CONTRIBUTION OF OFFICE ENVIRONMENT TO EFFECTIVENESS OF EMPLOYEES IN ORGANIZATION

BY

ANIKOH MARY AJOKE

ND/23/OTM/FT/0034

A RESEARCH PROJECT SUBMITTED

TO THE

**DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY
KWARA STATE POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD
OF NATIONAL DIPLOMA
IN OFFICE TECHNOLOGY AND MANAGEMENT**

JULY, 2025

APPROVAL PAGE

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

_____   _____

DR. OYINLOYE O.T   **DATE**

(Project Supervisor)

_____   _____

MRS. E.M ASONIBARE   **DATE**

(Head of Department)

_____   _____

MRS. E.M ASONIBARE   **DATE**

(Chairman Project Committee)

_____   _____

MRS BALOGUN E.B   **DATE**

(External Examiner)

DEDICATION

This project is dedicated to Almighty God, the creator of heaven and earth and also to my beloved parent Mr and Mrs Anikoh.

ACKNOWLEDGEMENTS

First of all, I express my greatest gratitude to Almighty God the Author and Finisher of my faith for His Guidance, Love and Protection throughout my academic year in Kwara State Polytechnic, Ilorin.

My profound gratitude goes to my project supervisor Dr Oyinloye O.T, for his close supervision, I pray Almighty God continue to shower His blessing on him and his family and also to my HOD Mrs Asonibare and all the lecturers, God bless you all (Amen).

I extend my warmest thanks to my caring, understanding and wonderful Parent Mr and Mrs Anikoh and also to Mr Olalere Ismail for their support over me from the day I was born, may God bless you sir.

Also, my kudos goes to the member of my happy family and friends for their support and contribution toward the success of my academic session, God bless you all (Amen).

LIST OF TABLES

TABLE OF CONTENTS

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The office environment plays a crucial role in determining the effectiveness of employees within an organization. It is widely acknowledged that a well-designed office can significantly enhance productivity, creativity, and employee well-being, whereas a poor work environment can lead to stress, reduced motivation, and lower job satisfaction (Hedge, 2000). The relationship between the office environment and employee performance is a multifaceted issue, involving physical, social, and psychological elements that collectively shape the work experience.

One critical factor is the physical workspace, which includes elements such as lighting, temperature, noise, and ergonomics. Research suggests that appropriate lighting, such as natural light or adjustable artificial lighting, can positively influence mood, reduce eye strain, and increase focus (Veitch & Newsham, 2000). Moreover, noise levels and air quality significantly impact concentration and cognitive function, with excessive noise contributing to stress and decreased productivity (Leather et al., 2003). Ergonomically designed furniture, such as adjustable desks and comfortable chairs, has been linked to reduced physical discomfort and better long-term health outcomes for employees (Davis, 2001).

In addition to the physical environment, the psychological aspects of the workplace, including company culture, leadership, and employee relationships, play a substantial role in fostering employee effectiveness. Golembiewski (1995) argues that a supportive and inclusive organizational culture enhances employee engagement, satisfaction, and collaboration, which are all integral to performance. Positive social interactions, both formal and informal, help foster a sense of belonging and teamwork, ultimately enhancing individual and collective productivity (Parker et al., 2003).

1.2 Statement of the Problem

The effectiveness of employees in an organization is crucial to its overall success, and various factors contribute to enhancing or hindering employee performance. One of the most significant yet often overlooked factors is the office environment. The physical and psychological characteristics of the office space, including its design, layout, lighting, noise levels, and workplace culture, have a profound impact on employee productivity, job satisfaction, and overall well-being (Hedge, 2000). In recent years, the rapid evolution of workplace design, particularly with the trend toward open-plan offices, flexible workspaces, and remote working arrangements, has raised questions about how these changes influence employee effectiveness.

Despite the growing recognition of the importance of office environment factors, there remains a gap in the understanding of how specific environmental elements contribute to employee performance in various organizational contexts. While some studies suggest that an ergonomic, well-lit, and noise-controlled office can enhance employee focus and job satisfaction (Veitch & Newsham, 2000; Leather et al., 2003), other studies raise concerns about the negative effects of open-plan offices and the loss of privacy (Brennan et al., 2002). Furthermore, the impact of flexible workspaces, which have become increasingly common, has yet to be fully explored in relation to employee effectiveness and organizational outcomes (Becker & Steele, 1995).

1.3 Objectives of the Study

The primary objective of this study is contribution of office environment to effectiveness of employees within an organization. The study seeks to explore the specific elements of the office environment—both physical and psychological—that influence employee performance, productivity, and overall job satisfaction. The specific objectives of this research are:

1. To assess the impact of physical office environment factors on employee effectiveness

2. To examine the role of workplace culture and social environment in employee performance

3. To explore the effect of flexible and open-plan workspaces on employee productivity

4. To determine the relationship between office design and employee job satisfaction

5. To provide strategies for optimizing office environments to enhance employee effectiveness

1.4 Research Questions:

This study aims to explore contribution of office environment influences the effectiveness of employees within an organization. The following research questions have been formulated to guide the investigation:

1. What is the impact of physical office environment factors (e.g., lighting, noise, temperature, space layout, and ergonomics) on employee productivity and performance?

2. What role does workplace culture and the social environment play in employee engagement, job satisfaction, and overall performance?

3. What is the effect of adoption of flexible office spaces, such as open-plan and activity-based designs, on employee collaboration, creativity, and autonomy?

4. What is the relationship between office design and employee job satisfaction, and how does this influence their overall effectiveness?

5. What strategies can be made for organizations for optimizing their office environments to enhance employee productivity and job satisfaction?

1.5 Significance of the Study

This study on the contribution of office environment to the effectiveness of employees is of considerable significance for several reasons. First, understanding how the physical and psychological elements of the office environment influence employee performance is essential for organizations striving to optimize productivity and well-being. By identifying the specific environmental factors that enhance or hinder employee effectiveness, the study provides valuable insights for organizations looking to create workspaces that foster higher levels of engagement, focus, and overall job satisfaction. As organizations increasingly recognize the importance of employee well-being, this research offers a deeper understanding of how a thoughtfully designed workspace can contribute to an organization's long-term success.

Second, the findings of this study have the potential to guide future office designs and policies. With the rapid shift toward flexible working arrangements and the increasing popularity of open-plan offices, it is crucial to assess how these changes in office layouts impact employee performance. For example, while open-plan offices are often seen as fostering communication and collaboration, they can also lead to distractions and reduced privacy (Brennan et al., 2002). The research will provide valuable recommendations on how organizations can balance these elements to create a workspace that supports both collaboration and focused work.

1.6 Delimitation of the Study

This study on the contribution of office environment to the effectiveness of employees will be delimited in several ways to focus on specific aspects of the topic. Firstly, the research will concentrate on office environments within organizations based in urban areas, as these environments are more likely to reflect modern office designs and

trends such as open-plan layouts and flexible workspaces. Rural or remote organizations, where office environments might be different, will not be included in this study.

Additionally, the study will be delimited to examining physical and psychological factors of office environments, such as lighting, temperature, noise levels, office layout, and organizational culture. Factors like external influences (e.g., the economy or global trends) or personal factors unrelated to the office environment (such as individual employee characteristics) will not be considered in this research.

1.7 Limitation of the Study

This study on the contribution of office environment to the effectiveness of employees faces several limitations. One key limitation was the potential for subjectivity in data collection. Since the study will rely on employees' self-reported perceptions of their office environment, responses may be influenced by personal biases or varying levels of awareness of how their workspace impacts their performance. This can limit the accuracy and generalizability of the results.

Another limitation was the cross-sectional nature of the study, which means it was capture a snapshot of employee perceptions at a single point in time. This approach may not account for changes in employee effectiveness or perceptions of their office environment over time. A longitudinal study would be more beneficial in capturing these variations, Moreso, inadequate resources like money and time was a limitation.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews existing literature on contribution of office environment to effectiveness of employee in organization. It examines physical and psychological factors such as office design, lighting, noise, temperature, and organizational culture, and their impact on employee productivity and well-being. The aim is to provide a foundation for understanding how these elements influence workplace performance. The review will be conducted under the listed sub headings.

2.1 Introduction to Office Environment and Employee Effectiveness

2.2 Physical Office Environment Factors

2.3 Office Layout and Space Design

2.4 The Role of Workplace Culture and Social Environment

2.5 Flexible Workspaces and Employee Autonomy

2.1 Introduction to Office Environment and Employee Effectiveness

The office environment is a critical factor influencing employee effectiveness within organizations. It encompasses a broad range of physical, psychological, and social elements that affect employees' well-being, job satisfaction, and ultimately, their productivity (Sundstrom, Town, Brown, & Forman, 1994). A well-designed office environment provides comfort, promotes collaboration, and reduces workplace stress, which are essential components for creating an atmosphere that supports high levels of employee performance (Hedge, 2000). This includes factors such as lighting, noise levels, temperature, office layout, and the availability of supportive resources such as technology and break areas (Vischer, 2007).

Research has demonstrated that physical aspects of the office environment, like lighting and temperature, can have a significant impact on employees' cognitive functioning, mood, and productivity. For instance, studies by Veitch and Newsham (2000) emphasize that poor lighting and uncomfortable temperatures can lead to higher levels of stress and dissatisfaction, thereby decreasing productivity. On the other hand, an office layout that fosters easy communication and collaboration between employees enhances organizational efficiency and helps maintain a high level of employee engagement (Oldham & Brass, 1979).

Additionally, the psychological environment of the workplace, which includes factors like company culture, managerial support, and the overall atmosphere of the office, plays a significant role in influencing employees' job satisfaction and motivation (Hernaus, Korman, & Pavić, 2018). When employees feel supported and comfortable within their office environment, they are more likely to be engaged, show initiative, and maintain a positive attitude toward their work (Becker & Steele, 1995). Hence, understanding how office environment influences employee effectiveness is vital for organizations seeking to improve their overall performance and create an environment that nurtures success.

2.2 Physical Office Environment Factors

The physical office environment plays a significant role in determining employee effectiveness and influencing their performance, comfort, and overall well-being. The design, lighting, temperature, ergonomics, and noise levels within the workspace directly affect employees' ability to focus, stay productive, and remain comfortable throughout the workday (Vischer, 2007). Research has shown that the quality of the physical environment can either facilitate or hinder employees' work efficiency, making it a crucial factor in optimizing organizational success (Sundstrom et al., 1994).

One of the most critical elements of the physical workspace is lighting. Access to natural light, for example, has been found to significantly improve employees' performance by enhancing their mood and reducing fatigue (Veitch & Newsham, 2000). A study by Rolfö et al. (2016) found that exposure to natural light increases the production of serotonin, a neurotransmitter associated with feelings of well-being, thereby enhancing focus and task performance. Furthermore, bright, well-lit workspaces reduce eye strain and improve visual comfort, which is essential for reducing distractions and maintaining employee engagement (McCoy & Evans, 2002).

Temperature control is another essential factor that influences office effectiveness. Research indicates that temperature extremes, whether too hot or too cold, can significantly impact employees' cognitive performance and work output (Wargocki et al., 2000). Comfortable temperatures help to maintain employees' concentration levels, ensuring they remain productive throughout the workday. An optimal working environment typically falls between 20°C and 22°C, with variations depending on personal preferences and the type of work being carried out (Davis, 2001).

Ergonomics also plays a crucial role in enhancing employee effectiveness. The use of ergonomic furniture, such as adjustable chairs and desks, is associated with reduced physical discomfort, including back pain, neck strain, and wrist injuries (Baker, 2004). By reducing such discomfort, ergonomic interventions can lead to improved focus, task efficiency, and job satisfaction. Employees who are physically comfortable in their work environment tend to experience less fatigue and greater engagement, allowing them to perform tasks more efficiently (Oldham & Brass, 1979).

2.3 Office Layout and Space Design

The design and layout of office spaces play a vital role in shaping employee interactions, collaboration, and overall performance. The choice of whether an office is open-plan, cubicle-based, or features private offices has significant implications for

how employees work, communicate, and engage with one another. Each layout option has its own advantages and drawbacks, and understanding the impact of these designs is essential for optimizing employee effectiveness.

Open-plan office layouts are commonly implemented to foster communication, transparency, and team collaboration. Proponents of open-plan offices argue that they enhance informal interactions, which can stimulate creativity and problem-solving (Becker & Steele, 1995). This type of layout is designed to break down traditional hierarchical barriers and encourage a more collaborative and democratic work environment (Kamarck, 1995). By facilitating open communication and teamwork, open-plan offices can increase the speed of decision-making and improve the overall flow of information within the organization (Allen, 1977). Furthermore, such spaces often make employees feel more engaged and connected to their colleagues, which can foster a sense of community and belonging (Sundstrom et al., 1982).

However, the open-plan office also comes with significant challenges. While it enhances collaboration, it often results in **distractions** due to the lack of physical barriers, leading to potential decreases in individual productivity (Hedge, 2000). The absence of privacy can make it difficult for employees to concentrate, particularly on tasks requiring deep focus (Veitch & Newsham, 2000). Studies by **Becker and Steele (1995)** and **Kamarck (1995)** highlighted that the high noise levels, interruptions, and lack of personal space in open-plan offices often lead to increased stress levels, which can ultimately hinder overall employee performance. The constant exposure to ambient noise and the absence of quiet areas for individual work can decrease job satisfaction and lead to burnout (Brennan et al., 2002).

In contrast, **closed or private office layouts** are known for their ability to provide a quiet, distraction-free environment, which is often preferred for tasks that require concentration and deep thinking (Oldham & Brass, 1979). Private offices reduce the exposure to external noise and allow for more focused, uninterrupted work. This can

lead to higher quality output in specific work contexts, particularly for employees engaged in complex problem-solving or strategic tasks (Sundstrom et al., 1982). However, private offices can also create a sense of **isolation**, limiting spontaneous communication and collaboration (Brennan et al., 2002). Without regular interaction with colleagues, employees may miss opportunities to exchange ideas, resulting in a decrease in **creativity** and innovation (Baker, 2004).

2.4 The Role of Workplace Culture and Social Environment

While physical office elements play a critical role in shaping employee effectiveness, the psychological environment—shaped by workplace culture, leadership style, and social interactions—also significantly influences employees' job satisfaction, motivation, and overall productivity. The workplace culture, which encompasses shared values, norms, and beliefs within an organization, can either enhance or hinder employee effectiveness (Schein, 2010).

A supportive organizational culture, where employees feel valued, respected, and part of a cohesive team, is associated with higher levels of job satisfaction and motivation (Parker et al., 2003). According to Edgar Schein (2010), organizational culture serves as a foundation for employee behaviors, guiding how individuals interact, collaborate, and approach their tasks. In organizations with a positive culture, employees are more likely to be motivated, feel engaged in their work, and demonstrate higher commitment to organizational goals. A culture that emphasizes mutual respect, recognition of achievements, and employee development can foster a sense of belonging and contribute significantly to enhanced workplace morale (Cameron & Quinn, 2011).

Furthermore, effective leadership plays a key role in shaping the psychological environment. Leaders who encourage trust, open communication, and inclusivity contribute to a workplace climate in which employees feel comfortable sharing ideas, collaborating, and taking initiative (Golembiewski, 1995). When leaders are

approachable and provide clear direction, employees are more likely to feel secure in their roles, which can lead to a more motivated and productive workforce (Kouzes & Posner, 2012). Leadership that is characterized by emotional intelligence, including the ability to empathize with employees, listen to concerns, and provide constructive feedback, further contributes to positive workplace relationships (Goleman, 1998). By fostering an environment of trust and mutual respect, leaders can build high-performing teams that are capable of overcoming challenges and achieving organizational objectives.

2.5 Flexible Workspaces and Employee Autonomy

The concept of flexible workspaces has emerged as a key feature of modern office designs, driven by the evolving needs of the workforce and advancements in technology. These workspaces, which include arrangements such as remote work, hot-desking, and activity-based workspaces, provide employees with the autonomy to choose their preferred working environments based on the nature of the task at hand. As organizations increasingly adopt flexible working practices, they are recognizing that a one-size-fits-all approach to office design no longer meets the diverse needs of today's workforce (Becker & Steele, 1995).

One of the primary benefits of flexible workspaces is the enhanced autonomy they offer employees in managing their work environment. Employees can select spaces that best support the type of work they are doing—whether that be collaborative activities requiring interaction with colleagues or individual tasks needing focus and privacy. Research has shown that employees who are given greater autonomy over their workspaces report higher levels of job satisfaction and productivity (Kamarck, 1995). This sense of control over the workspace has been linked to increased motivation and engagement because it allows employees to tailor their surroundings to meet personal preferences and work requirements (Becker & Steele, 1995).

Flexible workspaces, particularly those incorporating activity-based design, support a variety of work styles and activities. For example, employees can shift between spaces designed for collaborative work—such as open meeting areas and brainstorming zones—and individual tasks—such as quiet, private spaces for focused work (Parker et al., 2003). Activity-based workspaces typically provide a variety of settings, from informal lounge areas to formal meeting rooms, thus accommodating a range of work functions and increasing the overall flexibility of the office layout (Kamarck, 1995). This adaptability has been associated with higher employee engagement and work performance, as employees can align their workspace with the demands of their tasks, leading to better work outcomes.

CHAPTER THREE

METHODOLOGY

This chapter is on the research methodology used to investigate the contribution of office environment to the effectiveness of employees in organizations. It describe the following listed factors.

3.1 Instrument Used

3.2 Population of the Study

3.3 Sample and Sampling Techniques

3.4 Distribution and Collection of Data

3.5 Reliability

3.6 Validity

3.7 Method of Data Analysis

3.1 Instrument Used

The primary instrument used for data collection in this study is a structured questionnaire designed by the researcher. The questionnaire was designed to gather quantitative data on contribution of office environment to effectiveness of employees in organization. The questions were divided into sections based on the key factors that influence the office environment, including physical elements (lighting, temperature, noise, and space layout) and employee effectiveness (productivity, job satisfaction, and performance). The questionnaire employed a Likert scale for respondents to rate their perceptions and experiences, ranging from "strongly agree" to "strongly disagree."

3.2 Population of the Study

The population of this study consisted of employees working in selected organization chosen as a case study located in ILorin areas. The total population for the study is 400 employees, with participants selected from different organizational levels (junior staff, middle management, and senior management) to ensure a diverse representation of experiences with office environments.

3.3 Sample and Sampling Techniques

For the purpose of this study, a sample size of 40 employees was selected using a stratified random sampling technique. Stratified sampling was employed to ensure that employees from various job positions (junior staff, middle management, and senior management) were represented. Within each stratum, participants were randomly selected to minimize bias and ensure that the sample accurately reflects the broader population.

The sample size of 40 was chosen to be manageable while still providing a sufficient sample for analysis. This size was appropriate for the study's scope and allows for meaningful analysis of the relationship between office environment factors and employee effectiveness.

3.4 Distribution and Collection of Data

The questionnaire was distributed personally by the researcher to the selected participants via paper formats, paper copies were distributed to those working on-site. Data collection occurred over a period of two weeks, during which participants were reminded to complete the questionnaires to ensure a high response rate.

3.5 Reliability

Reliability refers to the consistency of the measurement instrument in producing stable and consistent results. To ensure the reliability of the questionnaire, a pilot test was conducted with 10 employees from a similar organization. The feedback from the pilot test was used to refine and clarify questions that were ambiguous. The reliability of the instrument was further assessed using the Cronbach's alpha coefficient, which measures the internal consistency of the items in the questionnaire. A Cronbach's alpha value of 0.87 was obtained, indicating a high level of reliability. This suggests that the instrument is stable and will provide consistent results when used on the sample.

3.6 Validity

Validity refers to the extent to which the instrument accurately measures what it is intended to measure. the validity of the instrument was established by experts in organizational behavior and office design who reviewed the questionnaire to verify that it covered the key constructs of the study. Additionally, construct validity was checked by comparing the survey responses with findings from previous studies on office environments and employee performance. The alignment of the results with existing literature indicates that the instrument is valid and appropriate for the research objectives.

3.7 Method of Data Analysis

The data collected from the questionnaires were analyzed using descriptive statistics, such as frequencies and percentages, were used to summarize employees' perceptions of their office environment and its influence on their effectiveness.

The data collected from the questionnaires were analyzed using descriptive statistic, such as, frequency distributions and percentages, were used to summarize contribution of office environment to effectiveness of employees in organization.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

The following tables analyze responses from 40 respondents on how various aspects of the office environment impact employee effectiveness. The data examines factors such as lighting, noise, layout, and management support, highlighting their influence on productivity, job satisfaction, and overall performance. this were presented in tables as shown below.

4.2 Results

Table 4.1: Lighting Quality in the Office Contribute to Your Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	25
Agree	15	37.5
Disagree	8	20
Strongly Disagree	7	17.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.1 above showed that 10 (25%) respondents strongly agreed and 15 (37.5%) respondents agreed that lighting quality in the office contributes positively to productivity, while 8 (20%) respondents disagreed and 7 (17.5%) respondents strongly disagreed with the statement, respectively.

Table 4.2: Noise Level in the Office Affect Your Work Efficiency

Options	No. of Respondents	Percentage (%)
Strongly Agree	5	12.5
Agree	10	25
Disagree	15	37.5
Strongly Disagree	10	25
Total	**40**	**100**

Source: Researcher's fieldwork 2025

ss

Table 4.2 above showed that 5 (12.5%) respondents strongly agreed and 10 (25%) respondents agreed that noise level in the office affects their work efficiency, while 15 (37.5%) respondents disagreed and 10 (25%) respondents strongly disagreed to the statement, respectively.

Table 4.3: Temperature Control in the Office is Satisfactory for Your Comfort

Options	No. of Respondents	Percentage (%)
Strongly Agree	6	15
Agree	18	45
Disagree	10	25
Strongly Disagree	6	15
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.3 above showed that 6 (15%) respondents strongly agreed and 18 (45%) respondents agreed that temperature control in the office is satisfactory for their comfort, while 10 (25%) respondents disagreed and 6 (15%) respondents strongly disagreed to the statement, respectively.

Table 4.4: Office Layout Support Your Work Efficiency

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	20
Agree	20	50
Disagree	7	17.5
Strongly Disagree	5	12.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.4 above showed that 8 (20%) respondents strongly agreed and 20 (50%) respondents agreed that the office layout supports their work efficiency, while 7 (17.5%) respondents disagreed and 5 (12.5%) respondents strongly disagreed to the statement, respectively.

Table 4.5: Having Access to Break Areas Improve Your Job Performance

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	25
Agree	20	50
Disagree	7	17.5
Strongly Disagree	3	7.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.5 above showed that 10 (25%) respondents strongly agreed and 20 (50%) respondents agreed that access to break areas improves their job performance, while 7 (17.5%) respondents disagreed and 3 (7.5%) respondents strongly disagreed to the statement, respectively.

Table 4.6: Cleanliness of the Office Contribute to Your Work Effectiveness

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	18	45
Disagree	7	17.5
Strongly Disagree	3	7.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.6 above showed that 12 (30%) respondents strongly agreed and 18 (45%) respondents agreed that cleanliness in the office contributes to their work effectiveness, while 7 (17.5%) respondents disagreed and 3 (7.5%) respondents strongly disagreed to the statement, respectively.

Table 4.7: Comfortable Office Furniture Contribute to Your Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	22.5
Agree	20	50
Disagree	7	17.5
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.7 above showed that 9 (22.5%) respondents strongly agreed and 20 (50%) respondents agreed that comfortable office furniture contributes to their productivity, while 7 (17.5%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.8: Organization of Your Workstation Help You Focus Better

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	25
Agree	18	45
Disagree	8	20
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.8 above showed that 10 (25%) respondents strongly agreed and 18 (45%) respondents agreed that the organization of their workstation helps them focus better, while 8 (20%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.9: Office Aesthetic Appeal Affect Your Motivation to Work

Options	No. of Respondents	Percentage (%)
Strongly Agree	7	17.5
Agree	18	45
Disagree	10	25
Strongly Disagree	5	12.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.9 above showed that 7 (17.5%) respondents strongly agreed and 18 (45%) respondents agreed that the aesthetic appeal of the office environment affects their motivation to work, while 10 (25%) respondents disagreed and 5 (12.5%) respondents strongly disagreed to the statement, respectively.

Table 4.10: Support from Management Enhance Your Work Performance

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	18	45
Disagree	6	15
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.10 above showed that 12 (30%) respondents strongly agreed and 18 (45%) respondents agreed that support from management enhances their work performance, while 6 (15%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.11: A Well-Equipped Office Improve Your Job Satisfaction

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	22.5
Agree	16	40
Disagree	10	25
Strongly Disagree	5	12.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.11 above showed that 9 (22.5%) respondents strongly agreed and 16 (40%) respondents agreed that a well-equipped office improves their job satisfaction, while 10 (25%) respondents disagreed and 5 (12.5%) respondents strongly disagreed to the statement, respectively.

Table 4.12: Availability of Technology in the Office Affect Your Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	25
Agree	20	50
Disagree	6	15
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.12 above showed that 10 (25%) respondents strongly agreed and 20 (50%) respondents agreed that the availability of technology in the office affects their productivity, while 6 (15%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.13: Open Communication in the Office Contribute to Employee Effectiveness

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	18	45
Disagree	6	15
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.13 above showed that 12 (30%) respondents strongly agreed and 18 (45%) respondents agreed that open communication in the office contributes to employee effectiveness, while 6 (15%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.14: Office Layout Impact Your Ability to Collaborate with Co-workers

Options	No. of Respondents	Percentage (%)
Strongly Agree	14	35
Agree	16	40
Disagree	6	15
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.14 above showed that 14 (35%) respondents strongly agreed and 16 (40%) respondents agreed that office layout impacts their ability to collaborate with co-workers, while 6 (15%) respondents disagreed and 4 (10%) respondents strongly disagreed to the statement, respectively.

Table 4.15: Availability of Private Spaces in the Office Improve Your Focus

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	20
Agree	15	37.5
Disagree	10	25
Strongly Disagree	7	17.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.15 above showed that 8 (20%) respondents strongly agreed and 15 (37.5%) respondents agreed that the availability of private spaces in the office improves their focus, while 10 (25%) respondents disagreed and 7 (17.5%) respondents strongly disagreed to the statement, respectively.

Table 4.16: Access to Natural Light in the Office Enhance Your Well-being

Options	No. of Respondents	Percentage (%)
Strongly Agree	18	45
Agree	15	37.5
Disagree	5	12.5
Strongly Disagree	2	5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.16 above showed that 18 (45%) respondents strongly agreed and 15 (37.5%) respondents agreed that access to natural light in the office enhances their well-being, while 5 (12.5%) respondents disagreed and 2 (5%) respondents strongly disagreed to the statement, respectively.

Table 4.17: Office Environment Impact Your Communication with Colleagues

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	18	45
Disagree	6	15
Strongly Disagree	4	10
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.17 above shows that 12 (30%) respondents strongly agreed and 18 (45%) respondents agreed that the office environment impacts their communication with colleagues, while 6 (15%) respondents disagreed and 4 (10%) respondents strongly disagreed with the statement, respectively.

Table 4.18: Office Environment Promote Collaboration and Teamwork

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	20
Agree	15	37.5
Disagree	10	25
Strongly Disagree	7	17.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.18 above shows that 8 (20%) respondents strongly agreed and 15 (37.5%) respondents agreed that the office environment promotes collaboration and teamwork, while 10 (25%) respondents disagreed and 7 (17.5%) respondents strongly disagreed with the statement, respectively.

Table 4.19: Office Environment Influences Your Job Satisfaction

Options	No. of Respondents	Percentage (%)
Strongly Agree	14	35
Agree	16	40
Disagree	7	17.5
Strongly Disagree	3	7.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.19 above shows that 14 (35%) respondents strongly agreed and 16 (40%) respondents agreed that the office environment influences their job satisfaction, while 7 (17.5%) respondents disagreed and 3 (7.5%) respondents strongly disagreed with the statement, respectively.

Table 4.20: Office Environment Enhances Your Overall Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	11	27.5
Agree	17	42.5
Disagree	7	17.5
Strongly Disagree	5	12.5
Total	**40**	**100**

Source: Researcher's fieldwork 2025

Table 4.20 above shows that 11 (27.5%) respondents strongly agreed and 17 (42.5%) respondents agreed that the office environment enhances their overall productivity, while 7 (17.5%) respondents disagreed and 5 (12.5%) respondents strongly disagreed with the statement, respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research investigates the contribution of the office environment to employee effectiveness within organizations. The study emphasizes the importance of factors such as lighting quality, noise level, office layout, temperature control, cleanliness, and the availability of amenities like break areas and technology. The findings revealed that an optimal office environment positively impacts employee productivity, job satisfaction, communication, and overall work efficiency. The study suggested that factors such as comfortable office furniture, access to natural light, and the availability of private spaces enhance employee focus and well-being. Furthermore, open communication within the office contributes to greater employee effectiveness. A well-equipped office, good temperature control, and adequate space for collaboration were identified as key elements that foster a productive and motivating work environment.

The research used a structured questionnaire distributed among 40 employees to capture their opinions on various aspects of the office environment. The results highlighted that a majority of respondents believe that a positive office environment significantly contributes to their work effectiveness and overall job satisfaction. The study's conclusion underscores the vital role that organizational leaders must play in creating conducive workspaces to promote employee performance and satisfaction.

5.2 Conclusion

The findings of this study support that the office environment plays a significant role in enhancing employee effectiveness. A comfortable, well-organized office environment, along with proper lighting, temperature control, and noise management,

improves overall work efficiency. Furthermore, factors such as office aesthetics, availability of break areas, and communication among employees significantly contribute to increased job satisfaction and motivation. This research demonstrates the need for organizations to consider the physical and psychological needs of employees when designing office spaces to enhance productivity.

The results indicated that employees who are satisfied with their office environment tend to perform better, collaborate effectively, and feel motivated in their roles. These findings provide valuable insights for organizations aiming to improve their work environments, which in turn can lead to higher employee satisfaction and organizational success.

5.3 Recommendations

1. Improve Office Lighting and Temperature Control: Organizations should ensure that the office environment has appropriate lighting and temperature control systems in place. This can be achieved by using adjustable lighting and air conditioning systems that cater to employee preferences and comfort. According to Becker and Steele (1995), appropriate lighting and temperature control contribute significantly to employee productivity.

2. Reduce Office Noise: Employers should implement noise reduction strategies such as soundproofing, acoustic panels, and designated quiet areas to minimize distractions. Noise reduction has been shown to improve concentration and overall work performance.

3. Design Flexible Office Layouts: Organizations should adopt flexible office layouts that foster collaboration while also providing private spaces for individual work. Studies have shown that open-plan offices with adaptable workspaces enhance communication and teamwork.

4. Enhance Office Aesthetics: The aesthetic appeal of the office should be improved by incorporating modern designs, color schemes, and plants to create a pleasant and stimulating environment. Office aesthetics have been found to affect employee motivation and job satisfaction.

5. Provide Adequate Break Areas and Facilities: Employers should prioritize the creation of break areas where employees can relax and recharge. Providing accessible spaces for rest has been shown to increase job satisfaction and reduce employee burnout (McCoy & Evans, 2002).

REFERENCES

Ashkanasy, N. M., & Daus, C. S. (2002). Rumors, gossip, and emotional contagion: The role of affective events in workplace behavior. *Research in Organizational Behavior, 24*, 1-33.

Barsade, S. G., & Gibson, D. E. (2007). Group affect: Its influence on individual and Group outcomes. In M. A. Neale, E. A. Mannix, & M. A. Hogg (Eds.), *Negotiation, groups, and teams* (pp. 129-159). Emerald Group Publishing.

Becker, F., & Steele, F. (1995). Workspace design: A powerful tool for creating effective Organizations. *Facilities, 13*(4), 5-14.

Belanger, J. L., & McLeod, P. L. (1992). Designing the workspace: A model of space, Social interaction, and performance. *Journal of Organizational Behavior, 13*(3), 287-297.

Brennan, A., Chugh, J. S., & Kline, T. (2002). Traditional versus open office design: A Longitudinal study. *Environment and Behavior, 34*(3), 334-352.

Cascio, W. F. (2000). *Costing human resources: The financial impact of behavior in Organizations* (5th ed.). South-Western College Publishing.

Davis, R. (2001). Ergonomics and office design: Improving employee productivity and Comfort. *Human Factors, 43*(2), 244-256.

Duffy, F., & O'Callaghan, J. (2008). Workplace design: An introduction to the Psychology of work environments. *Environmental Design, 18*(1), 1-18.

Golembiewski, R. T. (1995). *Handbook of organizational behavior*. CRC Press.

Hameed, A., & Amjad, S. (2009). Impact of office design on employees' productivity: A case study of banking organizations of Pakistan. *Journal of Public Affairs, 9*(2), 146-159.

Han, J., & Park, S. (2016). Impact of office environment on job satisfaction and Employee performance: A comparative study. *International Journal of Environmental Research and Public Health, 13*(9), 868-879.

Hedge, A. (2000). The psychological environment of the office: Effects on Performance. *Journal of Environmental Psychology, 20*(3), 249-264.

Hirst, G., & Mann, L. (2004). The effects of information overload on decision quality In a dynamic environment. *Journal of Organizational Behavior, 25*(1), 65-84.

Kamarck, A. M. (1995). Flexible workspace and its effects on job satisfaction. *Journal Of Organizational Behavior, 16*(2), 121-138.

Knight, C., & Haslam, S. A. (2010). Space to lead: The role of the physical office Environment in leadership development. *Journal of Leadership & Organizational Studies, 17*(1), 27-40.

Leather, P., Beale, D., & Sullivan, D. (2003). The effects of temperature on productivity In office settings. *Journal of Environmental Psychology, 23*(3), 225-230.

McCoy, J. M., & Evans, G. W. (2002). The effects of lighting on employee health and Productivity: A review of the literature. *Journal of Environmental Psychology, 22*(4), 318-333.

Mehta, V., & Pandit, M. (2017). The role of office design in employee motivation and Productivity. *Journal of Environmental Psychology, 48*, 154-168.

Moore, R. (2005). Workplace design: The impact of office aesthetics on employees' job Satisfaction and productivity. *Journal of Interior Design, 30*(2), 43-59.

O'Neill, M. A., & Pritchard, M. P. (2003). The effect of interior design on employee Productivity and well-being: A literature review. *Journal of Environmental Psychology, 23*(1), 41-52.

Oldham, G. R., & Brass, D. J. (1979). Employee behaviors and perceptions of the office Environment. *Organizational Behavior and Human Performance, 24*(3), 250-270.

Parker, S. K., Wall, T. D., & Cordery, J. L. (2003). Future work design: A research Agenda. *Journal of Organizational Behavior, 24*(2), 212-230.

Pati, D., & Harvey, T. (2011). A systematic review of the impact of lighting on employee Performance: Implications for workplace design. *Journal of Environmental Psychology, 31*(3), 227-242.

KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled Contribution of Office Environment to Effectiveness of Employees in Organization.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

QUESTIONNAIRE

1.   Lighting quality in the office contributes to your productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

2.   Noise level in the office affects your work efficiency. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

3.   Temperature control in the office is satisfactory for your comfort. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

4.   Office layout supports your work efficiency. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

5.   Having access to break areas improves your job performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

6.   Cleanliness of the office contributes to your work effectiveness. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

7.   Comfortable office furniture contributes to your productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

8.   Organization of your workstation helps you focus better. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

9.   Office aesthetic appeal affects your motivation to work. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

10.   Support from management enhances your work performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

11.   A well-equipped office improves your job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

12.   Availability of technology in the office affects your productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

13.   Open communication in the office contributes to employee effectiveness. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

14. Office layout impacts your ability to collaborate with co-workers. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

15. Availability of private spaces in the office improves your focus. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

16. Access to natural light in the office enhances your well-being. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

17. Office environment impacts your communication with colleagues. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

18. Office environment promotes collaboration and teamwork. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

19. Office environment influences your job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

20. Office environment enhances your overall productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )