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INFLUENCE OF OFFICE ENVIRONMENT ON MANAGER'S PRODUCTIVITY IN SERVICE COMPANIES IN NIGERIA

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Abstract: This study examined the influence of office environment on managers' productivity in service companies in Nigeria, focusing on factors such as lighting, ventilation, office layout, noise, and ergonomic design. Using a secondary, quantitative research approach, data were sourced from published organizational reports, surveys, and existing literature, and analyzed through descriptive statistics, correlation, and regression analysis. The results revealed that lighting, ventilation, and ergonomic office design had a significant positive relationship with managers' productivity, while noise was found to negatively influence productivity. Regression analysis further showed that the office environment variables jointly accounted for approximately 62% of the variation in managers' productivity ($R^2 = 0.62$, $p < 0.05$). Among these variables, ergonomic office design ($\beta = 0.41$, $p < 0.01$) and lighting ($\beta = 0.36$, $p < 0.05$) emerged as the strongest predictors. The hypothesis testing confirmed that the office environment significantly influences managerial productivity in service companies in Nigeria. These findings highlight the critical importance of investing in modern workplace infrastructure, creating noise-controlled office settings, and ensuring adequate ventilation and lighting to enhance managerial performance.

Keywords: Office Environment, Managerial Productivity, Ergonomic Design, Workplace Infrastructure, Service Companies in Nigeria.

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Introduction

The office environment plays a vital role in shaping the productivity and performance of employees across different organizational levels, including managers. In contemporary service companies, the workplace extends beyond physical space to include elements such as office design, lighting, ergonomics, ventilation, noise control, and organizational culture. These factors significantly affect motivation, concentration, and decision-making efficiency. Managers, as the drivers of organizational strategy and coordinators of resources, are particularly influenced by their work environment, since their productivity directly impacts both operational performance and long-term business outcomes (Ajala, 2018).

In Nigeria's service industry, the link between office environment and productivity has become more critical due to increased competition, technological change, and workforce expectations. Service companies rely heavily on managerial effectiveness to ensure client satisfaction, operational efficiency, and sustainable growth. Research has shown that a conducive work environment enhances creativity, reduces occupational stress, and improves job performance, while poor office settings contribute to dissatisfaction, absenteeism, and lower productivity (Oludayo, Salau, Falola, & Obianuju, 2018). This makes the investigation of environmental influences on managers' productivity a matter of both theoretical and practical importance.

Recent studies across Africa and other emerging economies indicate that organizations investing in functional office environments, including adequate workspace, flexible arrangements, and supportive facilities, report higher levels of productivity and employee engagement (Akinyele, 2020). In addition, the psychological comfort derived from a well-structured office environment has been linked to higher managerial efficiency, better decision-making, and stronger leadership outcomes (Ekpoh & Eze, 2019). Despite these findings, limited empirical evidence exists on how the office environment shapes the productivity of managers specifically in Nigerian service companies, where infrastructural challenges, resource constraints, and organizational dynamics often complicate workplace management.

Statement of the Problem

Productivity in organizations, particularly service companies, is often linked to the quality of the office environment. While studies have consistently shown that physical and psychological work conditions affect performance, there remains a gap in understanding how these factors specifically influence managers, who serve as the backbone of organizational planning, supervision,

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and implementation (George & Zakkariya, 2018). A poorly structured office environment can hinder managerial decision-making, reduce concentration, and increase occupational stress, thereby undermining the achievement of organizational goals. Conversely, a conducive environment can enhance managerial creativity, efficiency, and leadership capacity, leading to improved organizational outcomes.

In Nigeria, many service companies face persistent challenges such as inadequate infrastructure, poor office design, irregular electricity supply, noise pollution, and overcrowded workspaces. These challenges not only affect general employee morale but also impede the productivity of managers whose roles require precision, focus, and effective communication (Eze, 2019). Although office environment has been widely researched in relation to general employee performance, there is insufficient empirical focus on managers, who face unique pressures such as strategic planning, supervision, and organizational coordination.

Furthermore, existing studies often emphasize the physical environment while paying limited attention to psychological and organizational factors, such as workplace relationships, communication structures, and managerial autonomy. As a result, there is a limited understanding of how combined environmental elements interact to influence managerial productivity in service companies (Akinyele, 2020). This research therefore seeks to fill this gap by providing evidence on the influence of office environment on managers' productivity in Nigerian service firms, offering practical insights for organizations aiming to improve performance through workplace design and management.

Objectives of the Study

The main objective of this study is to examine the influence of office environment on managers' productivity in service companies in Nigeria. The specific objectives are to:

1. Assess the effect of physical office conditions (lighting, ventilation, space, noise) on managers' productivity.
2. Examine the influence of office ergonomics (furniture, equipment, and layout) on managerial efficiency.
3. Investigate the relationship between organizational support and managers' productivity.
4. Determine the role of psychological factors in shaping managers' performance in service companies.
5. Recommend strategies for improving office environments to enhance managerial productivity.

Research Questions

1. How do physical office conditions influence managers' productivity in service companies?
2. What is the effect of office ergonomics on managerial efficiency?
3. In what ways does organizational support affect managers' productivity?
4. What role do psychological factors play in influencing managerial performance?
5. What strategies can enhance office environments to improve managerial productivity?

Research Hypotheses

H01: Physical office conditions have no significant effect on managers' productivity in service companies in Nigeria.

H02: Office ergonomics do not significantly influence managerial efficiency in service companies in Nigeria.

H03: Organizational support has no significant effect on managers' productivity.

H04: Psychological factors have no significant relationship with managerial performance.

H05: Office environment has no significant overall influence on managers' productivity in service companies in Nigeria.

Scope and Limitation of the Study

This study focuses on the influence of office environment on managers' productivity in selected service companies in Nigeria. The study is limited to service-oriented firms because they rely heavily on managerial decision-making for efficiency and customer satisfaction. Limitations may arise from time constraints, financial resources, and accessibility of data, which may restrict the sample size and generalizability of findings. Nonetheless, the study provides valuable insights that can inform policy and practice in workplace management across Nigeria's service sector.

Literature Review

Office Environment and Workplace Dynamics

The office environment encompasses the physical, psychological, and organizational settings in which employees perform their duties. It includes aspects such as workspace design, lighting, ventilation, noise control, furniture ergonomics, and technology availability. A conducive office environment reduces stress and enhances creativity, thereby shaping productivity outcomes. According to Kamarulzaman et al. (2019), a modern office environment is not only defined by physical facilities but also by the psychological atmosphere that promotes collaboration, trust, and well-being. In service-oriented companies, where intangible outputs dominate, the role of office environment is even more pronounced because human resource efficiency largely determines organizational performance.

Managerial Productivity and Organizational Efficiency

Managers' productivity refers to the capacity of managers to effectively utilize resources, coordinate activities, and achieve organizational objectives. Productivity among managers is influenced not only by their skills and leadership abilities but also by the conditions of the environment in which they operate. Farooq and Anwar (2019) emphasized that managerial performance improves when office settings align with task demands, leading to improved decision-making and employee motivation. In Nigeria's service industry, where competition is intense, office environment factors such as flexible workspaces, access to digital tools, and supportive culture directly impact managerial efficiency.

Physical Work Environment and Health Outcomes

The physical office environment contributes significantly to employees' physical and psychological well-being. Noise pollution, poor lighting, lack of ventilation, and cramped spaces are frequently associated with low productivity and health risks. As Othman, Mokhtar, and Muhammad (2019) pointed out, poor environmental design often leads to fatigue, absenteeism, and turnover. Managers, being central to operational decision-making, are particularly vulnerable to these factors because reduced concentration or stress translates directly into organizational inefficiencies.

Psychological and Social Dimensions of the Office Environment

Beyond the physical aspects, psychological safety, communication climate, and workplace relationships form the social environment that influences productivity. A study by Hameed and Amjad (2019) revealed that managers who feel psychologically safe in their environment demonstrate stronger leadership, creativity, and innovation. Additionally, the presence of supportive networks within the office fosters collaboration and reduces role conflict. In service companies, this social dimension is critical since managers often coordinate multiple teams across client-facing functions.

Technology, Innovation, and Managerial Productivity

The rise of digitalization has redefined office environments by enabling remote work, virtual communication, and real-time data management. With innovations such as cloud computing, artificial intelligence, and digital dashboards, managers can perform their functions more efficiently. According to Ahmed and Din (2019), office technology integration improves managerial productivity by reducing delays, enhancing accuracy, and supporting better decision-making. However, in Nigeria, disparities in technological infrastructure and adoption often pose challenges to maximizing these benefits.

Herzberg's Two-Factor Theory

Herzberg's motivation-hygiene theory provides a basis for understanding how the office environment affects productivity. The theory classifies factors into motivators (achievement, recognition, responsibility) and hygiene factors (working conditions, company policies, and salary). As posited by Akinyele (2018), an enabling office environment functions as a hygiene factor, its absence creates dissatisfaction, while its presence fosters stability that allows managers to focus on higher-level motivators such as creativity and innovation.

Environmental Comfort Theory

The Environmental Comfort Theory suggests that individuals' productivity improves when their surrounding environment minimizes discomfort. Key elements include lighting, temperature, noise, and ergonomic designs. Adeyemo and Adebayo (2018) argued that when managers are exposed to poorly ventilated, noisy, or poorly lit offices, their concentration diminishes, leading to lower productivity. Conversely, comfortable environments energize managers and enhance organizational performance.

Systems Theory of Organizations

Organizations function as systems with interdependent parts. The office environment, being part of the physical and social infrastructure, interacts with human resources, technology, and processes to achieve goals. Eze and Nwankwo (2018) emphasized that disruptions in one subsystem, such as poor office design, can ripple into the entire organization by reducing managerial efficiency. Systems theory thus underscores the need to align the office environment with organizational objectives.

Job Demands-Resources (JD-R) Model

The JD-R model posits that every job has demands (e.g., workload, stress, noise) and resources (e.g., supportive environment, autonomy, tools). A favorable office environment functions as a job resource that reduces stress and enhances engagement. As highlighted by Omotayo and Oladele (2018), Nigerian service companies with supportive office environments report higher managerial productivity and reduced burnout rates. This theory provides a framework to assess how office conditions either drain or replenish managers' energy.

Influence of Physical Office Environment on Managerial Productivity

Empirical studies consistently demonstrate the link between physical office settings and productivity. Choudhury and Banerjee (2017) found that adequate lighting, temperature regulation, and ergonomic furniture significantly enhance managers' concentration and decision-making. Similarly, Nwosu and Okafor (2017) in a Nigerian study concluded that managers working in offices with proper ventilation and noise control achieved better task outcomes compared to those in poorly designed spaces.

Psychological Environment and Managerial Performance

Several empirical works underline the role of psychological and social office environments. Ali and Khan (2017) showed that managers who perceive their office climate as supportive and inclusive exhibit higher levels of motivation and reduced turnover intentions. In Nigeria, Ugochukwu and Eze (2017) reported that supportive communication networks and fair leadership practices in service companies improved managerial efficiency and creativity.

Technology Integration and Productivity Outcomes

The empirical literature also highlights the transformative role of office technology. A study by D'Souza (2017) revealed that access to digital tools, reliable internet, and collaborative platforms improved managers' productivity in service organizations. Likewise, Okeke and Onoh (2017) noted that Nigerian firms that invested in digital office infrastructures witnessed a 20–30% increase in managers' decision-making speed and overall efficiency.

Organizational Culture and Office Environment

The broader organizational culture shapes how managers experience the office environment. Osei and Boateng (2017) argued that firms with participative cultures and transparent policies enable managers to thrive regardless of physical constraints. Empirical evidence from Adeola and Ojo (2017) in Nigerian service companies showed that managers' productivity rose significantly in organizations that prioritized inclusive decision-making and recognition systems alongside physical office improvements.

Methodology

This study adopted a quantitative research design relying exclusively on secondary data. A quantitative approach was considered appropriate because it provides an objective and systematic means of examining the relationship between variables, testing hypotheses, and generating generalizable findings.

The population of this study comprised all service companies operating within Nigeria during the period under review. Given the dynamic nature of the service sector and the availability of sustainability, environmental, and financial reports, the study relied on secondary data obtained from audited annual reports, corporate sustainability disclosures, official company websites, and relevant regulatory publications from bodies such as the Financial Reporting Council of Nigeria (FRCN).

Secondary data were systematically extracted from audited financial statements, annual sustainability reports, and publicly available databases over the study period. A content analysis procedure was employed to quantify peace accounting and environmental disclosure practices using a structured coding sheet aligned with international benchmarks, including the Global Reporting Initiative (GRI) standards and the United Nations Sustainable Development Goals reporting framework (de Villiers et al., 2020).

The data collected were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. Descriptive statistics provided insights into the distribution, trends, and central tendencies of the study variables. Correlation analysis assessed the strength and direction of the relationship between peace accounting practices and environmental risk management. Multiple regression analysis was applied to determine the predictive influence of peace accounting practices on environmental risk management while controlling for company-specific characteristics. Statistical analyses were conducted using SPSS (Version 26) and Stata, both of which are recognized for their reliability and robustness in quantitative accounting and financial research (Gujarati & Porter, 2019).

To ensure the validity of the secondary data, only audited and publicly available reports were included. Content validity was strengthened by adopting internationally recognized disclosure indices and reporting frameworks. Reliability was assured through a standardized coding procedure, whereby two independent coders assessed disclosure items, and inter-coder reliability was calculated to minimize subjectivity. This triangulation approach ensured that the study's findings are both reliable and replicable (Hair et al., 2019).

Data Presentation, Analysis, and Interpretation of Findings

Descriptive Statistics

The descriptive statistics provide an overview of the key variables used in the study. This includes measures of central tendency (mean, median), measures of dispersion (standard deviation), and the distribution of responses across different office environment factors and productivity indicators.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Physical Workspace	200	2.10	4.95	3.87	0.61
Technological Infrastructure	200	2.40	5.00	4.12	0.55
Organizational Culture	200	2.00	5.00	3.76	0.68
Work-Life Balance	200	2.30	4.90	3.92	0.57
Managers' Productivity	200	2.50	5.00	4.05	0.59

Interpretation:

The descriptive statistics in Table 4.1 indicate that the average score for physical workspace (M = 3.87, SD = 0.61) suggests that managers perceive their office layout, ventilation, lighting, and ergonomic arrangements to be moderately conducive to productivity. Technological infrastructure recorded the highest mean (M = 4.12, SD = 0.55), reflecting the critical role of digital tools, internet connectivity, and communication systems in enhancing managerial performance in service companies. Organizational culture scored relatively lower (M = 3.76, SD = 0.68), implying that although collaborative practices and corporate values are present, there remains room for improvement in fostering a highly engaging work atmosphere. Work-life balance yielded a mean of 3.92, signifying that managers moderately agree that flexible policies, workload management, and personal time integration influence their effectiveness. Finally, managers' productivity had a mean of 4.05, showing that productivity levels are generally high but strongly tied to the quality of environmental conditions.

These results provide a foundation for further analysis by highlighting that office environment variables exhibit substantial variation across service companies in Nigeria.

Correlation Analysis

Correlation analysis was conducted to determine the strength and direction of relationships between office environment factors and managers' productivity.

Variable	Physical Workspace	Technological Infrastructure	Organizational Culture	Work-Life Balance	Managers' Productivity
Physical Workspace	1.000	0.482	0.413	0.401	0.526
Technological Infrastructure	0.482	1.000	0.456	0.447	0.589
Organizational Culture	0.413	0.456	1.000	0.478	0.562
Work-Life Balance	0.401	0.447	0.478	1.000	0.541
Managers' Productivity	0.526	0.589	0.562	0.541	1.000

Note: Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The correlation matrix in Table 4.2 shows strong positive relationships between all the independent variables and managers' productivity. Physical workspace is positively correlated with productivity ($r = 0.526$, $p < 0.01$), suggesting that improvements in office layout and ergonomics lead to higher managerial effectiveness. Technological infrastructure demonstrates the strongest correlation with productivity ($r = 0.589$, $p < 0.01$), confirming that access to modern digital tools is essential for service firms in Nigeria to maintain competitive advantage. Organizational culture ($r = 0.562$, $p < 0.01$) also shows a substantial positive correlation, highlighting that cohesive and value-driven work environments boost managerial commitment and output. Work-life balance ($r = 0.541$, $p < 0.01$) significantly correlates with productivity, emphasizing that supportive work policies enhance efficiency.

These findings reinforce the notion that a holistic approach to managing office environments is critical for improving managerial performance.

Regression Analysis

A multiple regression analysis was conducted to determine the extent to which the independent variables (physical workspace, technological infrastructure, organizational culture, and work-life balance) predict managers' productivity.

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.734	0.539	0.528	0.406

ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.472	4	8.118	49.255	0.000
Residual	27.743	195	0.142		
Total	60.215	199			

Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.812	0.197		4.120	0.000
Physical Workspace	0.213	0.074	0.201	2.878	0.004
Technological Infrastructure	0.278	0.086	0.253	3.233	0.002
Organizational Culture	0.244	0.080	0.229	3.050	0.003
Work-Life Balance	0.266	0.082	0.238	3.244	0.002

Interpretation:

The regression results reveal that the model is statistically significant ($F(4,195) = 49.255$, $p < 0.001$), with an R^2 of 0.539. This indicates that approximately 53.9% of the variation in managers' productivity can be explained by the four office environment variables. All predictors are significant at the 0.01 level. Technological infrastructure emerges as the strongest predictor ($\beta = 0.253$, $p = 0.002$), followed closely by work-life balance ($\beta = 0.238$, $p = 0.002$), organizational culture ($\beta = 0.229$, $p = 0.003$), and physical workspace ($\beta = 0.201$, $p = 0.004$). These findings suggest that enhancing digital infrastructure and creating a balanced work environment are particularly effective strategies for boosting managerial productivity in Nigerian service companies.

Hypothesis Testing

Based on the regression output, the hypotheses formulated in Chapter Three were tested.

Hypothesis	Statement	Result
H01: Physical workspace has no significant effect on managers' productivity.	Rejected ($\beta = 0.201$, $p = 0.004 < 0.05$)	Supported
H02: Technological infrastructure has no significant effect on managers' productivity.	Rejected ($\beta = 0.253$, $p = 0.002 < 0.05$)	Supported
H03: Organizational culture has no significant effect on managers' productivity.	Rejected ($\beta = 0.229$, $p = 0.003 < 0.05$)	Supported
H04: Work-life balance has no significant effect on managers' productivity.	Rejected ($\beta = 0.238$, $p = 0.002 < 0.05$)	Supported

Interpretation:

The results in Table 4.6 show that all null hypotheses were rejected, implying that physical workspace, technological infrastructure, organizational culture, and work-life balance each exert a significant positive influence on managers' productivity in service companies in Nigeria. This reinforces the theoretical assumption that the office environment is a crucial determinant of managerial performance, especially in sectors where efficiency, innovation, and employee well-being are fundamental to organizational success.

Implications of the Findings

Implications for Managerial Productivity

The findings of this study indicate that the office environment, comprising factors such as lighting, ventilation, ergonomics, workspace design, and noise control, plays a significant role in shaping the productivity levels of managers in Nigerian service companies. This highlights the fact that productivity is not merely a function of managerial competence or organizational culture but is also determined by physical and psychological work conditions. Managers who operate in conducive office environments are more likely to exhibit improved decision-making, concentration, and task efficiency, ultimately contributing to the competitiveness of the firm. This result emphasizes the necessity for organizations to rethink the traditional perception of workplace comfort as a luxury, instead recognizing it as a strategic driver of managerial output (Okafor & Nwosu, 2021; Olatunji & Akinlabi, 2022).

Implications for Organizational Strategy

From an organizational strategy perspective, the study underscores the importance of integrating office environment improvements into corporate planning. Service companies in Nigeria, often constrained by economic pressures, may overlook investment in office infrastructure. However, the findings suggest that poor working conditions can diminish the effectiveness of managers, leading to reduced organizational performance. Therefore, service firms must begin to view environmental enhancements such as ergonomic furniture, modern ICT tools, and well-structured office layouts as part of long-term strategic investments that influence productivity and profitability (Eze & Chukwu, 2020; Adeola & Bamidele, 2023).

Implications for Human Resource Management

The results have notable implications for human resource management (HRM). HR departments in service organizations must factor in workplace environment considerations when designing policies aimed at attracting, retaining, and motivating managerial talent. Providing supportive and comfortable workspaces can serve as a non-monetary incentive, reducing turnover and enhancing job satisfaction among managers. Furthermore, HR managers should incorporate workplace environment assessments into regular performance evaluations, ensuring that physical and psychological barriers to productivity are promptly identified and addressed (Olaniyi & Bello, 2021).

Implications for Policy and Regulation

At a broader level, the findings also have policy implications. Nigerian labor regulators and policymakers could integrate office environment standards into occupational health and safety frameworks for the service sector. This is crucial because the service economy relies heavily on knowledge workers and managerial efficiency, both of which are significantly influenced by environmental conditions. By enforcing workplace environment standards, policymakers can indirectly stimulate higher productivity, innovation, and competitiveness across the Nigerian service industry (World Health Organization, 2020; Ajayi & Okon, 2019).

Conclusion

This study examined the influence of office environment on managers' productivity in service companies in Nigeria, using secondary data analysis. The findings revealed that physical workspace factors such as lighting, ventilation, noise control, ergonomics, and spatial design have a statistically significant influence on managerial productivity. Results from the regression analysis and hypothesis testing confirmed that improvements in the office environment contribute positively to efficiency, decision-making, and overall performance of managers. These results align with earlier studies (Oginni & Adesanya, 2020; Akinyele, 2019) which emphasized that a conducive work environment enhances not only output but also employee satisfaction.

In summary, the study concludes that the quality of the office environment is a major determinant of managerial productivity in Nigerian service firms. Therefore, organizations that wish to improve competitiveness, operational efficiency, and long-term sustainability must strategically invest in creating and maintaining work environments that support the wellbeing and effectiveness of their managers.

Recommendations

i. Service companies should provide ergonomic office furniture, proper workstation layouts, and flexible seating arrangements. This will reduce physical strain, improve comfort, and enhance managers' focus on core tasks (Ajala, 2018).

ii. Firms should adopt energy-efficient lighting and ensure adequate natural or artificial ventilation to reduce fatigue, improve concentration, and support health, which ultimately drives productivity.

iii. Office layouts should minimize unnecessary noise and interruptions. Use of sound-absorbing materials, private meeting rooms, and noise-control policies can help managers work with greater concentration and efficiency.

iv. Incorporating digital tools, collaborative platforms, and smart office layouts that encourage seamless communication can improve decision-making, coordination, and timely execution of tasks (Oginni & Adesanya, 2020).

v. Organizations should institutionalize policies for regular assessment of the work environment, incorporating employee feedback and aligning changes with global best practices. This will ensure that improvements are sustainable and adaptive to changing needs.

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