

2022

**NIGERIAN JOURNAL
OF SOCIAL
PSYCHOLOGY**



Online ISSN: 2682-6151
Print ISSN: 2682-6143

Volume 5, Issue 2
2022

Published by
Nigerian Association of Social Psychologists
www.nigerianjsp.com

Editor-in-Chief
Prof. S.O. Adebayo
Managing Editor
Prof. B.E. Nwankwo

Effect of Workplace Environment on the Performance of Chilar Manufacturing Services, Abakiliki Ebonyi State

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Abstract

The study evaluated the effect of work place environment on the employee performance of Chilar Manufacturing services, Abakiliki Ebonyi state, Nigeria. The specific objectives were to: examine the effect of management support of employees on the improved quality of service delivery and evaluate the effect of team spirit on the output of Chilar Manufacturing services, Abakiliki Ebonyi state. The study employed survey method research. The population of the study was made up of management and staff of Chilar Manufacturing services, Abakiliki Ebonyi state with 203 management and senior staff. Primary and secondary source of date was used. 132 staff of the respondents filled and returned questionnaire correctly. The data collected from the questionnaire were presented in a frequency tables, means scores and percentages were used in the analysis and Z - test statistic tool was used to test the hypotheses, determine the nature, and strength of the research variables. The findings indicated that Management support of employees had positive significant effect on the improved quality of service delivery $Z(95, n = 132) = 5.048 < 8.269, p > .05$ and Team spirit had positive significant effect on the output of Chilar Manufacturing services, Abakiliki Ebonyi state $Z(95, n = 132) = 3.830 < 7.050, p > .05$. The study concluded that Management support of employees Safety and Team spirit Safety had positive significant effect on the improved quality of service delivery and output Chilar Manufacturing services, Abakiliki Ebonyi state. The study recommended that attention be given to the other influences of workplace life environments consisting the physical and work life balance aspects.

Keywords: *environment, employee performance, management support, work place.*

Introduction

People are very happy to have a job, but many of them no longer feel that their workplace is a second home, although much of their time is spent in the office. This often leads them to feel forced to accommodate with the uncomfortable environment. An employee's workplace environment is a key determinant of the quality of their work and their level of productivity (Al-Omari, & Okasheh, 2017). The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance. In other words, having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world (Nanzushi, 2015). A healthy workplace environment is ideal when it comes to maintaining a positive outcome in a stressful atmosphere. The most important thing that influences employee motivation and happiness, and how productive and efficient they can be, all goes down to their working environment. In simplest terms the workplace environment is the place in which employees conduct their work (Short, 2018).

Every organization wants to have employees with the necessary skills for achieving its organizational needs, employees who are committed to organization and have high performance. Higher institutions like every other community of the larger society comprise of various interpersonal, academic, socio-economic, political and most importantly employment relations. It is a spectacular kind of workplace environments, a conglomeration of intellectuals and well informed individuals who hail from different socio-cultural, ethnic and religious environments and meet in educational institutions to pursue different aims and objectives (Akinsanya and Oludeyi, 2013). The diverse nature of people's demographic and professional characteristics for example education, orientation, experience, culture, identity, sex, religion, skills etc makes individuals to react differently to workplace and work environment stimuli. The essence of commitment of staff in the workplace is on the fact that highly committed employees perform better on the job and are less likely to exhibit such anomalous workplace behaviour as high absenteeism or presenteeism, voluntary turnover, apathy etc (Oludeyi, 2015).

Workplace environment plays a vital role towards the employees' performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar, 2011). Job quality is progressively recognised as a major guiding principle to support policymaking in the workplace. Countries across the world ought to develop working conditions surveys which include comparable data on job quality. Workplace conditions surveys aim to capture the 'real' work activities that individuals carry out, rather than what is stated in their job description (Thirlon, Aleksynska, Berg and Johnston, 2019).

In the world of today, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance. Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity. In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2015). When employees are physically and emotionally fit they will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Bushiri, 2014).

Employees' performance, though a multidimensional construct, refers to a task accomplishment degree that constitutes their job performance. Similarly, Rizwan, Nazar, Nadeem & Abbas (2016) viewed employees' performance in terms of their work quantity, quality and efficiency. It is also associated with productivity which implies output quantity, output quality, output timeliness, job presence, work morale, work efficiency and effectiveness. This is why Boarman and Motowidlo (2017) conceived employees' performance as their effectiveness to perform their tasks that contributes to organizational core aims through the conduciveness of their operating environment. As Samson, et al. (2015) rightly noted the imperativeness of employees' performance for organizational existence cannot be overemphasized. Conspicuously, numerous factors shapes employees' performance, unarguably, workplace influence is a noticeable factor. This is why Mathew and Khan (2015) state that employee performance refers to the summation of achieving, ability and task perception. Employees are the backbone of any organisations. They are the most precious and important asset among all the asset of any organization (Ganesh, 2015). Employees could be

influenced to put in their best through how well their work environment is structured. Committed employees who are highly motivated in terms of conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to an organization; they provide the intellectual capital that for many organizations has become their most critical asset (Renne, 2015). It was based on these that necessitated study the effect of workplace environment on the performance of workers in an organisation. A study of Chilar Manufacturing services, Abakiliki Ebonyi state.

Statement of the problems

Employee's normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can boost organizational competitiveness. Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance.

Organisations make significant investments in designing, building and ultimately recruiting knowledgeable personnel. The organisation immediate work environment in terms of actual physical layout and design of an office is extremely important when it comes to maximizing individual performance. Lack of management support of employees, lack of team spirit, unsafe environment, Poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting and excessive noise adversely affect employee performance. Based on the study the challenges of workplace environment on employee performance are low level of team spirit, inadequate employee support from the management and colleagues, poor safety of workplace, inaccessibility of physical facility.

Therefore, inability of organizations to curtail the posing challenges could lead to poor quality of service delivery, lack of duty competence, absenteeism/lack of punctuality and poor output of the firm. Based the background, the study evaluates work place environment on the employee performance of Chilar Manufacturing services, Abakiliki Ebonyi state, Nigeria.

Objective of the study

The objective of the study was to evaluate the effect of work place environment on the employee performance of Chilar Manufacturing services, Abakiliki Ebonyi state, Nigeria. The specific objectives were to:

- i. Examine the effect of management support of employees on the improved quality of service delivery of Chilar Manufacturing services, Abakiliki Ebonyi state.
- ii. Evaluate the effect of team spirit on the output of Chilar Manufacturing services, Abakiliki Ebonyi state

Significance of the study

The following stakeholders would benefit from the findings of the study:

Organization: the study would be of great benefit to the organization, whereby they will be enlightened on the essentiality of a good and healthy workplace environment in gaining competitive advantage and maximizing profitability.

Employees: the employees would benefit from the study as they are the core asset of the organization and the major reason for restructuring of the workplace environment for their health and job satisfaction.

Researcher: the study would serve as eye-opener to the researcher by enriching the researcher knowledge. Also, the study would serve as a stepping-stone to prospect researchers.

Scope of the Study

The study focused on workplace environment and employee performance of organizations in Ebonyi State, Nigeria. The issues are: level of team spirit, level of employee support from the management and colleagues, safety of workplace, access to physical facility, quality of service delivery, duty competence, employee punctuality and output.

Conceptual Framework

Workplace

A workplace is the setting, social features and physical conditions in which you perform your job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency and employee health. The work environment impacts employees' mood, drive, mental health and performance. If employees work in a dreary office setting with unfriendly workers, they would not have enough confidence or job satisfaction to speak up; that is why creating a positive work environment is critical to organization's success (Max, 2020).

Environment

The term "environment" could be said to cover "all those elements which in their complex inter-relationships form the framework, setting and living conditions for mankind, by their very existence or by virtue of their impact"(Larsson and Aissa, 2019). The roles of environment in human activities affect the society and our behaviour as in interpenetrates all aspects of life. Working environment plays an important role towards the employee's productivity. Byjus (2021) noted that the environment refers to our immediate surroundings in which all living and non-living components co-exist and can be categorized into geographical environment and manmade environment.

Workplace environment

Workplace environment is the sum of the interrelationships that exist between employees and the environment, which they work (Kohun, 2012). An un-conducive environment could be viewed negatively by the employees as Anugwom (2014) opines that un-conducive work environment creates a feeling of un-fulfilment, inhuman treatment and neglect for the workers and with this feeling; they cannot really put in their best. Onogori (2017) asserts that when the worker fail to find his work fulfilling and satisfying, it lead to boredom, reduced efficiency, fatigue, frustration and dependency which are all determinants of not just employee performance but overall organizational performance. Onuka (2012) asserts that if a worker is not carried along in terms of good working environment and given all the necessary assurances and incentives to convince him that the days of militarizing the work is over, he will continue to live in fear and unsatisfied. Ribelin (2013) opine that poor work environment leads to

decreased employee performance, absenteeism, turnover, early retirement and job dissatisfaction.

Management support

Employee support from the management and colleagues helps employees navigate life challenges, adverse events, stress, and other issues that can affect their productivity at work (Taylor, 2020). Employee Support Schemes (ESS) help employees manage the non-work aspects of their lives, especially the 'time stress' faced by many. These programmes may involve the creative use of existing organisation resources, simple gestures of appreciation for employees and their families, and health and wellness programmes. Even in the most uncertain of times, the role of a manager remains the same; to support the team members which include supporting their mental health (Greenwood, & Krol, 2020). To show your workers that they have both company and manager support in their desire to grow professionally and pursue career advancement, consider applying the following strategies: take a personal interest in employee career goals, promote virtual training and learning, encourage mentoring and job shadowing, rotate employee roles, support work-life balance, paint the big picture, and create a succession planning program (Robert, 2020).

Team spirit

Team spirit is the feeling of pride and loyalty among the team members. That feeling makes employees or team members perform well to build a better group of proficient individuals in their job. When one group performs better than the other because they trust each other and have faith in their capabilities and skill level; there is a firm belief that every individual will play their respective role which will pave their way to success with the right team spirit (Mrinmoy, 2021). Team spirit is the key to success. Team spirit plays an important role both in personal and professional life; when peoples get together for achieving a common goal and common attitude shows during work that is called team spirit. Team spirit represents an emotional commitment from team members. It not only reflects the fact that the whole is greater than the sum of its parts, it also represents a real feeling that everyone is a link in the chain, and that everyone must work as a team to contribute to the success of the company and improve work performance (Diard, 2021).

Performance

Organizational performance is the valued productive output of a system in the form of goods or services. Organizational performance can be subdivided into three categories: financial performance internal non-financial performance and external non-financial performance. Entrepreneurs strive for good financial results whereas public organizations are aimed at non-financial aims like delivering good public services to citizens. To achieve performance through employees, the organization must consider them as assets and must be treated with attention so that the employees become productive (Kimani, 2016). The performance of any business organization is affected by the strategies that the organization has chosen. Organization performance requires selection and measuring key variables that can allow the organization to detect and monitor its competitive position in the business.

Quality of service

Service quality a critical component of customer's perception will be the dominant element in customer evaluation. In cases where customer service or services are offered in combination with a physical product, service quality may also be very critical in determining customer satisfaction. Customers judge their quality of service on their perception of the technical outcome and how was the outcome delivered. For example, a legal service client will judge the quality of outcome, or how the court case was delivered, and also the quality of the process. Process quality also includes such things as lawyer's timeliness, the responsiveness in returning phone calls, his empathy for the client, his courtesy and interviewing skills (MBA, 2020). Service quality measures how well a service is delivered compared to customer expectations. Businesses that meet or exceed expectations are considered to have high service quality (Samoszuk and Alisson, 2019).

Output

Output generally refers to the things produced. Output, in terms of the production unit means total number of products generated for a given duration and the various cost associated with the production. Outputs also refer to the number of customers visited in a given time. The organization needs to become accustomed, if there is a decline in the output of the organization due to alteration in the external or internal environment. Jill, (2018) defined Employee output or productivity, as an assessment of an employee's or a group of employees' efficiency. It is evaluated by looking at the total workforce of employee output in a given time.

Theoretical framework

Goal-Setting Theory

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to peak performance managers and supervisors must put out first the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman and John, 2005). Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir, Iqbal, Rehman, Shah and Yameen, 2012). Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

Empirical review

The effect of management support of employees on the improved quality of service delivery

Gitahi, Waiganjo, and Koima, (2015), conducted a research on effect of workplace environment on the performance of commercial banks employees in Nakuru town. The study sought to establish the extent to which physical workplace factors, psychosocial factors and the work life balance factors affect performance of Bank employees in Nauru Town. The population of the study was 736 non-managerial staff from which a sample of 173 respondents were drawn from employees' using stratified random sampling with probabilities proportional to the size of the firm was used to allocate samples within the Banks. Survey design was employed. A sample of 173 employees participated in the study as respondents. The study found that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate. The study recommended that attention be given to the other influences of workplace life environments consisting the physical and work life balance aspects.

Wilson (2017) examined the relationship between principals' leadership style and staff job performance in Emohua Local Government Area of River State. The study was carried out within the period of 2007-2016 in secondary schools in Emohua Local Government Area of Rivers State. Path-Goal theory was adopted as the theoretical framework of analysis for the study. We reviewed the concepts of leadership, leadership style, types of leadership and staff job performance. Questionnaire items and interview methods were used to elicit primary data, and documentary method was applied to collect secondary data for the study. A total of 210 questionnaires containing 21 questionnaire items each were administered, and 195 questionnaires were successfully retrieved without error and used for the study. The primary data were presented and analysed in tabular and percentage frequency. Content analysis was used to analyse the secondary data. The study findings identified 10 different leadership styles adopted by different principals in different secondary schools in the area, and emphasized that the various leadership styles have significant effects on the staff job performance in the schools. Also, the findings proved that the principals face leadership challenges in the discharge of their administrative functions in the schools.

Nuryayati, Harun and Bahrin (2018) examined the leadership style, motivation, school organizational culture and obstacles faced by the principal in improving the quality of Aron State Elementary School in Pidie Regency. This research used a descriptive method with a qualitative approach. The research subjects were: school principals, vice principals, KKG chairmen, teachers, supervisors, and school committees. Data collection techniques were conducted by observation, interview, and documentation. Data analysis is done by data reduction, data display, verification and conclusion. The results showed that: (1) The leadership style applied is more likely to be democratic leadership styles, such as: not imposing a will, looking at subordinates as partners, building cooperation as a work team, giving trust to subordinates, accepting criticism, and giving freedom to creativity to subordinates

The effect of team spirit on the output

Onyekwelu, Anah, Onwuchekwa and Ejike (2018) explored the effect of team work on employee performance in an organization, using selected medium scale enterprises in Anambra State as the study area. As a descriptive survey, an item structured instrument which was developed by the researcher to reflect the Five (5) points modified Likert scale of strongly agree, agree, disagree, strongly disagree and undecided was used to elicit information from the respondents who were mainly senior employee of the organizations selected for the study. Major tools of analysis were summary statistics, Pearson correlation and multiple regression analysis. Whereas summary statistics of percentages were used to answer the research

questions, correlation coefficient and multiple regression analysis were used to verify the claims of the hypotheses. All tests were carried out of 0.05 level of significance. The findings showed that 80.7 percent relationship exist between the dependent and independent variables.

Ali and Reuben (2019) investigated the effect of teamwork development and organizational performance at Tile and Carpet Centre (T&C) in Kenya. The teamwork theory anchored the variables of the study. The study adopted descriptive research design. The study population was 750 staff working in 3 T&C locations while stratified random sampling technique was used to sample 100 respondents. The pilot testing was conducted using the questionnaire on 10 staff from ICD warehouse, Nairobi County. The measure of reliability was tested using Cronbach's alpha at 0.7. The study was a descriptive research and primary data was collected using a questionnaire. Frequency distribution tables and figures were used to present the findings where interpretation was done in prose form. The researcher conducted simple regression analysis in order to find out the relationship between teamwork development and organizational performance of T&C. The inferential results on effect of teamwork development on organization performance show $R=0.623$ indicating a strong positive correlation and $R^2=0.389$ and there was a significant effect between teamwork development and organization performance ($t=7.522$, $p<0.05$).

Garba (2020) examined the influence of teamwork on organizational performance in Nigerian Public Sector: A study of Benue State Civil Service, Nigeria. Convenience sampling was used to gather primary sources of information from the respondents in the study area. Data was collected using questionnaire and analyzed using inferential statistics such as simple linear regression analysis. The hypotheses of the study were tested using the probability values of the estimates. The first model of the study shows that teamwork has a positive effect on the Performance of Benue State Civil Service proxies by service delivery and the effect is statistically significant ($p<0.05$). Teamwork has a positive effect on the performance of Benue State Civil Service proxies by turnaround time but the effect is not statistically significant ($p>0.05$) but in line with a priori expectation.

Method

The study was conducted in Chilar Manufacturing services, Abakiliki Ebonyi state. The total population for the study was two hundred and three (203). Senior staff consists of forty eight (48) while junior staff consists of one hundred and fifty five (155). The population was used as a result of the small number. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. One hundred and thirty one (132) staff returned their questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.81 which was also good. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - test statistic tool.

Data Presentation

The effect of management support of employees on the improved quality of service delivery of Chilar Manufacturing services, Abakiliki Ebonyi state.

Table 1: Responses to research question one: management support of employees on the improved quality of service delivery of Chilar Manufacturing services, Abakiliki Ebonyi state.

		5	4	3	2	1	Σ FX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Employees with the help of management navigate life challenges and put in their best.	475 95 72.0	32 8 6.1	18 6 4.5	10 5 3.8	18 18 13.6	553 132 100%	4.19	1.457	Agree
2	The adverse events are supported by management which enhances employee efficient service.	405 81 61.4	12 3 2.3	60 20 15.2	20 10 7.6	18 18 13.6	515 132 100%	3.90	1.518	Agree
3	The employee stress is reduce by the management though motivations that quickens their service.	75 15 11.4	320 80 60.6	45 15 11.4	8 4 3.0	18 18 13.6	466 132 100%	3.53	1.169	Agree
4	Employee support schemes help manage the non-work aspects of their lives especially in the time of stress.	290 58 43.9	96 24 18.2	60 20 15.2	24 12 9.1	18 18 13.6	488 132 100%	3.70	1.451	Agree
5	The employee career goals are taking serious by the management.	175 35 26.5	240 60 45.5	27 9 6.8	15 5 3.8	23 23 17.4	480 132 100%	3.64	1.381	Agree
Total grand mean and standard deviation								3.792	1.3952	

Source: Field Survey, 2021

From the table 1, 103 respondents out of 132 representing 78.1 percent agreed that Employees with the help of management navigate life challenges and put in their best 1.457. The adverse events are supported by management which enhances employee efficient service 84 respondents representing 63.7 percent agreed with mean score of 3.90 and standard deviation of 1.518. The employee stress is reduce by the management though motivations that quickens their service 95 respondents representing 72.0 percent agreed with mean score of 3.53 and standard deviation of 1.169. Employee support schemes help manage the non-work aspects of their lives especially in the time of stress 82 respondents representing 62.1 percent agreed with mean score of 3.70 and standard deviation of 1.451. The employee career goals are taking serious by the management 95 respondents representing 72.0 percent agreed with a mean score of 3.64 and standard deviation of 1.328.

The effect of team spirit on the output of Chilar Manufacturing services, Abakiliki Ebonyi state.

Table 2. Responses to research question one: the effect of team spirit on the output of Chilar Manufacturing services, Abakiliki Ebonyi state.

		5	4	3	2	1	Σ FX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Team Members perform well to build a better group of proficient individuals in their job.	405 81 61.4	44 11 8.3	45 15 8.4	10 5 4.4	25 25 18.9	529 132 100%	4.01	1.662	Agree
2	The trust for each other's capabilities, it increases productivity.	365 73 55.3	80 20 15.2	30 10 8.3	4 2 2.3	25 25 18.9	504 132 100%	3.82	1.628	Agree

3	Sharing of skills enhances competency in the work.	190 38 28.8	188 47 35.6	18 6 4.5	32 16 12.1	25 25 18.9	453 132 100%	3.56	1.489	Agree
4	Embodying a sense of team spirit at work helps employees to bond with their colleagues.	210 42 31.8	140 35 26.5	60 20 15.2	24 12 9.1	23 23 17.4	457 132 100%	3.46	1.459	Agree
5	The manager is impressed with working together of employees which increases output.	150 30 22.7	276 69 52.3	27 9 6.8	2 1 .8	23 23 17.4	478 132 100%	3.73	1.328	Agree
Total grand mean and standard deviation								3.716	1.5132	

Source: Field Survey, 2021

From the table 2., 92 respondents out of 132 representing 69.7 percent agreed that Team Members perform well to build a better group of proficient individuals in their job 3.74 and standard deviation of 1.662. The trust for each other's capabilities, it increases productivity 93 respondents representing 70.5 percent agreed with mean score of 3.82 and standard deviation of 1.628. Sharing of skills enhances competency in the work 85 respondents representing 64.4 percent agreed with mean score of 3.56 and standard deviation of 1.489. Embodying a sense of team spirit at work helps employees to bond with their colleagues 77 respondents representing 58.3 percent agreed with mean score of 3.46 and standard deviation of 1.459. The manager is impressed with working together of employees which increases output 99 respondents representing 75.0 percent agreed with a mean score of 3.62 and standard deviation of 1.328.

Test of Hypotheses

Hypothesis One: Management support of employees Safety has no positive significant effect on the improved quality of service delivery of Chilar Manufacturing services, Abakiliki Ebonyi state.

One-Sample Kolmogorov-Smirnov Test

	Employees with the help of management navigate life challenges and put in their best	The adverse events are supported by management which enhances employee efficient service	The employee stress is reduce by the management though motivations that quickens their service	Employee support schemes help manage the non-work aspects of their lives especially in the time of stress	The employee career goals are taking serious by the management
N	132	132	132	132	132
Uniform Parameters ^{a,b}	1	1	1	1	1
Most Extreme Differences	5	5	5	5	5
Absolute	.720	.614	.470	.439	.470
Positive	.136	.136	.136	.136	.174
Negative	-.720	-.614	-.470	-.439	-.470
Kolmogorov-Smirnov Z	8.269	7.050	5.396	5.048	5.396
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $5.048 < 8.269$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Management support of employees Safety had positive significant effect on the improved quality of service delivery of the Chilar Manufacturing services, Abakiliki Ebonyi state.

Decision

Furthermore, comparing the calculated Z- value ranges from $5.048 < 8.269$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Management support of employees Safety had positive significant effect on the improved quality of service delivery of Chilar Manufacturing services, Abakiliki Ebonyi state.

Hypothesis Two: Team spirit Safety has no positive significant effect on the output of Chilar Manufacturing services, Abakiliki Ebonyi state.

	Team Members perform well to build a better group of proficient individuals in their job.	The trust for each other's capabilities, it increases productivity	Sharing of skills enhances competency in the work.	Embodying a sense of team spirit at work helps employees to bond with their colleagues	The manager is impressed with working together of employees which increases output.
N	132	132	132	132	132
Uniform Parameters ^{a,b}	Minimum 1	1	1	1	1
	Maximum 5	5	5	5	5
Most Extreme Differences	Absolute .614	.553	.394	.333	.500
	Positive .189	.189	.189	.174	.174
	Negative -.614	-.553	-.394	-.333	-.500
Kolmogorov-Smirnov Z	7.050	6.354	4.526	3.830	5.745
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $3.830 < 7.050$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that **Team spirit Safety had positive significant effect on the output of** Chilar Manufacturing services, Abakiliki Ebonyi state.

Decision

Furthermore, comparing the calculated Z- value ranges from $3.830 < 7.050$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that **Team spirit Safety had positive significant effect on the output of** Chilar Manufacturing services, Abakiliki Ebonyi state.

Discussion of Findings

The effect of management support of employees on the improved quality of service delivery

From the result of Hypothesis one, the calculated Z- value ranges from $5.048 < 8.269$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) which implies that Management support of employees Safety had positive significant effect on the improved quality of service delivery Chilar Manufacturing services, Abakiliki Ebonyi . In the support of the result in the literature review, Gitahi, Waiganjo, and Koima, (2015), conducted a research on effect of workplace environment on the performance of commercial banks employees in Nakuru town. The study found that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate. Wilson (2017) examined the relationship between principals' leadership style and staff job performance in Emohua Local Government Area of River State. The study findings identified 10 different leadership styles adopted by different principals in different secondary schools in the area, and emphasized that the various leadership styles have significant effects on the staff job performance in the schools.

The effect of team spirit on the output

From the result of Hypothesis two, the calculated Z- value ranges from $3.830 < 7.050$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) which implies that Team spirit Safety had positive significant effect on the output of the Chilar Manufacturing services, Abakiliki Ebonyi state. In the support of the result in the literature review, Onyekwelu, Anah, Onwuchekwa and Ejike (2018) explored the effect of team work on employee performance in an organization, using selected medium scale enterprises in Anambra State as the study area. The findings showed that 80.7 percent relationship exist between the dependent and independent variables. It showed further that the coefficient of determination, $R^2 = .721$ thus indicating that 72.1 percent of the variation in the dependent variable can be explained by the independent variables. Also, the F-value showed that overall; regression model is statistically significant, valid and fit for any predictive purposes. Equally, the coefficients of the individual predictors of employee performance-team members' abilities, team esprit de corps, team trust, recognition and reward and their t-values showed varying degrees of positive relationship with the dependent variable. Ali and Reuben (2019) investigated the effect of teamwork development and organizational performance at Tile and Carpet Centre (T&C) in Kenya.

Summary of findings

- i. Management support of employees had positive significant effect on the improved quality of service delivery of the Chilar Manufacturing services, Abakiliki Ebonyi state $Z(95, n = 132) = 5.048 < 8.269, p > .05$.
- ii. Team spirit had positive significant effect on the output of the Chilar Manufacturing services, Abakiliki Ebonyi, $Z(95, n = 132) = 3.830 < 7.050, p > .05$.

Conclusion

The study concluded that Management support of employees Safety, Team spirit Safety and safety had positive significant effect on the improved quality of service delivery, output and employee punctuality the Chilar Manufacturing services, Abakiliki Ebonyi state. The success

of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance. In other words, having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world.

Recommendation

The following recommendations were made by the study

The study recommended that attention be given to the other influences of workplace life environments consisting the physical and work life balance aspects.

- i. Management should make all the necessary efforts to support the employees, this will increase the moral of the employees and improve productivity.
- ii. For organisation to successful attention must be given to Team spirit to improve on the creativity of the individuals and organisation as a whole.

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