WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN OIL AND GAS FILLING STATIONS IN ENUGU METROPOLIS, ENUGU STATE, NIGERIA.

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GOU/U22/MAN/292

A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL SCIENCES, GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE, ENUGU STATE, IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN MANAGEMENT

SUPERVISOR
ISAAC A. AGBER

JULY, 2026

DECLARATION

I, hereby declare that this project titled: "**Work Environment and Employee Performance in Oil and Gas Filling Stations in Enugu Metropolis, Enugu State, Nigeria**" is an original research report undertaken by me under the supervision of **Isaac A. Agber** of the Department of Business Administration, Godfrey Okoye University, Ugwuomu-Nike, Enugu State. All the materials and authors quoted were dully acknowledged, and that the work has not been submitted in part or entirety to any institution for the award of any degree.

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Ngwu, Chibuike Paschal **Date**

GOU/U22/MAN/292

APPROVAL

We hereby certify that this project titled: "**Work Environment and Employee Performance in Oil and Gas Filling Stations in Enugu Metropolis, Enugu State, Nigeria**" has been duly presented by **Ngwu, Chibuike Paschal (GOU/U22/MAN/292)** of the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, and has been approved by the underlisted Examiners.

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DEDICATION

I dedicate the project to Almighty God.

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ABSTRACT

This study investigated how work environment influence the performance of employees in filling stations (oil/gas) within the metropolitan region of Enugu. Specifically, this study looks at whether physical, social, and task environmental factors impact employee performance levels at filling stations. This study used both in-depth surveys and statistical analysis on data collected through the administration of surveys to employees who worked at selected filling stations within the Enugu East Local Government Area (the population of interest to this study contains 119 subjects). A census enumeration of the population approach was adopted. Data were collected through structured questionnaire designed. About 119 copies of questionnaire were administered, out of which 108 valid copies were used for analysis. Descriptive statistics and multiple regression analysis were utilized using SPSS version 26. The study results disclosed that physical environmental factors had a significant positive effect on employee performance ($\beta = .341$, $t = 4.417$, $p < .05$). Social environmental factors also significantly influenced employee performance ($\beta = .309$, $t = 4.145$, $p < .05$), while task environmental factors emerged as the strongest predictor of employee performance ($\beta = .372$, $t = 4.720$, $p < .05$). The model summary showed a strong relationship between the variables ($R = .842$, $R^2 = .709$), while the ANOVA result indicated that the model was statistically significant, $F (3,104) = 83.124$, $p < .05$. The study therefore, concluded that conducive work environments significantly enhance employee performance. The study recommended improved workplace conditions, supportive management practices, and effective task structures to enhance productivity in the oil and gas sector. The contribution to knowledge is that the study is the first to examine the constructs in the oil and gas fillings stations in Enugu East LGA.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance is the cornerstone of organizational success, reflecting how effectively employees use their skills and motivation to achieve corporate goals. An employee's individual job performance may be affected by multiple variables including but not limited to: motivation, leadership style, compensation, training, and more importantly, the employee's work environment. The work environment is defined as the overall level of comfort, organization, and connectedness that an employee feels towards the environment in which he/she is doing his/her job. A positive or conducive work environment will support an employee's ability to feel motivated, focused, and creative while performing his/her job duties. Conversely, a negative or unconducive work environment will create stress for the employee, lead to absenteeism, and ultimately, result in decreased employee productivity (Ikhsan et al., 2024).

The physical, social and task environments comprise the three key types of workplace environment referred to in research studies as being associated with job performance. The physical work environment consists of the tangible things surrounding individual employees, such as lighting, ventilation, work environment design, noise levels, and safety. Reducing fatigue and increasing the ability to concentrate on work tasks are greatly improved by providing a safe and comfortable physical environment. Research conducted within the oil and gas industry has shown that the provision of adequate lighting, ergonomic tools for performing work tasks and

noise control significantly improves an employee's performance, particularly in high-risk operational environments (Al-Mekhlafi et al., 2023). Conversely, providing employees with poor physical environments can result in reduced productivity levels and increased risk of occupational accidents.

The social work environment is concerned with the nature and quality of the social relationships that exist among all employees within the organization, including between employees and their supervisors and teams, which are built on trust, effective communication and supportive leadership behaviours. A positive social work environment encourages employees to work collaboratively with one another and motivates them to achieve high performance levels. Research conducted on oil and gas companies in Nigeria determined that high-quality interpersonal relationships, proactive leadership behaviours and a climate of psychological safety greatly improved both employee engagement and job satisfaction (Osahon & Ebipade, 2022). In contrast; hostile and/or unsupportive social climates disrupt the ability of employees to achieve high levels of performance and innovation.

An employee's task environment is crucial in determining how successful that employee will be. In order for an employee to be successful at work, they must first know exactly what tasks they will be expected to complete, have a clear understanding of how to do each task, and also have direct access to all necessary resources with which to complete each task. A recent study conducted on oil and gas companies located in Batam City showed that employees who understood their tasks and knew how to perform them successfully were much more productive than those who did not, and achieving success as an employee was very much influenced by the task environment, as well as having an adequate level of discipline and motivation, which provided a significant degree of employee job satisfaction and performance (Riana & Asri, 2024).

Employees in these companies also experienced lower productivity when provided with inadequate resources to complete their job function, as well as when given unclear expectations about their job function and performance.

The relationship between an employee's work environment and how productive an employee is in the workplace has been established at a global level. For example, research conducted within the oil and gas industry in Saudi Arabia has shown that an employee's level of satisfaction and retention and level of job performance were all significantly improved as a result of an effective and efficient work environment (Kabir et al., 2019). Similarly, the establishment of sustainable leadership styles in the oil and gas industry that take into account environmental responsibility as well as the implementation of employee engagement programs are also characteristics of effective leadership that have resulted in strengthening the employee commitment and performance (Nisar & Ghias, 2025). Additionally, employees at the Oil and Gas Development Company in Pakistan reported an increase in their level of productivity as a result of having adequate workplace supports including improved physical work environment, supportive supervisors, and balanced workloads (Iqbal et al., 2018).

According to recent studies conducted within Nigeria, it has been confirmed that the workplace plays an important role in determining how hard an employee will work (Akin-Taiwo). In Lagos' oil and gas industry, Akin-Taiwo determined that 86% of those who reported low productivity did so because of adverse working conditions rather than due to their skill level; therefore, creating a supportive environment is essential for fostering both creativity and efficiency (Taiwo, 2010). Furthermore, studies about Nigeria's oil and gas industry have found that employees who work in an environment where they feel they are receiving psychosocial support experience higher levels of engagement with their job and have a greater ability to balance work and personal life

leading to higher job performance and lower turnover rates (Bienwi-Patrick et al., 2020; James et al., 2023).

Within the local Enugu State of Nigeria, organizations within the oil and gas sector are significant representatives of both energy supply as well as employment opportunities. However, these organizations are considered to be working within a highly competitive/high-risk environment where employees are exposed to physical stress, social stress, and complex job tasks. Thus, it is essential to understand how the working conditions of these organizations are affecting employee performance in such an environment to ensure continued productivity. For example, although the specific organization operating at the selected oil and gas filling stations offers employees a moderately stable working structure, the lack of adequate physical conditions and/or adequate social support will negatively impact employees' efficiency. Previous research conducted in similar contexts indicates that by providing a safe and healthy work environment in which there is adequate social and physical support for the employee, both job satisfaction and employee retention will be positively influenced while workplace accidents will be reduced and there will be less stress on the employee.

This research has the possible benefit of providing the oil and gas filling station and other similar companies with meaningful recommendations. When management knows the factors of their employees' work environment that influence employee performance, they can use researched based theories to develop strategies that can assist in increasing levels of motivation, satisfaction and productivity. In addition, this study will add to the body of knowledge in the oil and gas industry in Nigeria, where there has been limited scientific research in the area of localized work environment factors. As countries around the globe place more emphasis on the well being

(health) of their employees as an indicator of organizational effectiveness, ensuring a high-quality work environment is essential for filling stations in the oil and gas industries to compete globally and achieve long-term sustainability.

1.2 Statement of the Problem

Performance by employees will continue to be one of the most significant contributors to success within an organisation, especially in high-risk industries (such as oil and gas), where the service levels provided by employees are an important aspect of a company's productivity and safety, along with its ability to maintain operational effectiveness. Many organisations, including those in developing economies and particularly Nigeria, recognise the influence of the working environment on levels of employee productivity and, therefore, have taken measures to address the negative impact of environmental factors affecting employee performance. Despite these efforts being made by a number of oil and gas companies in Enugu State (including oil and gas filling stations), employees are still encountering workplace conditions that are not conducive to optimal performance due to environmental deficiencies posed by poor working conditions and weak employee relations and a lack of clearly defined job responsibilities (Ikhsan et al., 2024).

Research demonstrates that a number of physical deficiencies in the work environment (i.e. poor ventilation, insufficient lighting and unsafe workspaces) negatively impact the focus of employees due to the effects of fatigue; therefore, the employee's level of performance and the amount of time the employee spends at work will be negatively affected (Al-Mekhlafi et al., 2023). There are also a number of social factors affecting employee productivity including poor team cohesion, poor leadership communication and workplace conflict, and have the potential to reduce employee commitment and morale to the extent that these employees are not able to work to their full capacity on a daily basis (Osahon & Ebipade, 2022). Finally, there are many

challenges posed by the task environment that will hinder employee performance levels, including an unclear job description or functions; inadequate tools to perform required job functions; and unbalanced work expectations that create a distraction from performing job duties effectively (Riana & Asri, 2024).

Research internationally shows that employee well-being and productivity can increase when employees have an appropriate working environment (Nisar & Ghias, 2025),. However, here in Nigeria, and specifically with local oil and gas companies, these opportunities for improvement have not been fully utilised. For example, while oil and gas filling stations are a major component of the energy market, there has been little empirical analysis done on the working environments of filling stations in Enugu State; therefore, there is presently no empirical evidence to show whether or not the work environments of these companies are supportive and consistent with global best practices for improving operational efficiency. Additionally, this will possibly lead to decreased employee engagement, increased operational inefficiencies, and/or safety deficiencies within the workplace (James et al, 2023).

Consequently, the objective of the research study is to enhance our knowledge and understanding of how the physical, social, and task dimensions of the workplace environment impact employees' performance at selected oil and gas filling stations located within Enugu metropolis. This will create a base of knowledge to support management in establishing safe, supportive, and productivity-oriented workplaces that meet or exceed national and global standards.

1.3 Objectives of the Study

The main objective of this study was to examine the influence of the work environment on employee performance in selected oil and gas filling stations in Enugu metropolis. To achieve this broad aim, the study pursued the following specific objectives:

1. To examine the effect of the physical work environment on employee performance of selected oil and gas filling stations in Enugu Metropolis.
2. To assess the impact of the social work environment on employee performance of selected oil and gas filling stations in Enugu Metropolis.
3. To evaluate how task environment affects employee performance selected oil and gas filling stations in Enugu Metropolis.

1.4 Research Questions

To achieve or accomplish the objectives above, the following research questions are put forward;

1. To what magnitude does physical work environment affect employee performance at the selected oil and gas filling stations in Enugu Metropolis?
2. To what extent does the social work environment influence employee performance at the selected oil and gas filling stations in Enugu Metropolis?
3. To what extent does task environment impact employee performance at selected oil and gas filling stations in Enugu Metropolis?

1.5 Research Hypotheses

The study formulated the hypotheses of the study in null form which were to be tested in chapter four.

$\mathbf{H_{0\ 1}}$ **:** Physical work environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu Metropolis.

$\mathbf{H_{0\ 2}}$ **:** Social work environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu Metropolis.

$H_{0\ 3}$: Task environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu Metropolis.

1.6 Significance of the Study

This study is significant because it provides valuable insights into how physical, social, and task environmental factors affect employee performance in selected oil and gas filling stations in Enugu Metropolis. It is essential to understand the relations between these factors in order to improve productivity within an organization, as well as to create employee satisfaction. This is particularly true in the oil and gas industries where the safety and efficiency of operations are essential to success. The data collected from this research will serve to increase the body of knowledge related to human resources management and organisational behaviour by adding a local perspective to the existing research base in Nigeria.

The results of this research will enable the management of the selected petrol stations to use the data to develop evidence-based guidelines to improve the working conditions for employees. The study will also assist the company in identifying environmental conditions that improve or hinder employee performance, thereby allowing management to establish strategies to create a safer, more comfortable and motivating workplace. Improving employee working conditions ultimately leads to increased productivity, reduced employee turnover, and organisational success; all three of those factors benefit from improved safety, efficiency, comfort and motivation.

This study will provide benefits to gas station workers in Enugu Metropolis by helping them understand and communicate their job condition as well as give credence to their job experience.

The research process will also identify how team work, communication, workload and physical comfort affect all workers' work performance and will encourage management to begin establishing employment-related policies that support the health and happiness of employees. Improved working conditions will help to create positive morale, decrease employee stress and create feelings of security, belonging and loyalty to the organization.

The study is beneficial to the oil and gas industry policy-makers and regulators in terms of providing empirical data regarding workplace standards and regulations. The study will also contribute to the development of national guidelines to ensure worker productivity and promote worker welfare in the oil and gas industry by providing insight into how the environmental conditions of oil and gas filling stations impact employee performance.

The study provide future researchers and academics with a wealth of information for future studies concerning the dynamics of the workplace environment in the industrial setting of Nigeria. The study will also provide a gap in the literature, by providing a context-specific basis on how the environmental conditions of an Oil and Gas filling station will impact the employees' job performance.

Eventually, this study represents both personal and academic improvement for the student who is completing the study. Not only does this research improve the researcher's knowledge of human resource management principles and workplace behaviour; it also provides the student with one required course for the award of their Bachelor of Management Degree. The student will develop their analytical, research and writing skills through completing this study while also generating practical knowledge that can be applied in their future professional and managerial career(s).

1.7 Scope of the Study

This research has been conducted to investigate the relationship between the work environment of employees, and their performance, in the selected oil and gas filling stations, that were used as a case study. Specifically covered by the study are three (3) overall dimensions of the work environment; (1) The physical environment which is comprised of workplace safety, lighting, ventilation and office design; (2) The social environment which encompasses teamwork, communication, leader support and interpersonal relationships; (3) The task environment, inclusive of role clarity, workload, job design and resource availability. All three dimensions have been chosen because they collectively determine how comfortable, motivated and productive an employee is within an organisation.

Geographically, this study will focus on sampling some selected oil and gas filling stations located in Enugu East Local Government, namely Northwest Filling Station, Infra Filling Station (both located at Abakpa- Nike, Enugu), Juhel Filling Station (located at Ngwogwogwu Avenue), NNPC (located at Ogotun), Eterna Plc Emene, and Concept Petroleum Ltd. This limited geographical focus allows for in-depth exploration into the working environment conditions and challenges faced by workers within each of these filling stations. These observations will be used to exemplify both the organisational culture of oil and gas filling stations, as well as highlight the socio-economic context which frames the way in which workers in the Enugu are employed and operate. Although this study does not include a sample of employees from any other branches of oil and gas filling stations operating outside of Enugu East Local Government Area, it is hoped that the findings from this research project will be useful to examining other Similar organisations operating within the same socio-economic environment.

Conceptually, the research project is limited to examining the relationship between several work environment factors (including physical factors, task factors and social factors) and employee

performance (measured as a unidimensional construct). The project did not examine other human resources issues (e.g., compensation, recruitment, or training) unless there was some direct relation to one of the three work environment factors identified.

Data for the study were primarily obtained from employees and from the management of selected oil and gas filling station operating in the Enugu Metropolitan area, as they were viewed as being the most important stakeholders in the oil and gas filling station and thus the people that the workplace environment has the highest impact on.

1.8 Limitations of the Study

Every research project has its limitations and this one is no different. While the study was designed carefully to yield quality information related to the impact of the work environment on employee performance at selected oil and gas stations in the Enugu metropolitan area, there are several factors that could limit the scope, depth, and generalizability of the findings from the research.

One of the most significant limitations on this study is the geographical restriction. The study is limited to selected oil and gas stations; therefore, the findings may not be an accurate reflection of all employees in the oil and gas industry across Nigeria. There are many differences in organisational culture, management practices and environmental conditions in different locations, which will limit the generality of the findings.

The other limitation of the study is the method by which the data was collected. The research gathered data using self-reported measures through surveys and interviews. There is the potential for respondent biases in their response as some respondents may provide answers they believe are acceptable (i.e., socially desirable) rather than revealing their true opinions regarding the

work environment and the management practices; therefore, affecting the validity and objectivity of the collected data.

This research has some limitations, including limiting time, as it is of an academic nature; the time available for collection, analysis, and interpretation of data may be insufficient for conducting an extensive longitudinal study that would measure changes in employee performance over time.

In this study, only three different work-related aspects were investigated: the physical, social, and task-related work environments. There are many other factors that may influence employee performance, such as salary, training opportunities, organizational policy, and economic conditions, but the scope of this study does not include these factors. While this limited scope is helpful in providing more detailed information about the three different work-related aspects, the study may not include other important elements that contribute to performance levels in the oil and gas industry.

Respondents also have restricted access to some internal organizational information due to confidentiality policies. This restriction limits a researcher's access to certain data necessary for analyzing employee performance, as well as collecting productivity metrics.

1.9 Operational Definition of Terms

Work Environment: In this study, work environment refers to the physical, social, and task-related conditions under which employees perform their duties at Selected oil and gas filling stations in Enugu metropolis.

Physical Work Environment: This refers to the tangible or material aspects of the workplace that affect employees' comfort, safety, and ability to perform their duties efficiently.

Social Work Environment: The social work environment in this context describes the human interactions and relationships that exist within the workplace.

Task Work Environment: This refers to the job-related factors that shape how employees carry out their tasks, including role clarity, workload, job design, tools availability, and autonomy.

Employee Performance: It is the degree to which employees effectively and efficiently accomplish their assigned duties and contribute to the achievement of organizational goals.

Motivation: It refers to the internal and external factors that stimulate employees to take actions that lead to achieving organizational objectives.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

The conceptual framework presents the review and explanation of the concepts related to work environment and employee performance, and the relationship that exists between them, hence guiding the study's analysis and interpretation.

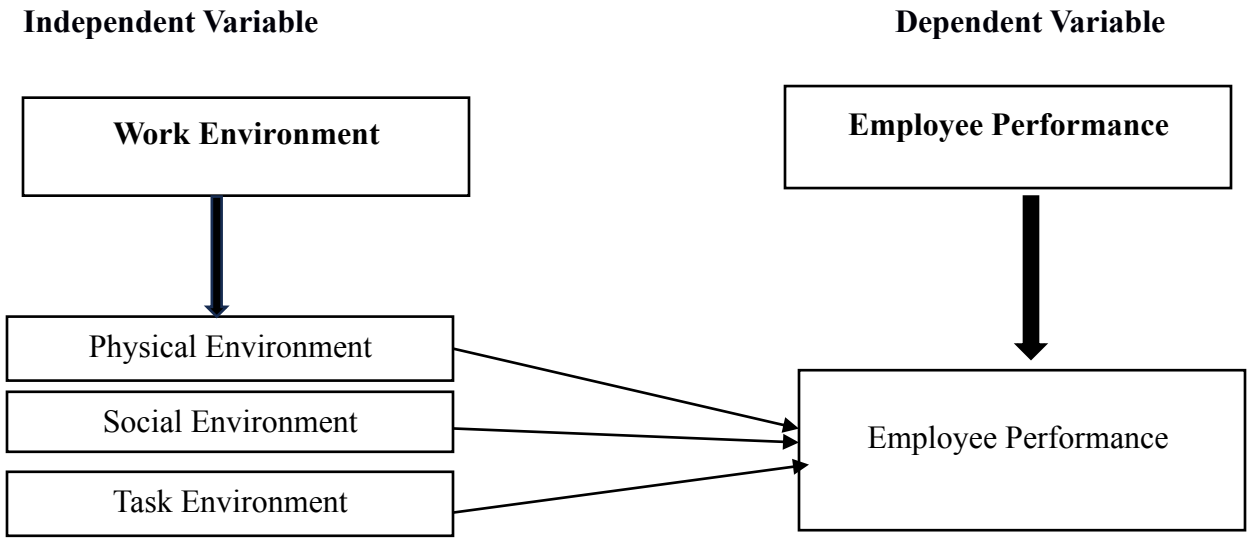

Figure1: Research Conceptual Model

2.2 Work Environment

The work environment was first introduced as an area of study by Elton Mayo's Hawthorne Studies (Mayo, 1933) that found that several environmental factors determined workplace

performance, motivation and behaviour, including, but not limited to, physical attributes (like illumination) or environmental factors (like relationships/interactions with coworkers and supervisors). Since then, numerous scholars have expanded this area of research to include not only physical factors affecting workers at the workplace, but also the mental and emotional aspects or influences of a physical workspace.

According to Khaola, and Rambe (2021), a work environment is made up of all components involved in the performance of a workers' duties such as physical structures, tools, and equipment, social relationships, and organisational culture. Chandrasekar (2011) defined it as all of the physical conditions (physical components) and all of the human relationships (human component) that define a workers' experience while performing work duties. Rai (2020) added that a work environment is composed of all forces, actions and influences, which are present in and around a worker, and which can impact the productivity and satisfaction of the worker when performing work duties.

Ahmed, et al. (2022) defined it as all of the conditions of the work environment (both internal and external) that impact how workers behave and perform, including organizational architecture (leadership), communication style, workspace design/space), and safety. Similarly, Okolie, and Omole (2020) defined the work environment as all of the tangible and intangible components of a work environment that can impact a workers' mental well-being and emotional well-being, such as proper illumination, adequate ventilation, and good interpersonal relationships, and what type of workload a worker is expected to carry. In addition, Kumar and Sia (2023), state that the modern workplace is not only a physical place but also includes a digital and emotional place, especially in the case of remote and hybrid working environments.

Therefore, from a complete perspective, the definition of a workplace includes the entire combination of physical, social, and organizational elements that impact employee behaviour, employee well-being, and employee performance while they are at work - which consists of the physical environment, the social or interpersonal interactions within the workplace, and the processes used for management and operations. The combined effect of these elements determines how successfully an employee will be able to accomplish the goals of the organization in which they work.

2.2.1 Dimensions of Work Environment

The research assessed and operationalized three major aspects of the workplace which constitute the independent variable. The various dimensionalities were defined and aligned with the existing literature.

2.2.1.1 Physical Work Environment

The physical work environment is made up of the tangible or sensory environment that exists for the employees, i.e. the conditions of lighting, temperature, ventilation, workspace layout/design, noise level and ergonomics. Previous studies connected the physical environment to productivity; however, recent studies have connected the physical environment to psychological well-being and performance outcomes. Shaari et al. (2022) stated that when an employee is provided with a properly structured physical work environment, it will improve employee comfort and efficiency, and therefore increase output in a production setting. Likewise, Fitriyani et al. (2024) found that when ergonomic design, adequate ventilation, and modern infrastructure are present, employees feel increased motivation and job satisfaction. Novindra and Sary (2023) and Lathifan and Suherman (2023), found that employees working in clean, safe and well-lit workplaces experience reduced fatigue and absenteeism, and these employees will have a more positive

effect on job quality. Maulidiyah and Ilahi (2020) also found that enhancing the physical environment mediated job satisfaction and performance outcomes. Within the oil and gas industry the physical aspects of the work environment, such as safety and operational layout are especially critical to minimising hazards and maintaining productivity (Lavanya & Meti, 2023).

Activity-based environments have significant impacts on productivity due to changes in areas where we work - Lindeberg et al. (2022); Ergonomics and physical engagement improve cognitive/adaptive performance (Ravhudzulo & Eresia-Eke, 2025); Bringing these factors together suggests that optimizing physical conditions leads to fewer mistakes, better morale, and consistent quality of output (Shaari et al., 2022; Fitriyani et al., 2024; Novindra & Sary, 2023; Lathifan & Suherman, 2023; Maulidiyah & Ilahi, 2020; Lavanya & Meti, 2023; Lindeberg et al., 2022; Ravhudzulo & Eresia-Eke, 2025) thus proving that the physical environment is not just a backdrop but also a strategic tool to drive employee behaviour and efficiency/performance (Shaari et al., 2022; Fitriyani et al., 2024; Novindra & Sary, 2023; Lathifan & Suherman, 2023; Maulidiyah & Ilahi, 2020; Lavanya & Meti, 2023; Lindeberg et al., 2022; Ravhudzulo & Eresia-Eke, 2025).

2.2.1.2 Social Work Environment

The social work environment includes relationships with others, communication patterns between co-workers, teamwork and collaboration, leadership styles, and organisational culture; all of these factors contribute to how employees feel about their workplace, how motivated they are to perform, and ultimately their sense of belonging in an organisation. In a supportive social environment, employees experience greater levels of job satisfaction and higher retention rates than those who work in the private sector - Fernández Puente and Sánchez-Sánchez (2023); Employees who experience positive social interactions and provide social rewards are more

likely to improve their performance than those who have only experienced physical working conditions (Artiningsih et al., 2022).

Suryaputra (2023) in his research indicated that when assessing performance, social factors such as mutual respect, support from supervisors, and recognition of employees play a greater role than infrastructure alone. Abun et al. (2021) also highlighted that self-efficacy has an indirect relationship with performance mediated through a cohesive and well-communicating social environment. Randrianasolo et al. (2022) reported that in the context of resource extraction (e.g., Oil & Gas), social cohesion fosters safe compliance with mandatory policies, reliability on the execution of collaborative tasks.

Lindberg et al. (2022) also found that the social environment can have a direct correlation with the well-being of an organization while Maharani et al. (2025) showed that non-physical (social) elements positively contribute to the enhancement of motivation and morale in organizations. Camoiras-Rodríguez and Varela-Neira (2024) demonstrated that supervisor support and communication improved the performance of human resources working in Social Media Technology roles.

Therefore, creating a positive social environment through the promotion of open communication, teamwork, and empathetic leadership can yield higher levels of employee engagement, trust, and long-term commitment to performance (Fernández Puente & Sánchez-Sánchez, 2023; Artiningsih et al., 2022; Suryaputra, 2023; Abun et al., 2021; Randrianasolo et al., 2022; Lindeberg et al., 2022; Maharani et al., 2025; Camoiras-Rodríguez & Varela-Neira, 2024).

2.2.1.3 Task Work Environment

The task environment consists of job design, workload, task clarity and autonomy, which are all influential in how well employees are able to do the work they're assigned. Maharani et al. (2025)

concluded that task skills and internal motivation together predict performance and are moderated through organizational culture. Ravhudzulo and Eresia-Eke (2025) found employee engagement and task completion rates improve when structured tasks align with the employees' physical and cognitive capabilities.

Arbyan and Riyanto (2023) also demonstrated that when tasks have both physical and task components, they interact to influence performance, especially when employees have adequate control over their schedule. The results of a study conducted by Saidi et al. (2019) showed that clarity of job role and supervision dramatically improve municipal employee outcomes.

Fitriyani et al. (2024) reported that when employees' workloads are manageable and their roles are well-defined, they have higher levels of motivation and decreased instances of burnout. Likewise, Aulia and Resawati (2023) found balancing disciplinary and supportive supervisory components of performance strengthens the non-physical (task and social) components of performance. Efficient task management and autonomy within oil and gas workplaces are critical to safety and timely operations (Shaari et al., 2022).

A properly organized work environment will provide employees with clarity on what is expected of them, decent levels of feedback and will afford them independence and freedom in their workplace will therefore give rise to long-term success for organisations (Maharani et al., 2025; Ravhudzulo & Eresia-Eke, 2025; Arbyan & Riyanto, 2023; Saidi et al., 2019; Fitriyani et al., 2024; Aulia & Resawati, 2023; Shaari et al., 2022).

2.2.2 Employee Performance

In terms of performance, the issue of employee performance is well documented in both management and organisational studies and is a fundamental component of how well employees perform their jobs and how much they contribute to the success of the overall organisation. The authors Ali and Anwar (2021:3) define employee performance as being the effectiveness and efficiency with which employees complete their work according to their individual or organisation-wide objective. Further, the authors Kura et al. (2023:276) provide an alternative definition of employee performance as the measurable output and behaviour exhibited by employees as they align their output with the strategic objectives of their organisations.

According to the authors Rahman and Karan (2022) employee performance is the cumulative expected value to the organisation of the many discrete behavioural episodes of a single employee over some predetermined period of time. In addition, the authors Fitriani and Nugroho (2020:5) detail that employee performance is the observable, quantifiable contribution an employee makes to the productivity of the organisation encompassing task efficiency, innovation and ability to collaborate. Lastly, authors Musa and Oladipo (2025) indicate that performance is a combination of the process and outcomes of performance that results from an employee's knowledge and skills, their ability to perform all duties with a high degree of quality and their motivation to produce consistent outputs.

Taking all of the above-mentioned views into consideration, employee performance may be defined as how well employees accomplish their jobs/functions as an individual and the extent to which employees use their knowledge/skills effectively, in order to deliver on personal and organisation objectives in a particular environment. Employee performance includes both quantitative measures of output (e.g., productivity and production) as well as qualitative

measures of performance (e.g., situational performance, team- oriented, innovative by nature, etc.).

2.2.2.1 Measures of Employee Performance

There are various means to determine how well an employee is performing or has met their expectations, such as by evaluating someone based on their task performance, contextual performance, adaptive performance, and counterproductive behaviour/activities (Motowidlo & Van Scotter, 2021). However, most recent research has indicated that there is a need for utilise a multi-dimensional performance measurement which can provide both a behavioural and result-based view of performance for employees. For example: Hameed and Anwar (2023) developed a three-dimensional model of employee performance which includes experience/expertise, efficiency and innovation in order to evaluate an employee's overall performance.

This research looked only at selected oil and gas filling stations in Enugu and therefore, the target measure was task performance, which directly relates to the employee's work environments (physical/society/task). Task performance is how well an employee has performed their main job functions (core job responsibility) that are related to producing goods and delivering services to the business with sufficient results (Kura et al., 2023). This measure is appropriate for the oil and gas sector because the oil and gas sector is performance-driven and has many measurable and specific output-based objectives for the industry that relate to as being a successful business, adherence to safety regulations, and being operationally efficient. Thus, this measure provides a strong link between environmental aspects of work results and performance outcomes.

2.2.3 Link between Work Environment and Employee Performance

Numerous researchers and businesses are placing an increasing amount of emphasis on the relationship between work environments and employee performance, as the link between productivity, motivation, and job satisfaction is a critical one. A positive work environment

increases levels of most forms of employee engagement, commitment to the organisation they work for, and job performance; conversely, an adverse work environment creates high levels of stress, high turnover rates, and low levels of efficiency. Extensive research studies have consistently demonstrated that both physical and non-physical dimensions of the work environment have a significant impact on employee's performance of their duties and on the overall success of the organisation.

A physical working environment that is conducive to effective job performance includes good lighting, good air circulation, proper working space layout, safety, and low levels of noise. When there are features in these areas that promote efficient job performance, the employee's ability to concentrate and produce results will be improved. The evidence collected by (Arbyan & Riyanto, 2023) and (Oktaria et al., 2023) indicates that clean, well-lit, and ergonomically designed workplaces lead to improved job performance and decreased fatigue of employees. Conversely, when working conditions are poor, employee's morale and productivity will suffer. (Pitrianti & Vidada, 2025) have concluded that an overcrowded and poorly maintained working environment has resulted in unstable job performance. The results of this research demonstrate that effective employee productivity and efficiency depends upon establishing a positive work environment.

In addition to the individual’s capabilities and experiences, the quality of the social environment, i.e., the relationships that one has with their supervisors, co-workers, and subordinates, has an equally important effect on an employee’s overall performance. The positive results of this impact have been documented in the literature, including studies by Saidi et al (2019) and Salam et al (2024) which found that supportive supervision, teamwork, and open lines of communication among employees contribute to increased employee motivation and improved

job performance. Social climates that are positive create an environment where employees feel safe psychologically and can be creative and take risks without fear of being judged. Conversely, poor social relationships and inadequate levels of managerial support will lead to decreased levels of employee engagement and lower quality of performance.

Similarly, the structure of the task/work environment, specifically: clarity of job roles; fairness of workload distribution; and the overall design of the task, can also contribute to employee performance. Kristianto et al (2025) showed that clearly defined job roles along with an equitable distribution of workload will help employees maintain their focus on their jobs while at the same time holding them accountable for completing them. On the other hand, ambiguous job roles along with excessive workload will have an adverse effect on employee morale, satisfaction with their jobs, and employee performance. Furthermore, Yudistiawan et al (2023) concluded that a combination of a structured task environment, along with employee discipline and motivation, produces the greatest actual performance potential for manufacturing firms.

Organizations are recognizing the work environment's impact on organizational competitiveness for many years worldwide; however, as noted by Maryadi et al in their 2025 research paper using a bibliometric approach post-pandemic trends showing that flexibility, digital collaboration and employee well-being represent some of the environmental factors affecting performance today. Furthermore, Fibriadi and Yusuf (2020) point out that organisations that incorporate environmental improvements into their remuneration strategy yield greater performance results than those that fail to do so.

Many developing countries including (but not limited to) Nigeria have experienced negative consequences resulting from the environmental factors affecting the performance of employees, especially in high-risk sectors such as oil and gas. Research has demonstrated that safe and

conducive work environments lead to increased safety compliance within the workplace, decreased levels of burnout and increased levels of creative innovation (Adittya et al., 2023). For companies providing services or manufacturing products, encouraging a positive work environment promotes employee commitment and loyalty (Fahriz, 2023). Evidence has also shown that supportive climates in public sector institutions improve the quality of work performed, while also decreasing employee turnover (Herminingsih & Wiyoto, 2025).

Additionally, research conducted by Ferdiansyah and Rinawati (2022) has found that the connection between the work environment and employee well-being is moderated by an employee's level of job satisfaction and motivation. Accordingly, in order to achieve sustainable performance outcomes both the tangibles and intangibles associated with the work environment need to be aligned in a manner that fosters the aforementioned levels of job satisfaction and motivation (Gemina et al., 2023). Indriani and Febrian (2025) also affirm that safety, salary and working conditions are three of the four dimensions that collectively determine employee productivity; therefore, it would appear that achieving an effective form of work can be described as being multi-dimensional.

2.3 Theoretical Framework

The theoretical framework discusses the essential theories that outline how work environment factors are related to employee performance in an organizational context. The two important theories involved are the two-factor model by Herzberg and social exchange theory.

2.3.1 Herzberg's Two-Factor Theory (1959)

The theory developed by Frederick Herzberg in 1959 is one of the most significant models linking employee performance and the environment in which they work. There are two different kinds of factors compared to each other, called hygiene, and motivators. Hygiene factors are

extrinsic and include factors such as salary, how someone was supervised, company policy (business rules), and working conditions; while motivators are intrinsic and include factors such as recognition (having your accomplishments recognized), achievement (accomplishing something), and opportunity for growth (advancement). According to Herzberg, although all hygiene factors can cause dissatisfaction in the employee, only motivators cause satisfaction/positive reinforcement for the employee. (Herzberg, 1959; Kumar & Naeem, 2023) Herzberg believed that satisfaction and dissatisfaction were not on opposite ends of the same continuum; instead, they are two different dimensions. Employees can have dissatisfaction with their environments (e.g., poor working conditions) and be simultaneously motivated by their accomplishments and recognition. This duality exists in today's workplace as the physical and social work environments are directly connected to the hygiene satisfaction of the employee and the intrinsic factors of task design, autonomy, and opportunity for growth directly impact intrinsic motivation and, ultimately, the performance of an employee. (Mukhtar et al., 2024).

Nevertheless, detractors assert that Herzberg's theory fails to account for individual differences and varying cultural contexts. Some employees, as an example, may see money as a much larger motivation than Herzberg would have us believe when we lower it only as a hygiene factor (Widyawati & Naufal, 2020). Furthermore, follow-up studies indicate intrinsic and extrinsic motivation may work jointly as opposed to independently. Notwithstanding these criticisms, Herzberg's Theory endures as relevant in an industry such as the oil industry where the physical work environment (hygiene factors) and model for performance (motivation) both are critical to performance.

In reference to a group of selected filling stations for the oil and gas industry located in Enugu metropolis, Herzberg's Two-factor Theory shows how the presence of suitable facilities, proper

supervision and support from management may assist in limiting levels of dissatisfaction while the presence of recognition and advancement opportunities will assist to increase the level of intrinsic motivation among employees. A combination of environmental and motivational factors has a long-term impact on employee performance, a decrease in the level of turnover and an increase in employee commitment level (Fahriz, 2023).

2.3.2 Social Exchange Theory (Blau, 1964)

Blau's (1964) theory provides a solid sociological explanation of how the work environment impacts employees' behaviours and productivity. This theory suggests that relationships in an organisation are formed through mutual exchange of both tangible (e.g., wages and person benefits) and intangible (e.g., respect, trust and recognition) resources or rewards. When employees believe there is fairness, support and positive interactions within their work environment, they return this favour with increased engagement, loyalty and performance (Blau, 1964; Lee & Kim, 2022).

The theory makes the primary assumption that social and professional relationships are defined by reciprocity norm. Thus, a positive work environment characterised by fair supervision, teamwork and psychological safety creates trust and emotional investment in employees and motivates them to contribute more than usual towards achieving organisational goals (Camoiras-Rodriguez & Varela-Neira, 2024). Conversely, when employees believe they are being treated unfairly or are working in a toxic environment, they will not contribute to the organisation (i.e., they will disengage from their jobs) or will restrict their level of effort beyond the minimum.

Critics of SET assert that the use of SET as a theoretical framework may oversimplify the complexity of social interactions in the workplace when the exchange or transaction between

employer and employee is considered above any intrinsic motivation to perform a task as a function of a reciprocal relationship or altruistic behaviour (Teng et al., 2020). Whilst the criticisms of SET exist, contemporary literature continues to support the relevance of SET, whereby SET processes are used to mediate the relationship between employee performance and dimensions of supervisor support, communication, and teamwork (Ali & Anwar, 2021).

Therefore, the application of SET within this study relates to explaining how the social environment of Selected oil and gas filling stations in Enugu metropolis affects employee engagement and productivity through dimensions of supervisor support, teamwork, and communication. Employees who experience a supportive environment at work are more likely to exhibit high levels of commitment to their job and produce at higher levels than employees who experience little support from their employer or are not valued by their employer. Consequently, SET supports the notion that mutual respect and supportive workplace structures are key components for improving or enhancing employee performance (Gemina et al., 2023).

2.4 Empirical Review

This section presents the empirical studies in reverse chronological order. The researcher has analysed over 50 papers available through Google Scholar. However, for the purposes of this current study, only the 23 most recent studies (listed below) are included in order to identify the most current advancements of research.

Abubakar and Usman (2025) studied how the physical environment affects employee productivity (Lagos State - Downstream Oil Industry). They used descriptive survey design, and had a total sample size of 250 employees, but only received responses from 180. Their study found that employee efficiency was positively affected by the following three factors: ventilation, workspace layout, safety standards. The study found that a lack of environmental controls (i.e.,

poor ventilation) will lead to an increased level of stress among employees, thereby reducing their motivation to do their jobs. Data were collected using structured questionnaires; however, the study did not include the social or task dimensions of the physical work environment, this area should be studied at a later date to understand employee productivity in the oil industry of Enugu by including all three dimensions of the physical work environment.

In their research on the relationship between ergonomic factors and employee productivity within the Nigerian oil industry, Adeyemi and Ojo (2025) performed a quantitative survey with 220 participants drawn from a sample population of 220 individuals using stratified sampling techniques and the SPSS statistical package to analyze their data. Their research established that sufficient amounts of light, furniture ergonomics, and temperature are all conducive to creating comfortable working conditions and therefore improving overall job satisfaction and productivity. This type of research typically employs a descriptive correlational design methodology. Finally, it was noted that since the research failed to consider the social environment or teams as these factors relate to productivity, this limits its ability to provide meaningful insight. Consequently, there is an opportunity for additional research to examine how both the physical environment and team dynamics are intertwined with employee performance in other oil companies similar to those located in Enugu.

Asante and Opoku (2024) examined the connection between social work climate and performance among 150 employees working in Ghana's banking field through a cross-sectional quantitative research approach by distributing a questionnaire which was subsequently analyzed via regression analysis and Pearson correlations to yield positive indicators of social climate factors i.e., teamwork and communication will affect both job performance as well as overall organizational efforts due to its relationship with supportive leadership. However, other

physical/temporal dimensions of job characteristics were not considered and therefore limits the conclusions drawn from their dataset. Furthermore, because there are no results coming from either the manufacturing or oil production sectors both of which could be qualitatively different than banking; their data artifacts cannot be extrapolated to other operational sectors, particularly for Enugu state where oil and gas distributors have been selected to operate within metropolitan area.

Daramola and Eze (2024) conducted a research study examining the relationship between task structure and employee performance in a sample of 200 Nigerian manufacturing employees. A total of 170 usable responses were analyzed using regression analysis. Study design was quantitative and descriptive in nature. Results showed that clearly defined roles and responsibilities and high levels of employee autonomy led to higher levels of employee output and commitment; however, insufficient resources and poorly defined job responsibilities negatively impacted employee performance. The data were collected via structured questionnaires. The study did not take into consideration the physical and social dimensions of the work environment, presenting an opportunity for further research into the overall workplace conditions of service industries such as selected oil and gas filling stations in Enugu metropolis, Enugu State.

A study conducted by Mensah and Adjei (2023) in Ghana found that the safety of a work environment and support, both socially and within management, contributes to positively influencing employees performance at the oil depot industry in Ghana. The research used a cross-sectional survey method with questionnaires to all made available to 300 employees of diverse job types. The data collected was analysed utilising SPSS regression analysis and outlined the study's main findings as follows: i) Employees' motivation to complete a task

increases with the effective functioning of workplace safety measures; ii) Supervisor and colleague support positively affect employees' motivation and accuracy in completing tasks; iii) Employees' motivation and accuracy related to the completion of a task is influenced by their interpersonal relationship with their supervisor; and iv) Inadequate physical conditions of the workplace (such as building design) and too much environmental noise were excluded from this study; therefore, there is an existing gap in this study's single-dimensional approach that indicates the necessity for future studies to explore the physical, social and task environmental characteristics associated with the oil marketing firms in Nigeria.

Using a descriptive method of study, Opara and Adebayo (2023) examined the relationship between organizational climate and the performance of employees at downstream oil firms in Port Harcourt. A total of 210 individuals from a variety of jobs completed a structured questionnaire. The results of the data collected and analysed using correlation statistical analysis were as follows: i) An increase in open communication within a workplace has a significant positive effect on employee efficiency; ii) Employees that work as part of a team tend to be more efficient in their work than those that do not; iii) Having an effective supervisor increases employee efficiency; and iv) The conditions within the physical work environment (e.g. type of office furniture, sound, etc.) and ergonomic characteristics (e.g. type of desk, work height, chair, etc.) were not included as part of the study, and as such represent an existing gap in this area of research; thus indicating the need to conduct follow-up studies replicating this research methodology at Southeast oil firms such as selected oil and gas filling stations located in Enugu metropolis.

Onyema (2023) conducted research on the influence of work environment on employee motivation and performance among 180 banking employees taking place within the Enugu

metropolis using a descriptive survey design; data was collected using structured questionnaires and analysed using regression analysis. Results showed that both environments (social and physical) positively contributed to employee motivation and productivity – especially through teamwork, ventilation and lighting; however, no attention was given to task structure leaving a gap with respect to understanding the totality of the environmental framework. This research has contextual relevance, but has only been conducted in respect to the banking sector indicating the need for future replication at oil firms to validate findings.

Uzonwanne (2023) studied the effect of social interaction on job performance in the manufacturing sector in Anambra state, using a descriptive design sampled 150 factory workers with data collected via structured questionnaires analysed using Pearson correlation and multiple regression; results indicate that good relationships with coworkers and good supervision is related to performance by employees, while lack of adequate workspace/resources hinders performance. However, there is no mention of the physical/task environment, resulting in an incomplete view of the environment. As the research is focused specifically on industry it provides insight into operational environments; however, replication is warranted at oil retail units located in Enugu State to establish the validity of the results.

In a study conducted by Akpan and Akpan (2022), they explored how the environments in which individuals work influence their productivity within energy firms throughout Akwa Ibom state. They used a descriptive survey design and surveyed 250 employees but had 200 valid responses that were tested using a regression model to analyze the data. They found that bright lighting, good ventilation, and supportive leadership were all predictors of employee satisfaction and productivity while high workload decreased productivity. They did not analyze the task environment dimension so there are certain boundaries concerning the extent that we can

understand what the environmental factors are that impact an employee's productivity (general understanding of what they can do). This study highlighted the need for improved workplace design within the energy sector but failed to apply the findings to retail oil firms like the Selected oil and gas filling stations located within the Enugu metropolis.

Likewise, in another study by Fashina et al. (2022) that was conducted in South Africa, the researchers aimed to identify the effect of workplace ergonomics and workplace communication on employee productivity within the automotive industry. A cross-sectional quantitative study was employed whereby data were collected from 300 employees via online surveys. Multiple regression methods were subsequently used to analyze the results. They found that employees working with better ergonomic workstations and open lines of communication were more productive and demonstrated a considerable reduction in absenteeism. The study while focusing on the physical and social dimensions of the workplace, did not include an analysis of the task structure; and thus presents a comparison of both the industrial and geographical context when trying to conduct the same comparison in Nigeria's oil and gas industry, such as within the Selected oil and gas filling stations located in the Enugu metropolis, Enugu.

Another work conducted by Lawal and Okonkwo (2022) focused on the effects of the social and task environments on employee productivity within the oil companies in Lagos, Nigeria. The study employed a descriptive survey research design by using structured, closed-ended questionnaires to collect data from 210 respondents from whom data was analysed using multiple regression. The results indicated that job role clarity, teamwork, and managerial support, are significant influencers of employee performance while aspects of the physical workspace have little or no effect on the employee’s overall performance. The major focus of the study was the behavioural and managerial aspects of the workplace while excluding the physical environment,

creating a knowledge gap as to the interaction of all three dimensions of the work environment, specifically with regards to the retail oil sector in Enugu.

Adigun et al. (2022) analysed the relationship between the task environment to that of employee output within the transport industry operating in Nigeria. The methodology was descriptive survey using a stratified sample of 180 respondents with data gathered from structured questionnaires. SPSS regression was utilised to analyse the quantitative data collected. The results found that job role clarity, adequate training and an equitable distribution of work will enhance employee performance. However, poor supervision can negatively impact an employee's motivation towards performing their absolute best. The study excluded the physical and social dimensions of the work environment therefore creating a conceptual gap. Additionally, given that the transportation sector is fundamentally different from the oil and gas sector there is a need for additional empirical research to be conducted to validate the findings of this study in a sample of selected oil and gas retail filling stations in Enugu Metropolis, so as to substantiate the understanding of the oil and gas retail sector.

According to Asiedu and Mensah, social work environments influenced manufacturing employees' (in Ghana) performance using a quantitative survey design with 250 workers sampled via simple random selection (SR); through correlation and ANOVAs to analyze the data obtained from each respondent; the authors found that cooperative relationships and effective communication led to improved productivity by employees. Resultantly, no consideration of physical and task environments factors were taken into account in this study thus limiting Asiedu and Mensah's (2021) study from having a more comprehensive approach. Ultimately, the authors suggested that positive interpersonal relationships create positive output; so, future studies on

operational industries like oil retail outlets (in Nigeria) should examine all workplace dimensions in order to produce a more precise generalization.

Similarly, the research conducted by Ali; Anwar (2021) had a similar approach; but, focused on the oil and gas industry in Iraq; the purpose of this study was to explore how employees were influenced by physical conditions and supervision. Ali; Anwar's study used a quantitative cross-sectional design to complete the study with a population sample of 320 respondents who completed structured questionnaires; used multiple regression analysis techniques to analyze the data collected from all respondents. Ali and Anwar found that employees' performance were improved by having control over noise, temperature control and having clear supervision. Although Ali; Anwar's study was designed using a strong methodology; this study did not incorporate social interaction factors, therefore, producing an analytical gap. Furthermore, due to cultural and regional differences; Ali; Anwar recommend that future studies be conducted in oil countries such as Nigeria to determine whether or not similar environmental factors produce like results.

A study by Okafor and Eneh (2021) was conducted to evaluate the impact of workplace conditions on employment outcome (performance) of manufacturing workers in Enugu State, Nigeria. The descriptive method used in this study to collect data were via structured questionnaires to 200 respondents, which were analyzed using SPSS. The findings revealed that poor physical environment (poor ventilation, lighting etc.) resulted in reduced motivation and productivity. Among other recommendations made in the study were to provide improved safety and ergonomic practices in the workplace. However, the social and task dimensions of the work environment were excluded from consideration, creating a gap in the literature. Therefore, future

research would benefit from this opportunity to further study the work environment/model in Selected Oil and Gas Filling Stations in the Enugu Metropolis, Enugu State, Nigeria.

A descriptive and quantitative study by Akintoye and Popoola (2021) evaluated the impact of social relations and motivation on employee outcomes (performance) in Nigerian commercial banks. Data were collected from 250 employees and analyzed for correlation and regression. Findings indicated that effective teamwork, recognition systems, and managerial feedback significantly increased performance. In contrast, the study did not measure the impact of physical workspace or job design variables. By only analyzing the social dimension of the work environment, a gap exists in the literature for researchers to further study and explain the combined impact of all three dimensions (physical, social, and task) of the work environment, particularly in the retail oil and gas sector, such as Selected Oil and Gas Filling Stations in Enugu, Enugu State, Nigeria.

In an investigation into the influence of the working atmosphere on productivity in Kenya's oil refining sector, Hassan and Ibrahim (2020) used a correlate study design and sampled 280 employees via stratified sampling techniques. Data were collected using questionnaires and analysed using regression analysis. Results indicated that supportive management, clear job descriptions and adequate safety measures were positively related to worker performance. Due to incongruences between workforce infrastructure from different areas in Nigeria, generalisability of the findings is limited. Also, the study omitted investigating how social relationships influence worker performance thus there exist an empirical gap for studies focused on holistic environmental dimensions of oil and gas firms in Nigeria such as Selected Oil and Gas Filling Stations, Enugu Metropolis.

The relationship between workplace safety and employee performance was evaluated by Oladipo and Ogunleye (2020) among oil and gas workers in Lagos using a descriptive survey research design. A sample of 210 employees was used. Data were collected from respondents using questionnaires and analysed using regression analysis. The results demonstrated that the existence of safety equipment, proper ventilation and cleanliness contributed to improving worker performance; however, the study did not take into account social support and/or team building. As a result, the focused examination of physical variables creates an empirical gap for future studies that include all dimensions of the working environment particularly in Selected Oil and Gas Filling Stations, Enugu State where different operational conditions exist throughout Nigeria.

In a study on Ghana's industrial sector, researchers Oduro and Acheampong (2020) examined the effect of social interaction on worker performance in the factory setting and conducted quantitative research involving a sample of 260 workers using structured questionnaires. The researchers used correlation analysis to evaluate the data obtained. Their findings indicated that both peer support and cooperative team culture improved task performance through completion of work and operational efficiency. However, the researchers did not investigate the physical conditions (i.e., noise, lighting, spatial arrangement) impacting the factory workplaces. The lack of these three dimensions of the workplace environment created an empirical and theoretical gap that should be addressed through future research in Nigerian oil companies to better understand the complete impact of the environment on performance.

Umar and Bello (2020) investigated how physical characteristics of the workplace relate to employee productivity in the manufacturing industry in Kaduna using a descriptive survey design, a total of 300 employees, and questionnaires to collect and analyze data with descriptive

statistics and regression analysis. The research results indicated that proper lighting, ventilation, and office spacing positively impacted productivity for these manufacturing firms. However, the study did not include the impact of the social and task aspects of the work environment, thereby limiting the research scope. The industry focus and geographic nature of the research findings differ from the oil industry's operations, suggesting the need to duplicate similar research in selected oil and gas stations located within Enugu Metropolis where the majority of employees work in service-based roles.

The research of Okeke and Nwankwo (2020) involved studying 200 employees employed by oil companies in Anambra State. The investigators sought to determine how resource availability and supervision influenced the level of productivity among these employees. To accomplish the study objectives, a descriptive research design was used, and the subjects completed a variety of questionnaires. The results were analysed via regression analysis. The key findings indicated that productivity was improved by the decisions of management (i.e., the fairness of managers), as well as by providing employees with the required resources and tools. The researchers noted however, that they did not account for some key variables (e.g., social dynamics and the physical conditions of the work environment), thus creating an empirical gap in the research. The study will contribute to a greater understanding of how managers can influence employee productivity, but not how alternative workplace environments impact employee productivity. It would be valuable to further research how to extend the framework of Okeke and Nwankwo (2020) to determine the impact of the working environment on employee performance for selected oil and gas filling stations in the Enugu Metropolis of Enugu State.

Likewise, Johnson and Thomas (2020) studied the degree to which flexible workspace designs influenced employee creativity and performance within the technology sector. The researchers

utilised a correlation research design for the study and collected data from a sample of 400 online respondents using a questionnaire. The study data were subsequently analysed using regression analysis and revealed that the use of adaptable workspace designs, providing noise control, and allowing hybrid work arrangements improved employee performance. Although the results of Johnson and Thomas's (2020) study are useful when discussing employee performance in the technology sector, the framework of the study is conducted within a developed economy. Therefore, there are questions about the relevancy of the Johnson and Thomas (2020) findings to the Nigerian oil sector. Additionally, the researchers did not consider task structures or social dynamics, thus leaving an empirical gap in their research. It would be worthwhile to investigate how to apply the research of Johnson and Thomas (2020) to the differing existence of physical and interpersonal workplace factors found in selected oil and gas filling stations.

Bello and Sadiq (2020) examined the effect of safety measures and job clarity on employee performance in Nigeria's petroleum retail industry. Using a descriptive survey of 230 workers, data were gathered via questionnaires and analyzed using SPSS. Findings indicated that workplace safety, proper supervision, and clear responsibilities significantly enhanced productivity. However, employee social relationships and collaborative mechanisms were not considered. The study's limitation in addressing social and physical environmental variables leaves a multidimensional research gap. Future studies in Selected oil and gas filling stations in Enugu metropolis could incorporate these aspects for a more comprehensive understanding of employee performance determinants.

Table 1: Summary of Empirical Studies on Work Environment and Employee Performance

S/N	Author(s) & Year	Country / Industry	Objective(s)	Methodology	Findings	Research Gap

1	Abubakar & Usman (2025)	Nigeria / Oil Sector	Examine physical work environment on employee productivity	Survey design; 250 staff; regression analysis	Physical facilities significantly affect productivity	Did not include social and task dimensions
2	Adeyemi & Ojo (2025)	Nigeria / Oil & Gas	Assess ergonomics on employee performance	Descriptive survey; 300 respondents; SPSS analysis	Ergonomics positively influence performance	Excluded social work environment
3	Asante & Opoku (2024)	Ghana / Banking	Analyze social environment's effect on performance	Mixed method; 180 bank staff	Positive link between teamwork and efficiency	Non-manufacturing sector
4	Daramola & Eze (2024)	Nigeria / Manufacturing	Investigate task structure and job performance	Quantitative; 200 employees; ANOVA	Task clarity increases job satisfaction	Ignored physical environment
5	Mensah & Adjei (2023)	Ghana / Oil Depots	Explore safety and motivation link	Descriptive survey; 120 workers	Safe environments enhance motivation	Limited population size
6	Opara & Adebayo (2023)	Nigeria / Oil Sector	Study organizational climate's role in efficiency	Survey; 210 participants; correlation analysis	Organizational climate improves efficiency	Did not assess physical design
7	Onyema (2023)	Nigeria / Banking (Enugu)	Examine work environment on motivation	Questionnaire; 150 staff	Supportive work settings improve motivation	Outside oil industry
8	Uzonwanne (2023)	Nigeria / Manufacturing	Assess social interaction on productivity	Descriptive; 170 workers	Social cohesion enhances productivity	Excluded physical dimension
9	Akpan & Akpan (2022)	Nigeria / Energy Firms	Explore physical and social environment effects	Survey; 220 respondents	Both dimensions impact efficiency	Excluded task dimension

10	Fashina et al. (2022)	South Africa / Automotive	Study ergonomics and communication	Mixed method; 250 employees	Effective ergonomics increase output	Non-Nigerian context
11	Lawal & Okonkwo (2022)	Nigeria / Oil Companies	Evaluate social and task factors	Survey; 280 staff	Both environments predict performance	Ignored physical aspect
12	Adigun et al. (2022)	Nigeria / Transport	Examine task environment on employee output	Quantitative; 300 participants	Clear roles boost output	Not focused on oil sector
13	Asiedu & Mensah (2021)	Ghana / Manufacturing	Assess social work environment	Descriptive; 250 employees	Positive correlation between teamwork & performance	Excluded physical and task factors
14	Ali & Anwar (2021)	Iraq / Oil Industry	Explore physical environment on efficiency	Survey; 200 employees	Physical comfort drives job efficiency	Not Nigeria
15	Okafor & Eneh (2021)	Nigeria / Manufacturing	Examine workplace conditions on motivation	Survey; 180 respondents	Improved conditions increase motivation	Small sample size
16	Akintoye & Popoola (2021)	Nigeria / Banking	Assess social relations & motivation	Descriptive; 220 respondents	Good relations raise performance	Not manufacturing sector
17	Hassan & Ibrahim (2020)	Kenya / Oil Refinery	Study work environment & productivity	Quantitative; 230 respondents	Safety and communication boost productivity	Not Nigerian
18	Oladipo & Ogunleye (2020)	Nigeria / Oil & Gas	Explore safety and physical environment	Survey; 200 employees	Workplace safety enhances performance	Omitted social dimension
19	Oduro & Acheampong (2020)	Ghana / Industry	Analyze collaboration and performance	Correlational; 150 staff	Collaboration drives innovation	Excluded physical design
20	Umar & Bello (2020)	Nigeria / Manufacturing	Evaluate physical workplace conditions	Descriptive; 170 staff	Physical comfort improves output	Small population

21	Okeke & Nwankwo (2020)	Nigeria / Oil Firms	Assess supervision and resources	Survey; 200 staff	Supervision positively affects efficiency	Did not address social factors
22	Johnson & Thomas (2020)	USA / Tech Industry	Explore flexible workspace design	Mixed method; 180 staff	Flexible designs increase productivity	Not African context
23	Bello & Sadiq (2020)	Nigeria / Petroleum Retail	Examine safety measures on performance	Survey; 250 workers	Job clarity and safety enhance results	Excluded task environment

Source: Compiled by the Researcher, 2025

2.4.1 Identified Research Gaps

Twenty-three empirical studies reviewed provide consistent evidence of the impact that the work environment has on employee performance. This is true across many different industries in different countries. However, there are still gaps in the research. For example, the studies by Abubakar and Usman (2025) and Adeyemi and Ojo (2025) focused primarily on the physical aspects of the work environment in Nigerian oil and gas companies, with little to no consideration for the social and task-related aspects of the work environment. Likewise, the studies by Daramola and Eze (2024) and Adigun et al. (2022) focused primarily on task structure and role clarity, with do not consider the larger physical and social context of the work environment that impacts employee motivation and performance.

Other studies, such as Asante and Opoku (2024), Uzonwanne (2023), and Asiedu and Mensah (2021), have focused on the social aspects of the work environment (i.e. collegial support, teamwork), but these studies were conducted in the banking and manufacturing sectors outside of Nigeria's oil downstream industry. Similar to the studies mentioned above, research conducted in the oil and gas industry (Mensah & Adjei 2023), Opara and Adebayo (2023), and Oladipo and

Ogunleye (2020) has shown that employee motivation and performance can improve as a result of safety and physical infrastructure. However, like the studies above, the studies within the oil and gas industry have either been conducted outside of Enugu State, or have not incorporated all three elements of the work environment (i.e. physical, social, and task) in a single framework.

An additional limitation of the reviewed studies was that they generally utilized small sample sizes and limited populations (Lawal & Okonkwo, 2022). This would impact the generalizability of their findings. Other international studies also provide useful information; however, they are not contextually relevant because they are conducted in Iraq (Ali & Anwar, 2021) or the United States (Johnson & Thomas, 2020).

Not all of the reviewed studies used the selected oil and gas filling stations in the Enugu Metropolis, Enugu State, as a research setting, even though it plays an important role in Nigeria's downstream petroleum industry. With this in mind, this research fills in several gaps in the literature regarding the empirical relationships among the physical, social, and task environmental factors affecting employee performance at the Selected Oil and Gas Filling Stations in Enugu Metropolis (Enugu State) and the development of localized knowledge that can be utilized to inform best management practices and employee welfare across other similar businesses in Nigeria.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

The study was conducted using a descriptive survey research design. This is appropriate because it enables the researcher to gather quantitative data about a larger population and to describe the existing conditions without interfering with the variables measured. Creswell and Creswell (2020) stated that descriptive survey design allows researchers to measure (analyzing relationships) between two or more variables that occur in the natural setting where they are being studied. Since this study is trying to determine the effect of work environment on employee performance

at oil and gas filling stations in Enugu metropolitan area, it was the right choice for gathering data about employees' perspectives, opinions and attitudes in an unbiased and organized way.

3.2 Area of the Study

The research was conducted at a number of different gas stations located within Enugu East LGA in Nigeria. The gas stations included in this research were Northwest Filling Station, Infra Filling Station, Juhel Filling Station, NNPC Retail Station, Eterna Plc — Emene, and Concept Petrolium Ltd. All of these gas stations were chosen for their status as significant petroleum retail outlets operating in the municipality, along with their employment of large numbers of workers performing day-to-day operational, administrative, and customer service activities.

Enugu East LGA is one of the major Urban areas in Enugu State characterised by an increase in commercial development, as well as in the demand for petroleum products. There also are many different petrol stations providing petroleum products, due to the area's strategic location and high density population. Station employees work in a demanding environment, requiring the following characteristics to be successful: Efficiency; safety consciousness (esp. with respect to others); working as a team; and coordinating their tasks effectively. As such, the area must have been a fitting environment in which to examine the impact that an employee's work physical, social and task-related and work behaviours have on employee performance.

The selection of these filling stations was based on several criteria like being easily accessible, having operational relevance, as well as having employees who could provide reliable data on their working state and performance. The study area was also selected as it accurately reflects how the downstream oil and gas sector operates in Enugu metropolis while providing adequate data to achieve the study’s objectives.

3.3 Population of the Study

A total of 119 employees from the chosen oil and gas filling stations in Enugu East Local Government Area represented the target population for this research; this also includes both managerial and non-management staff. The population represents a manageable but sufficiently large scope from which to consider relationships between the work environment and employee performance in these companies. See Table 2 below for the population of the study.

Table 2: Distribution of Population of the Study

S/N	Name of Filling Station	Address	Population
1	Northwest Filling Station	Abakpa Nike, Enugu East L.G.A., Enugu State	18
2	Infra Filling Station	Emene, Enugu East L.G.A., Enugu State	20
3	Juhel Filling Station	Trans-Ekulu, Enugu East L.G.A., Enugu State	16
4	NNPC Retail Station	Abakpa Junction, Enugu East L.G.A., Enugu State	25
5	Eterna Plc Emene	Emene Industrial Layout, Enugu East L.G.A., Enugu State	22
6	Concept Petroleum Ltd	Nike Lake Road, Enugu East L.G.A., Enugu State	18
	Total		**119**

Source: Field Survey, 2026.

3.4 Sample Size and Sampling Technique

Due to the relatively small and manageable population size of 119 employees in the selected oil and gas filling stations within Enugu State, a complete enumeration (also referred to as a census) approach was adopted for this study, rather than using a sample approach. The complete enumeration (census) approach collects data from the entire population rather than from only a portion of it, thereby eliminating the potential for sampling error, and ensuring that the opinions of every employee would be documented, providing a comprehensive and accurate view of the relationship between the work environment and employee performance.

Consequently, all 119 employees, representing the administrative, sales, operations and maintenance roles, were included in this study to provide diverse views and experiences of the organization. A complete enumeration (census) approach to data collection is justified due to the small population size, which allows for a reasonable likelihood of full participation in the project from a time, cost and logistics perspective, thereby increasing the validity and reliability of the study's findings.

3.5 Sources of Data

This research utilized both primary and secondary data sources to accumulate pertinent, reliable and valid complete data for the study. Combining both data sources provides a more complete set of findings that support the validity and the thoroughness of the study.

3.5.1 Primary Data

Primary data is defined as data collected directly from the field specifically for the research project for the first time by the researcher. In this study, the researcher collected primary data from three sources - employee at selected oil and gas product filling stations, using a structured questionnaire. The questionnaire was constructed to elicit responses from employees regarding their perception regarding many different types of characteristics relating to their work environments (e.g., physical, social, and task) and how these characteristics impacted their job performance. The questionnaire consisted of two types of questions (i.e., closed-ended questions, and scaled questions using the Likert Scale) to gather accurate perceptions, attitudes, and experiences of employees. This method enables the researcher to quantitatively and qualitatively assess the relationship between the variables. Using primary data provide the researcher with specific insights based on the specific objectives of the project. Unlike secondary data, primary

data was relevant to the population being interviewed for the study. It also provided the researcher up-to-date and reliable data collection by collecting data from the target population.

3.5.2 Secondary Data

Sources of secondary data, including academic journals, text books, theses and dissertations, and usable data from the web serve as a theoretical basis for the study results or assist in developing the research questionnaire and act as a reference point for how the primary data were interpreted. Secondary data represents an essential source of information since it can identify any current research gaps; develop background information for the degree, and provide a way for the research to compare their findings against previous findings in the same area of research through empirical evidence. The combination of both secondary and primary sources enhances the creditability, reliability, and validity of the study results by ensuring that both sets of results have been established from both direct observation of employee performance and from previously documented and published academic/ university research.

3.6 Instrument of Data Collection

This study primarily relies on collecting survey data through structured questionnaires. The questionnaire used in this study, like many other questionnaires used regularly in social science and management studies, is designed to provide the researchers with a systematic way of collecting standardized quantitative data. In addition to providing the researcher with data, the use of a questionnaire allows participants to provide objective responses and ensures consistency and comparability amongst all participants' data. The study used a two-section questionnaire with 20 total items to assess all of the key variables in the study. Section A consists of five items to understand the demographic characteristics (gender, age, education, department, years of

experience) of the sample. This information is important for understanding the sample's demographics and diversity.

Section B of this questionnaire contains 5 (five) questions assessing the physical work environment, social work environment, and task work environment and employee's performance at work. Each question uses a 5-point Likert scale, ranging from strongly agree (5) to strongly disagree (1). The use of a Likert scale provides quantitative data about how respondents feel about each question and allows for statistical analyses. This method of measurement will allow for the measurement of intensity for each of the respondents' answers, allowing for deeper analysis into how the different components of the work environment impact employee performance.

3.7 Validity and Reliability of the Instrument

3.7.1 Validity

In order to provide content validity and face validity, the instrumentation was reviewed by two Human Resource Management Experts from the Department Management, as well as one of the research supervisor's. Feedback from all 3 (three) reviewers was utilized to improve any ambiguous or irrelevant questions on the instrumentation. Therefore, the instrumentation can be adjudged to provide an accurate measure of the variables being measured.

3.7.2 Reliability

Subsequent to reviewing the instrumentation, internal consistency was determined through the use of a Cronbach's Alpha reliability test. A pilot study test was administered to 10 employees from Total in Enugu, to also determine reliability of the instrumentation.

Table 3: Constructs, Number of Items, and Reliability Scores

S/N	Constructs	Number of Items	Cronbach's Alpha
1	Physical Work Environment	5	0.81
2	Social Work Environment	5	0.79
3	Task Work Environment	5	0.84
4	Employee Performance	5	0.86
	Overall Reliability	**20**	**0.83**

Source: Researcher's Pilot Survey, 2026.

Table 3 above revealed that all the coefficients were above 0.70, and were considered acceptable, as recommended by Nunnally (1978), ensuring that the instrument produce consistent results upon repeated applications.

3.8 Method of Data Collection

The researcher distributed the questionnaire directly to the participants to encourage a higher response rate and provide clarification for any questions asked. Participants had seven days to complete and return the questionnaire for analysis. This direct approach to data collection reduces errors and improves the accuracy of the data.

3.9 Technique of Data Analysis

After collecting the data from each respondent, it was analyzed using both descriptive and inferential statistic tools provided by SPSS version 26 to ensure that the results were accurate and reliable. Descriptive statistics (including frequency, mean, and standard deviation) were used to summarize participants' demographic information and perceptions of the work environment from a physical, social, and task-based perspective. Using descriptive statistics allows the researcher to identify patterns within samples, identify where central tendencies exist, and describe how similar or different samples are. Inferential statistics (specifically multiple regression analysis) were used to identify how each dimension of the work environment affected employee

performance. Multiple regression analysis provides researchers with an opportunity to approximate independent (physical, social, and task environments) and dependent (employee performance) variables collectively and independently. Using a .05 level of probability ($p < .05$), the researcher determined whether to accept or reject each null hypothesis according to the statistical significance of the relationships.

In order to provide clarity in the end results, the results were shown in both tables and percentages. The descriptive analysis of employee perceptions provided an overview of employee perceptions. The inferential analysis of the work environment and how that influences performance completed the analysis of the sample from which the data were derived. In order to show that these findings can be used for research, they needed to show that they were not only thorough as well as statistically valid but also to the extent that they can be considered applicable to selected oil and gas filling stations in Enugu.

3.10 Model Specification

The study adopts the following model to examine the relationship between the variables:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Employee Performance

X_1 = Physical Work Environment

X_2 = Social Work Environment

X_3 = Task Work Environment

β_0 = Constant

$\beta_1 - \beta_3$ = Coefficients of the independent variables

ε= Error term

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the data retrieved, analyzes and makes informed decision arising from the findings.

4.2 Data Presentation

The data is presented in tables to explain the descriptive and inferential components of the constructs of the study. First, the questionnaire distribution data is provided.

Table 4: Distribution of Questionnaires

Questionnaire Status	Frequency	Percentage (%)
Questionnaires Administered	119	100
Questionnaires Returned	112	94.1
Questionnaires Not Returned	7	5.9
Questionnaires Excluded/Invalid	4	3.4
Questionnaires Used for Analysis	108	90.8

Source: Field Survey, 2026.

Table 4 shows the distribution of questionnaires administered, returned, excluded, and used for analysis in the study. A total of 119 questionnaires were administered to employees of the selected oil and gas filling stations in Enugu East Local Government Area, representing 100% of the study population. Out of this number, 112 questionnaires, representing 94.1%, were successfully returned by the respondents, while 7 questionnaires, representing 5.9%, were not returned.

Furthermore, out of the 112 questionnaires returned, 4 questionnaires, representing 3.4%, were excluded from the analysis due to incomplete or improperly filled responses. Consequently, 108 questionnaires, representing 90.8% of the total questionnaires administered, were found valid and suitable for data analysis.

The high rate of responses highlights a good level of engagement and willingness to assist the researchers. Therefore, this enhances both the validity and reliability of the results produced by

the study. The quantity of surveys that formed the basis of analysis was adequate to facilitate sound statistical inferences concerning how the work environment impacts the performance of employees at the identified oil and gas filling facilities throughout the city of Enugu.

4.2.1 Presentation of Demographic Data of Respondents

Table 5: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	68	63.0
	Female	40	37.0
	Total	**108**	**100**
Age	18–25 years	24	22.2
	26–35 years	46	42.6
	36–45 years	28	25.9
	46 years and above	10	9.3
	Total	**108**	**100**
Marital Status	Single	52	48.1
	Married	48	44.4
	Divorced	5	4.6
	Widowed	3	2.8
	Total	**108**	**100**
Educational Qualification	SSCE	20	18.5
	ND	26	24.1
	HND/B.Sc	50	46.3
	M.Sc/Ph.D	12	11.1
	Total	**108**	**100**
Department	Operations	38	35.2
	Administration	20	18.5
	Marketing	24	22.2
	Maintenance	16	14.8
	Others	10	9.3
	Total	**108**	**100**
Years of Experience	Below 2 years	18	16.7
	2–5 years	44	40.7
	6–10 years	30	27.8
	Above 10 years	16	14.8
	Total	**108**	**100**

Source: Field Survey Data, 2026

Demographic characteristics for study participants can be found in Table 5. Of the 108 respondents, 68 (63.0%) were male and 40 (37.0%) were female, demonstrating that males dominated the staff of the oil and gas filling stations studied.

In terms of age, the greatest number of respondents (46, or 42.6%) were in the age category of 26 to 35 years. The second largest group (28 respondents, 25.9%) were in the age category of 36 to 45 years. The category of 18 to 25 years represented 22.2% of respondents, while the category of 46 years and older comprised 9.3% of respondents. This indicates that the majority of employees were in their youth and working-age years.

With respect to marital status, there were 52 respondents (48.1%) that were single, and 48 respondents (44.4%) that were married. The proportion of divorced respondents was 4.6% and the proportion of widowed respondents was 2.8%. This indicates that the workforce of the filling station was primarily single or married.

In terms of education, the greatest number of respondents (50, or 46.3%) had an HND/B.Sc degree, while 24.1% held an ND degree. SSCE holder respondents comprised 18.5% of the total number of respondents, while M.Sc/Ph.D responders made up 11.1% of the total number of correspondents. Thus, it can be inferred that the filling stations studied employed an overall educated group with an ability to comprehend organizational processes and respond appropriately to the questionnaire.

The distribution by departments showed that most respondents were in the operations department, representing 35.2% of the total respondents. This was followed by marketing (22.2%), administration (18.5%), maintenance (14.8%), and Others (9.3%). The result reflects the

operational nature of oil and gas filling stations where operational staff constitute a larger proportion of employees.

Finally, the years of experience distribution indicated that 44 respondents (40.7%) had between 2–5 years of working experience, while 30 respondents (27.8%) had between 6–10 years of experience. Employees with less than 2 years of experience accounted for 16.7%, whereas those with above 10 years of experience represented 14.8%. This implies that the majority of respondents had sufficient work experience and were knowledgeable about the work environment and employee performance within the selected oil and gas filling stations.

4.2.2 Data Presentation on the Study Constructs

Table 6: Descriptive Statistics for Physical Work Environment Factors

S/N	Physical Work Environment Items	SA	A	U	D	SD	Mean	Std. Dev.
1	My workspace is adequately ventilated and comfortable.	48	40	10	6	4	4.13	0.96
2	The lighting and temperature in my work area are conducive for work.	44	42	12	6	4	4.07	0.95
3	Safety measures and equipment are provided by the organization.	50	38	9	7	4	4.14	0.99
4	The physical layout of my workplace promotes productivity.	46	41	11	6	4	4.10	0.96
5	Noise and environmental distractions are minimized in my workspace.	42	43	12	7	4	4.04	0.97

Grand Mean = 4.10, **Average Std. Dev. = 0.97**

Source: Field Survey, 2026.

The data in Table 6 relates the descriptive statistics for physical work environment factors affecting employee performance. The results indicate that the majority of respondents either strongly agreed or agreed with all the statements relating to physical work environment. The statement that "safety equipment and measures are provided by the organization" had the highest

mean score of 4.14, indicating that respondents view workplace safety in a positive manner. Respondents answered positively regarding their physical comfort level at work, as evidenced by high mean scores for workspace comfort (4.13) and ventilation (4.13). Standard deviations from 0.95 to 0.99 reflect close opinions among respondents and little variability. With a grand mean of 4.10, these results suggest a strong positive perception of the physical work environment in the oil and gas filling stations selected. The implies that a conducive physical work environment contributes positively to employee comfort, safety, and overall performance in the selected oil and gas filling stations.

Table 7: Descriptive Statistics for Task Work Environment Factors

S/N	Task Work Environment Items	SA	A	U	D	SD	Mean	Std. Dev.
1	My job responsibilities are clearly defined.	52	38	8	6	4	4.19	0.97
2	I have the resources and tools required to perform my job.	47	40	10	7	4	4.10	0.99
3	My workload is reasonable and manageable.	43	42	11	8	4	4.04	1.00
4	I receive adequate training to perform my duties effectively.	45	41	10	8	4	4.06	1.00
5	The work procedures in this organization enhance productivity.	48	39	10	7	4	4.11	0.99

Grand Mean = 4.10, **Average Std. Dev. = 0.99**

Source: Field Survey, 2026.

Descriptive statistics for external work structure are provided in Table seven. Most respondents either agreed or strongly agreed that their job responsibilities were clearly defined (m = 4.19), making this the highest rated item in the survey. This suggests that employees understand their roles and responsibilities within the organizational framework; however, the statement regarding the role of organizational work procedures in facilitating productivity (m = 4.11) also produced a high average, suggesting that organization employees perceive operational procedures as

facilitating high-level performance. Standard deviations (ranging from 0.97–1.00) indicate moderate agreement among respondents. The total mean of 4.10 illustrates that employees generally have a good impression of the work environment, particularly with respect to the structure of tasks completed, clarity of job roles, and access to resources for completing jobs. As a result, effective structuring of tasks, clearly defined job roles, and access to job resources will elevate productivity and efficiency of the employees at the selected oil and gas filling stations.

Table 8: Descriptive Statistics for Social Environment Factors

S/N	Social Work Environment Items	SA	A	U	D	SD	Mean	Std. Dev.
1	I have a good working relationship with my colleagues.	54	36	8	6	4	4.20	0.98
2	My supervisor provides adequate support and feedback.	46	41	10	7	4	4.09	0.99
3	There is open communication among staff members.	44	42	11	7	4	4.06	0.99
4	Teamwork is encouraged and valued in this organization.	50	39	9	6	4	4.16	0.97
5	Management encourages employee participation in decision-making.	42	43	11	8	4	4.03	1.00

Grand Mean = 4.11, **Average Std. Dev. = 0.99**

Source: Field Survey, 2026.

Table 8 presents the descriptive statistics of the social work environment factors. The majority of the respondents strongly agreed or agreed that they have maintained good relationships with their colleagues, indicated by the highest mean score of 4.20. Guidance on teamwork also received a high mean score of 4.16, thereby showing collaborative working practices are highly valued at the selected filling stations. The standard deviation of responses, from 0.97 to 1.00, implies low variability, and thus, there was a high degree of consistency with respect to respondents' perceptions of the social working environment. The overall grand mean of 4.11 indicates that

employees perceive the social environment within their organizations to be highly supportive and favorable. This implies that the establishment of positive employee relations, teamwork, and managerial support significantly contributes to employee motivation and performance.

Table 9: Descriptive Statistics for Employee Performance

S/N	Employee Performance Items	SA	A	U	D	SD	Mean	Std. Dev.
1	I always complete assigned tasks on time.	50	40	8	6	4	4.17	0.97
2	I meet or exceed the performance targets set for me.	46	41	10	7	4	4.09	0.99
3	My work quality has improved due to the work environment.	48	39	10	7	4	4.11	0.98
4	I feel motivated to give my best at work.	52	37	9	6	4	4.18	0.97
5	My overall performance has increased due to management support.	47	40	10	7	4	4.10	0.99

Grand Mean = 4.13, **Average Std. Dev. = 0.98**

Source: Field Survey, 2026.

The descriptive statistics of worker performance at the referenced oil and gas supply stations are presented in Table 9. Most responders (strongly) agreed (mean scores of 4.17 and 4.18) that they complete their assigned duties on time and felt motivated to carry out their jobs effectively, indicating a high degree of employee productivity and commitment to the task at hand; and were consistent in their responses with standard deviations between 0.97 and 0.99 across the various findings. Overall, the grand mean score of 4.13 indicates that employees have a generally high level of perceived work performance and have a positive perception regarding the effect of their working conditions on their current levels of work performance. Consequently, based on these results, it can be concluded that a positive work environment contributes positively to employee motivation, productivity, and, thus, work performance at the cited oil and gas supply bases.

4.2.3 Presentation of Results

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.842[a]	0.709	0.701	0.412

[a] Predictors: (Constant), Physical Work Environment, Social Work Environment, Task Work Environment

Source: SPSS Data Output from Field Survey, 2026.

According to Table 10, it shows the regression analysis model summary that was completed to assess the relationship between the physical, social and task work environment factors as independent variables on employee performance as a dependent variable. With the R value at .842, signifies a substantial positive relationship between the independent variables and employee performance whereby it suggests significant improvement will be made in employee performance if and when improvements are made to the employee work environment for the oil and gas filling stations in the sample population.

The R Square value of .709 reflects that approximately 70.9 percent of the variation in employee performance results from the collective example of the physical, social and task work environmental factors. The remaining 29.1 percent of employee performance variance may be attributed to other factors that were not included in this study model. The Adjusted R Square provides additional confirmation of the explanatory strength of the regression model after accounting for the number of predictor variables in the study, and reveals an adjusted score of .701. The standard error of estimate is .412, which indicates a small amount of error of the predicted outcome. The regression analysis results also provide evidence of significant contributions that the various employee work environment factors have on employee

performance, therefore providing useful information for management in making decisions regarding employee work environment factors to enhance organizational productivity.

Table 11: ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.318	3	14.106	83.124	0.000[b]
Residual	17.645	104	0.170		
Total	59.963	107			

[b] Dependent Variable: Employee Performance
Predictors: (Constant), Physical Work Environment, Social Work Environment, Task Work Environment
Source**:** SPSS Data Output from Field Survey, 2026.

Table 11 presents the Analysis of Variance (ANOVA) results for the regression model. The F-statistic value of 83.124 with a significance level of 0.000 indicates that the regression model is statistically significant at the 5% level of significance. Since the p-value (0.000) is less than 0.05, the null hypotheses stating that the work environment factors have no significant effect on employee performance are rejected. The result demonstrates that the combined effect of physical, social, and task work environment variables significantly predicts employee performance in the selected oil and gas filling stations in Enugu metropolis. The finding implies that organizational management should focus on improving overall workplace conditions because work environment factors jointly have a significant influence on employee performance.

Table 12: Regression Coefficients

Model	Unstandardized	Std.	Beta	t	Sig.

	Coefficients (B)	Error	Coefficients		
(Constant)	0.842	0.291		2.893	0.005
Physical Environment	0.318	0.072	0.341	4.417	0.000
Social Environment	0.286	0.069	0.309	4.145	0.000
Task Environment	0.354	0.075	0.372	4.720	0.000

Dependent Variable: Employee Performance
Source: SPSS Data Output from Field Survey, 2026.

The Table 12 above reveals the regression coefficients showing the extent to which physical work environment, social work environment, and task work environment predict employee performance in the selected oil and gas filling stations in Enugu metropolis. The regression analysis revealed that all the predictor variables had positive and statistically significant effects on employee performance at the 0.05 level of significance.

Specifically, the result showed that physical work environment significantly predicted employee performance, $\beta = .341$, $t(104) = 4.417$, $p < .001$. This indicates that improvements in physical workplace conditions such as ventilation, lighting, safety measures, workplace layout, and reduction of environmental distractions significantly increase employee performance. The positive beta coefficient implies that as the quality of the physical work environment improves, employee productivity and effectiveness also improve. When employees are in safe, comfortable and productive environments, they are more likely to be efficient in their job performance and feel motivated to continue working. This means that management at the oil and gas filling stations that were selected should emphasize the safety of employees by providing them with ergonomic conditions and physical comfort, thus improving productivity of employees and efficiency of operations.

Additionally, the findings also suggest a strong and positive statistically significant relationship between social work environment and performance of employees ($\beta = .309$, $t(104) = 4.145$, p

< .001). This indicates that good relationships with co-workers, teamwork, communication and support from supervisors and encouraging participation by employees in decision making positively contribute to enhanced performance of employees. Furthermore, it is apparent that when employees have the benefit of having good supportive relationships with peers and management, their performance is improved; therefore, organizations should promote/teamwork to enhance communication and supportive leadership skills, so there is an overall increase in morale, commitment and performance of employees.

Task work environment was significantly related to employee performance in terms of beta ($\beta = .372$), $t(104) = 4.720$, $p < .001$ according to regression results. Out of all predictor variables, task work environment had the highest beta coefficient indicating that it was the most important predictor of employee performance in the reported findings of this study. More specifically, well-defined job responsibilities, manageable workloads, sufficient work tools and resources, effective training, and efficient work procedures contribute to increased employee productivity and effectiveness; as such employees will tend to perform at their best when they have a clear understanding of their roles and are well-equipped to fulfil their responsibilities. This result suggests that management should pay close attention to enhancing job design/structure; job clarification; employee training; and/or job resources because these areas are the most significant predictors of employee performance according to the sample of oil and gas filling stations investigated for this study.

4.3 Test of Hypotheses

The hypotheses of the study were tested using the result from the regression analysis at a 5% level of significance ($\alpha = 0.05$). The decision rule was that: If the probability value (p-value) was less than 0.05, the null hypothesis (H_0) was to be rejected, while the alternative hypothesis (H_1) would be accepted. And if the probability value (p-value) was greater than 0.05, the null hypothesis (H_0) should be accepted, while the alternative hypothesis (H_1) would be rejected. The regression coefficients presented in Table 12 were used in testing the hypotheses.

4.3.1 Test of Hypothesis One

$H_{0\ 1}$: Physical work environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu metropolis.

The regression analysis result in Table 12 revealed that physical work environment had a positive and statistically significant effect on employee performance, $\beta = .341$, $t(104) = 4.417$, $p < .001$. Since the p-value (.000) was less than the significance level of 0.05, the null hypothesis was rejected. Therefore, the study concludes that physical work environment has a significant positive effect on employee performance in the selected oil and gas filling stations in Enugu metropolis. The findings support Herzberg's Two-Factor Theory (1959). According to Herzberg, Hygiene factors (such as workplace safety, physical working conditions, ventilation, and other organizational facilities) are very important factors. These results confirm that employee performance is enhanced when they are provided a safe, comfortable, and conducive work environment. Therefore, management at the selected oil and gas filling stations make sure that they provide a safe working environment, working office layout, adequate ventilation, lighting and any other physical facility that makes for a favorable working condition to enhance employee motivation and performance. Herzberg's hygiene factors are relevant here.

4.3.2 Test of Hypothesis Two

$H_{0\ 2}$: Social work environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu metropolis.

From the results of the regression analysis, it was found that social work environment was statistically significant for how employees perform on their job; $\beta = .309$, $t(104) = 4.145$, $p < .001$. When the p-value of the analysis was less than .05 (which it is at .000), the null hypothesis was rejected. Therefore, it can be concluded that there is a significant positive impact from social work environment on employee performance in oil and gas filling stations in Enugu Metropolis. This result is consistent with the social exchange theory (Blau, 1964), which posits that employees reciprocate positive organizational treatment, support, trust, and favorable interpersonal relationships with improved commitment and performance. The finding suggests that effective communication, teamwork, supervisor support, and employee involvement create a supportive social atmosphere that enhances employee output. The implication of this finding is that management should promote supportive leadership, teamwork, effective communication, and employee participation in decision-making because positive social relationships within the workplace encourage employees to reciprocate with higher commitment and improved performance, as explained by the Social Exchange Theory.

4.3.3 Test of Hypothesis Three

$H_{0\ 3}$: Task work environment has no significant effect on employee performance in the selected oil and gas filling stations in Enugu metropolis.

The regression result further revealed that task work environment significantly affected employee performance, $\beta = .372$, $t(104) = 4.720$, $p < .001$. The Null Hypothesis has been rejected as the p-value was below an alpha level of .05 (000). Thus, this study found that the task work environment has a statistically significant positive impact on employee performance in the oil

and gas filling stations of Enugu metropolis, consistent with Herzberg's two-factor theory developed in 1959; specifically, the motivational factors aspect of Herzberg's theory states that factors such as job design, responsibility, achievement, recognition, and opportunities for growth will improve employee satisfaction/performance. Some aspects of this study include providing employees with clearly defined job roles, appropriate amounts of work (workload), sufficient resources to complete their assignments successfully; and providing employees with necessary training will motivate them to perform at higher levels. The results of the study suggest that management must ensure to provide role clarity, provide adequate tools needed to do one's job, train employees adequately, and provide workloads that will allow employees to be productive when they have a task structure that supports efficiency, responsibility, and achievement (Herzberg's motivational factors).

4.4 Discussion of the Findings

According to the results of this research, the effect of the physical environment on employee performance at selected oil and gas petrol stations in Enugu metropolis was positive. Physical environment was a statistically significant predictor of employee performance (β =.341, p There was a positive correlation between employee performance (Abubakar & Usman, 2025).

The research findings support empirical evidence from Abubakar and Usman (2025) and Adeyemi and Ojo (2025), both of who found that physical workplace facilities such as spatial design and emergency exits positively affected employee productivity in Nigeria's upstream oil field. Consolidating the findings of Akpan and Akpan (2022), Umar and Bello (2020), and Oladipo and Ogunleye (2020), all demonstrated that factors including; workplace safety, adequate illumination, ventilation, and comfortable physical climate; positively impact employee efficiency and productivity.

Ali and Anwar (2021) also support this finding with their conclusion in Iraq's oil industry that physical comfort and supervision improve employee productivity. Onyema (2022) has similarly reported that Shell Nigeria employees' performance is positively influenced by their physical working environment. However, Lawal and Okonkwo (2022) found that the physical workspace factors had a minimal impact on employee performance compared to their social and task-related environments. These contradictions may occur because of the differences in the location of organizations and the operational structure and geographic context of Lagos oil or gas supply companies, as well as the Enugu gas stations. Through Herzberg's Two-Factor Theory (1959), we can explain how employee productivity increases when there is a positive physical work atmosphere for them to work in. The theory supports the idea that when employees feel safe and are cared for at work, they will be more motivated to do their jobs with purpose.

The research demonstrated that employee performance has a significant positive association with the social work environment ($\beta = .309$, $p < .05$). These results support those of Asante and Opoku (2024) who found high levels of teamwork and open communication led to greater employee efficiency and organizational commitment in Ghanaian banks. Similarly, Opara and Adebayo (2023) showed that the organizational climate, teamwork, and supervisor support were all positively related to employee efficiency in the oil sector of Nigeria. The findings are also consistent with those of Uzonwanne (2023), Akintoye & Popoola (2021), and Asiedu & Mensah (2021) who found that strong interpersonal relationships, teamwork, and supportive supervision significantly contribute to employee productivity and motivation.

The findings of this study also coincide with the results of Fashina et al. (2022), who suggest that improved communication and a positive work environment in South Africa's automotive sector have a positive impact on employee performance. Further; this study validates the work of Oduro

and Acheampong (2020) that demonstrate a collaborative, team-oriented culture will lead to increased task completion and productivity for the organization. However, the findings of this study are contrary to those of Ali and Anwar (2021), who concentrated primarily on the physical and supervisory aspects of work and did not place any importance on a broad set of social interactions with coworkers and the effects these social relationships have on individual performance. Cultural and industrial differences between the Iraqi oil industry and Nigerian downstream oil operations, may be responsible for this disagreement.

Evidence from the study provides substantial support for the Social Exchange Theory (Blau, 1964) which asserts that favourable treatment, trust, support, and positive relationships with their co-workers will be reciprocated by an employee with greater commitment to the organisation and with higher levels of performance. According to the theory, employees that receive supportive supervision, participate in teamwork, and have effective communication with their supervisors will reciprocate positively through increased productivity and loyalty to the employer.

In addition, this study has established that the Task Work Environment has a significant effect on employee performance and has been identified as the strongest predictor of employee performance when comparing all independent variable predictors ($\beta = .372$, $p < .05$). The findings of this study correlate with the findings of Daramola and Eze (2024) that defined job roles and job autonomy can significantly increase the output of employees and, therefore, their commitment to manufacturing companies in Nigeria. Also, Lawal and Okonkwo (2022) established that the Task Work Environment factors of job clarity and managerial support can significantly enhance employee performance in the oil sector of Nigeria.

The findings support previous research, including Adigun et al.'s (2022) findings that clear job descriptions, sufficient training, and distribution of workload improve employee output in the

transportation industry in Nigeria. Furthermore, Bello and Sadiq (2020) also found that job clarity and sufficient supervision greatly increase employee performance in the retail petroleum industry in Nigeria. Hassan and Ibrahim (2020) also found clear job descriptions and supportive management to enhance productivity in the oil refining industry in Kenya. However, this finding does not support Asante and Opoku (2024), and Asiedu and Mensah's (2021) studies, where task structure is not recognized as a significant influence on employee performance in their research on a social work environment. The difference in results may, therefore, stem from the differing operational nature of the oil and gas filing stations, which require much greater coordination of work activities, clear delineation of job roles and well-structured procedures than the service-oriented sector such as banks.

In addition, the results support Herzberg's two-factor theory (1959) (motivators) that are motivational when defining responsibilities, achievement, work design, recognition or achievement and opportunity for growth, leading employees to higher levels of performance. According to this theory, employees will produce at a higher level if their work is clear, workloads give them sufficient opportunity to perform their job well, and if there are organisational procedures that facilitate effective job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The impact of the working environment (as it relates to the performance of an employee) at various Oil and Gas fuel stations within Enugu Main City and its surrounding areas was investigated. The physical working environment, the social working environment, and the task working environment were each looked at as they pertain to the performance of employees. To conduct this study, a descriptive survey approach would be employed with 108/150 valid responses received via a structured questionnaire using a five-point Likert Scale to measure responses. Data collected were analyzed using descriptive statistics and multiple regression analysis with the aid of SPSS version 26.

The regression model summary showed a strong positive relationship between the independent variables and employee performance with a correlation coefficient of $R = .842$. The coefficient of determination ($R^2 = .709$) indicated that 70.9% of the variation in employee performance was explained by physical, social, and task work environment factors, while the remaining 29.1% was attributed to other factors outside the model. The ANOVA result further showed that the regression model was statistically significant, $F(3,104) = 83.124$, $p < .05$, indicating that the independent variables jointly had a significant effect on employee performance.

The study findings were as follows;

i. The study revealed that physical work environment had a significant positive effect on employee performance, $\beta = .341$, $t(104) = 4.417$, $p < .05$. Based on this result, the null hypothesis stating that physical work environment has no significant effect on employee performance was rejected.

ii. Similarly, social work environment was found to have a significant positive effect on employee performance, $\beta = .309$, $t(104) = 4.145$, $p < .05$. Consequently, the null hypothesis stating that social work environment has no significant effect on employee performance was rejected.

iii. The study further revealed that task work environment had a significant positive effect on employee performance and emerged as the strongest predictor among the variables, $\beta = .372$, $t(104) = 4.720$, $p < .05$. Therefore, the null hypothesis stating that task work environment has no significant effect on employee performance was rejected.

5.2 Conclusion

This study concluded that work environment plays a significant role in determining employee performance in selected oil and gas filling stations in Enugu metropolis. This study's results indicate that physical, social, and task work environments all positively influence employee productivity, efficiency, and motivation. Specifically, the study found that employees perform at a higher level when there are safe, comfortable, and structured physical conditions (i.e., through adequate ventilation, lighting, safety, and distractions in the workplace).

Also, the study established a supportive social work environment (i.e., a workplace characterized by teamwork, effective communication, supervisor support, and employee involvement in decision making) enhances both employee commitment and performance. Task work environments have been identified as being the most considerable influencing factors on employee performance due to an employee's ability to perform well being clearly defined in regards to job roles, attainable workloads, accessible work tools, and sufficient training.

Ultimately, this study supports that organizations in the oil and gas sector can enhance employee performance by establishing work conditions that meet employees' physical, social, and

operational needs. The results of this study also support Herzberg's Two-Factor Theory and Social Exchange Theory by illustrating how beneficial working conditions and positive organizational relationships increase employee satisfaction, motivation, commitment, and ultimately the overall effectiveness of an organization.

5.3 Recommendations

From this research, recommendations have been made, urging the managers of the oil and gas to;

i. Improve physical working conditions for employees of the selected oil and gas retail outlets (e.g., create good ventilation throughout the workplace; provide proper illumination) along with adequate safety features/equipment; ergonomically design the workplace; (e.g., ensure proper access to tools required for completing specific tasks); and regularly maintain all facilities. Physical work environments have a significant effect on employee performance. By improving work safety/comfort, employee stress will be reduced while minimizing (potential) work hazards, ultimately improving an organization's overall (i.e., each employee's) productivity/effectiveness.

ii. Encourage employees to participate in decision-making, promote open channels of communication, promote teamwork through supportive leadership styles, etc. to enhance/outplace a positive work social environment. There is a positive relationship between social workplace environments and employee performance. Therefore, through the cultivation of a collaborative/supportive social environment, employee morale, organization's commitment, and interpersonal relationships will be positively affected, and, consequently, job performance will be enhanced and workplace conflict reduced.

iii. Management should establish clear job descriptions, provide adequate work tools and resources, and organize regular staff training programs to improve the task work

environment. Since task work environment emerged as the strongest predictor of employee performance, employees need clear role expectations and sufficient operational support to perform effectively. This will improve task efficiency, reduce role ambiguity, and enhance employees' ability to meet organizational targets.

5.4 Contribution to Knowledge

The main contribution of this research study is that it is one of the earliest studies to empirically analyze how the environment at work impacts employee job performance on employees within Enugu Metropolis' oil and gas retail business. Prior studies have focused mostly on the empirical investigation of manufacturing, banking, transportation, or oil businesses related to Nigeria and other countries. Therefore, this research offers localized empirical evidence from Enugu State that focuses on the downstream sector of the petroleum retail industry.

The second major contribution of the research is that it provides a demonstration of the applicability of both Herzberg's Two-Factor Theory and Social Exchange Theory in relation to oil and gas retail shops located in Enugu Metropolis. Therefore, the physical conditions (i.e., safety), social interactions among coworkers (i.e., support), and task structure provided to employees significantly influence how motivated those employees are as well as how willing they are to commit and perform.

5.5 Suggested Area for Research

Having studied selected oil and gas firms, in Enugu East, further research should be extended to the entire Enugu metropolis.

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LETTER OF INTRODUCTION

Department of Business Administration
Faculty of Management and Social Sciences
Godfrey Okoye University, Enugu State
10th January, 2026

Dear Sir,

I am a final-year student of the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Enugu State. I am conducting a research study titled: **"Effect of Work Environment on Employee Performance in Selected oil and gas filling stations in Enugu metropolis, Enugu State."** The study is purely for academic purposes and a partial requirement for the award of a Bachelor of Science (B.Sc.) degree in Business Administration.

Your organization has been selected as a case study due to its relevance and contribution to the oil and gas sector. I kindly request your cooperation in allowing me to administer a questionnaire to your staff. All information provided will be treated with utmost confidentiality and used solely for academic purposes.

Your assistance in this regard will be highly appreciated.

Thank you.

Yours faithfully,

Ngwu Chibuike

QUESTIONNAIRE

Instruction: Please tick (✓) the option that best represents your opinion. All information provided will be kept confidential and used only for academic purposes.

Scale: 5 = Strongly Agree 4 = Agree 3 = Undecided 2 = Disagree 1 = Strongly Disagree

SECTION A: Demographic Information

Variable	Options
Gender	☐ Male ☐ Female
Age	☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46 and above
Marital Status	☐ Single ☐ Married ☐ Divorced ☐ Widowed
Educational Qualification	☐ SSCE ☐ ND ☐ HND/B.Sc ☐ M.Sc/Ph.D
Department	☐ Operations ☐ Administration ☐ Marketing ☐ Maintenance ☐ Others
Years of Experience	☐ Below 2 years ☐ 2–5 years ☐ 6–10 years ☐ Above 10 years

SECTION B: WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE

Physical Work Environment

S/N	Statement	5	4	3	2	1
1	My workspace is adequately ventilated and comfortable.					
2	The lighting and temperature in my work area are conducive for work.					
3	Safety measures and equipment are provided by the organization.					
4	The physical layout of my workplace promotes productivity.					
5	Noise and environmental distractions are minimized in my workspace.					

Social Work Environment

S/N	Statement	5	4	3	2	1
6	I have a good working relationship with my colleagues.					
7	My supervisor provides adequate support and feedback.					
8	There is open communication among staff members.					
9	Teamwork is encouraged and valued in this organization.					
10	Management encourages employee participation in decision-making.					

Task Work Environment

S/N	Statement	5	4	3	2	1
11	My job responsibilities are clearly defined.					
12	I have the resources and tools required to perform my job.					
13	My workload is reasonable and manageable.					
14	I receive adequate training to perform my duties effectively.					
15	The work procedures in this organization enhance productivity.					

Employee Performance

S/N	Statement	5	4	3	2	1
16	I always complete assigned tasks on time.					
17	I meet or exceed the performance targets set for me.					
18	My work quality has improved due to the work environment.					
19	I feel motivated to give my best at work.					
20	My overall performance has increased due to management support.					

Thank you for your time and honest responses.