their responsibilities.

**ii. Workplace Reward**

Rewards can be financial and non-financial (Torkzadeh, Fereidooni, Mohammadi, & Shafiei Sarvestani, 2020) and they can be utilized positively to enhance performance of employees. Rewards can be intrinsic or extrinsic. Intrinsic rewards are derived from the job itself, as well as what the employee enjoys as a result of finishing a task or completing one of his projects. Extrinsic rewards, on the other hand, are unrelated to the job's mission, such as income, working conditions, fringe benefits, security, and a service contract.

A reward package can influence employee performance; It has the potential to boost employee morale by enhancing employee skills, knowledge and abilities in order to achieve organizational objectives (Okoye, Mbagwu, Moneke, & Abanum, 2018). According to studies, if an organization fails to reward employees, employee performance will suffer, and while an effective reward system can be a good motivator, an ineffective reward system can lead to employee demotivation in the form of low performance, internal conflicts, absenteeism, high turnover, a lack of commitment and loyalty, and lateness (Naharuddin & Sadegi, 2013). Organizations therefore need to put in place efficient reward systems that enhance employee performance leading to attaining organizational goals.

**iii. Management / Leadership Style**

The presence of a leader is linked to the development and changes made by individuals and groups. Every manager uses a particular leadership style which has a significant impression on employee morale. Consequently, the employee morale will affect their performance. Niemelä, Hannula, Rautio, Reijula, and Railio (2002) asserts that transformational leadership style which is poised of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is among the most effective leadership styles. These components of transformational leadership provide high performance and impact highly on employee satisfaction.

There is also pragmatic oriented leadership which emphasizes on equal leadership between the leaders and their subordinates. All followers of the organization have equal and same law, information and perspective and the part of the leader is facilitating the formation of the company (Neupane, 2021). This type of leadership is most successful. Successful leadership is therefore very vital for the success of any company and the performance of its employees. Leadership style affects a range of issues such

as job satisfaction, performance turnover intention and stress and so contributes to organizational success. Managers need therefore to adopt it in order to boost employee performance, suitable leadership behavior is required.

**iv. Training and Development**

Armstrong (2006) According to this definition, development is a process that allows people to go from a current state of understanding and capability to a future state that requires higher-level skills, knowledge, and competences. It takes the shape of educational programs that prepare people to take on new or expanded duties. Ricketta (2002) asserts that training is a key element in producing the human capital. It provides employees with the skills, abilities and knowledge required by the post. The objective of training is to achieve a change in the behaviour of those trained. This means that trainees will learn new manipulative skills, technical knowledge, and skills on the job to help the business achieve its objectives.

Training bridges the gap between what should happen and what actually happens, bridging the gap between intended targets or standards and actual work performance levels Armstrong (2006). Any deficiency in employee performance or potential performance that can be remedied by effective training is considered a training requirement. Training is one of the various methods for addressing inadequacies in human performance at work. Employee performance can be viewed as a result of the alignment of training and development with the organization's goals.

**3.0 Methodology**

The study used a descriptive survey research design. Adaptation of survey method in this study was knowledgeable by its variability in using a sample drawn to represent the elements within whole population. Data was collected from primary and secondary sources of two hundred and ninety-five (295) staff population of University of Nigeria, Enugu campus. Taro Yamene's Statistical Tool for obtaining the sample size from a given population was used. It is thus presented as Eq. (1) and shown in Table 1:

$$n = \frac{N}{1+N(e)^2} \tag{1}$$

where n is sample size, N is the sample population, and e is the error of margin (5% i.e. 0.05). Therefore, the calculated sample size is 170.

**Table 1:** Allocation of Sample Size.

<b>Respondents</b>	<b>Number of respondents</b>
Business Administration	59
Environmental Studies	37
Law	18
Health Sciences	56
<b>Total</b>	<b>170</b>

Source: Field Survey, 2021

The instrument and the data's reliability were validated using content and face validations. It was established using Cronbach alpha at 0.05 level, the consistency of the

variables' co-efficients from Table 2 ranged from 0.788 adjusted to 0.784 reflecting appropriate adequacy and consider the questionnaire as valid and reliable.

**Table 2:** Content and Face Validation.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.784	25

Source: SPSS output 2019

**4 Data Presentation and Analysis**

**4.1 Analysis of Questionnaire Items**

**Table 3:** Questionnaire Distribution and Responses.

Cadre	No. of Questionnaire Distributed	No. of Questionnaire Returned	Percentage of Ques. Returned (%)	Questionnaire not Returned	% not returned
Business Administration	59	54	31.8	5	2.9
Environmental Studies	37	32	18.8	5	2.9
Law	18	16	9.4	2	1.2
Health Sciences	56	53	31.2	3	1.8
<b>Total</b>	<b>170</b>	<b>155</b>	<b>91.2</b>	<b>15</b>	<b>8.8</b>

Source: Field survey 2021

**Table 3** above represents the questionnaire distributed and response rate. 170 questionnaires were distributed to both academic and non-academic staff working in four faculties in University of Nigeria Enugu Campus, the faculties include; Business Administration, Environmental Studies, Law and Health Sciences. The faculty of Business Administration of the university was given a total of 59 questionnaires after which 54(31.8%) were returned and 5(2.9%) there was no response to the questionnaire; the sum number of 37 questionnaire were administered to the faculty of Environmental Studies after which 32(18.8%)

was retrieved, while 5 (2.9%) was not retrieved. The entire set of 18 questionnaires was distributed to the legal faculty after which 16(9.4%) were returned and 2(1.2%) were not recovered; an aggregate of 56 questionnaires were distributed to the Health Sciences faculty after which 53(31.2%) were returned and 3(1.8%) were not collected. The researcher therefore used the returned copies for the analysis; there were 155 copies of the questionnaire.

**4.1.1. Respondent’s demography**

**Table 4:** Response on Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	140	90.3	90.3	90.3
	Female	15	9.7	9.7	100.0
	Total	155	100.0	100.0	

Source: Field survey 2021

**Table 4** As shown above, 140 (90.3%) of the gender were men, while 15(9.7%) were female. The analysis above

displays that the organization under review has more of male employees than female counterpart.

**Table 5:** Response on Age Status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 Years	25	16.1	16.1	16.1
	26-30 Years	41	26.5	26.5	42.6
	31-35 Years	50	32.3	32.3	74.8
	40 Years and Above	39	25.2	25.2	100.0
	Total	155	100.0	100.0	

Source: Field survey 2021

**Table 5** above shows that 25(16.1%) of the collected data were below 25 years; 41(26.5%) of the gender response were within the age bracket of 26-30 years; 50(32.3%) of the data response were within the age of 31-35 years while

39(25.2%) of the data response were between 40 years and above. These shows that the data response was mature enough to give out reliable information.

**Table 6:** Response on Marital Status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	99	63.9	63.9	63.9
	Married	56	36.1	36.1	100.0
	Total	155	100.0	100.0	

Source: Field survey 2021

**Table 6** above indicates the marital status of the gender response. 99(63.9%) of the respondents were single while

56(36.1%) of the respondents were Married. This shows that the respondents were more of married people.

**Table 7:** Response on Highest Education Qualification.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/GCE	59	38.1	38.1	38.1
	NCE/OND	12	7.7	7.7	45.8
	B.SC/HND	72	46.5	46.5	92.3
	Masters Degree/Ph.d	12	7.7	7.7	100.0
	Total	155	100.0	100.0	

Source: Field survey 2021

**Table 7** above reveals 59 (38.1%) of those polled have WAEC/GCE Certificate; 12(7.7%) of those polled have NCE/OND Certificate; 72(46.5%) of the responses have B.Sc./HND certificate while 12(7.7%) of the responses

have Master’s Degree/Ph.D. certificate. This result indicates that they were well educated and this makes their response more authentic.

**Table 8:** Response on Respondent's Length of Service.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10 Years	33	21.3	21.3	21.3
	11-15 Years	69	44.5	44.5	65.8
	16-20 Years	33	21.3	21.3	87.1
	21-25Years	14	9.0	9.0	96.1
	30 years and above	6	3.9	3.9	100.0
	Total	155	100.0	100.0	

Source: Field survey 2021

**Table 8** reveals that the informants accounted for 33 (21.3%) have stayed in their service for below 10 years; 69(44.50%) responders have stayed in service from 11-15 years; 33(21.3%) interviewees have stayed for up to 16 – 20 years in their service while 14(9.0%) of the pollee have stayed in service between 21-25 years; 6(3.9%) interviewees are in their 30 years and above. This result shows that the responders have good experience on subject

under study judging from the length of their service in the organization.

**4.2 Test of Hypotheses**

**Hypothesis 1**

H<sub>01</sub>. External environment has no significant effect on employee’s efficiency

**Table 9a:** Model Summary.

Model	R	R-Square	Adjusted R- Square	Standard Error of the Estimate
1	.143 <sup>a</sup>	.021	.014	.62897

a. Predictors: (Constant), EXTENVIRONMENT

**Table 9b:** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.272	1	1.272	3.214	.075 <sup>b</sup>
	Residual	60.528	153	.396		
	Total	61.799	154			

a. Dependent Variable: EEEFFICIENCY

b. Predictors: (Constant), EXTENVIRONMENT

**Table 9c:** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
					B	Std. Error
1	(Constant)	5.275	.492		10.722	.000
	EXTENVIRONMENT	-.216	.121		-.143	.075

a. Dependent Variable: EEEFFICIENCY

Source: SPSS output 2021

**i. The R<sup>2</sup> (Coefficient of determination):**  
Table 9a in the above model, R<sup>2</sup> = 0.021 adjusted to 0.014, this means that around 90% of the variation in the dependent variable is due to chance. “Employee’s Efficiency” (EEFFICIENCY) is caused by the illustrative variable “External Environment” (EXTENVIRONMENT).

**ii. Variance Analysis (ANOVA)**  
Table 9b, the F-test, which follows an F-distribution, determines the model’s overall importance. From the above

result F-Statistics recorded (3.214; p = .075) which implies external environment has non-significant effect on employee’s efficiency.

**iii. Student’s T-Test:**  
EEFFICIENCY = 5.275 - 0.216 (EXTENVIRONMENT) + μ (2)  
This test was conducted to determine the significant status of each of the parameters or variables. In doing this, we employed the two-tail tests which compared the t-

calculated for the explanatory change with the t-tabulated. The results presented in Table 9c showed “External Environment” ( $\beta = - 0.216$ ;  $t\text{-cal} = -1.793$ ;  $p = 0.075$ ). The breakdown indicates that the independent variable “Extenvironment” are statistically significant because their p-values are less than 5% error margin. From the analysis we also conclude that external environment shows negative and non-significant effect on employee’s efficiency.

**4.3 Hypothesis 2**

H<sub>02</sub>. Organizational Culture shows no significant effect on employee’s competency

**Table 10a: Model Summary**

Model	R	R-Square	Adjusted R- Square	Standard Error of the Estimate
1	.866 <sup>a</sup>	.749	.748	.31812

a Predictors: (Constant), ORGCULTURE

**Table 10c: Coefficients<sup>a</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.315	1	46.315	457.653	.0001 <sup>b</sup>
	Residual	15.484	153	.101		
	Total	61.799	154			

a. Dependent Variable: ECOMPETENCY

b Predictors: (Constant), ORGCULTURE

**Table 10c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.021	.206		.100	.920
	ORGCULTURE	1.004	.047	.866	21.393	.000

a. Dependent Variable: ECOMPETENCY

Source: SPSS output 2021

**i. The R<sup>2</sup> (Coefficient of determination):**

The model shown in Table 10a gave R<sup>2</sup> and adjusted R-squared values of 0.749 and 0.748 respectively implying that approximately 74.9% of the variation in the dependent variable “Employee Competency” (ECOMPETENCY) is caused by the explanatory variable “Organization Culture (ORGCULTURE).

**ii. Variance Analysis (ANOVA)**

The F-test in Table 10b, which follows an F-distribution, measures the overall significance of the model. From the above result F-Statistics recorded (457.653;  $p = 0.0001$ ) which implies that Organizational Culture has significant influence on employee’s competency.

**iii. Student’s T-Test:**

PRODUCTIVITY = 0.021 + 1.004 (ORGCULTURE) +  $\mu$ . This test was conducted to find out the significant status of each of the parameters or variables. In doing this, we employed the two-tail tests which compared the t-calculated for the explanatory changes with the t-tabulated. The outcome as presented in Table 10c showed “Organizational Culture” ( $\beta = 1.004$ ,  $t\text{-cal} = 21.393$ ,  $p = 0.000$ ). From the analysis we also conclude that Organizational Culture has substantial impact on employee’s competency.

**5 Discussion of Result**

Table 9 shows analysis of hypothesis 1; the fallouts revealed “External Environment” ( $\beta = - 0.216$ ;  $t\text{-cal} = - 1.793$ ;  $p = 0.075$ ). The inquiry displays that the independent variable “EXTENVIRONMENT” are statistically significant because their p-values are less than 5% error margin. From the analysis we also conclude that

exterior environment has negative and non-significant effect on employee’s efficiency. Table 10 shows analysis of hypothesis 2, the results presented showed “Organizational Culture” ( $\beta = 1.004$ ,  $t\text{-cal} = 21.393$ ,  $p = 0.000$ ). Based on the investigation, we conclude that Organizational Culture has significant effect on employee’s competency.

**5.1 Summary of Findings**

The impact of the organizational environment on employee behavior is investigated in this study. The findings of the above analysis show that: External environment has negative and non-significant effect on employee’s efficiency. This is confirmed with ( $\beta = - 0.216$ ;  $t\text{-cal} = - 1.793$ ;  $p = 0.075$ ).

1. Organizational Culture has substantial outcome on employee’s competency. This is confirmed with ( $\beta = 1.004$ ,  $t\text{-cal} = 21.393$ ,  $p = 0.000$ ).

**5.2 Conclusion and Recommendations**

The impact of the corporate environment on employee behavior as determined by a simple regression test indicates that the two variables External environment has an adverse and non-significant effect on Employees behavior while Organizational Culture has an optimistic and significant relation with job performance. Hence Outside environment has negative and non-significant effect on employee’s efficiency. Organizational Culture has significant effect on employee’s competency.

In view of the outcomes and conclusion of the research, the following commendations are made:

1. The firms should also ensure that the office atmosphere is comfortable enough to support employee performance by improving the operational conditions. Improving the functioning environment

- will increase employee performance. When the work environmental supports are sound, employees are better equipped to do what is expected of them. Through this, they will achieve organizational goals.
2. Employee performance ought to be given serious attention by the educational institution. Because the work environment has such a strong influence on employee performance, firms should devote all necessary resources to ensuring that the work environment promotes employee performance.
  3. The management should remember to give benefits to workers who are eligible for it; it will encourage the workers to take their job as important as possible. The management should also decentralize power or authority; they should learn to listen to the opinions of their employees because this fosters a friendly relationship.

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