

INTERNAL ENVIRONMENT AND EMPLOYEES' PERFORMANCE IN ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB), ABUJA, NIGERIA.

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Abstract

The Abuja Environmental Protection Board (AEPB), Abuja, Nigeria was established in 1989 and has since then been marred with several internal workplace challenges, ranging from uncondusive place of work which comes in the form of poor communication between management and employees, to a hostile corporate culture, to a poorly designed office structure and then to a lack of cooperation among employees. The study examined the impact of internal environment on employee performance in Abuja Environmental Protection Board (AEPB). The population of this study consists of employees of AEPB Abuja, which has a total of one hundred and twenty (120) employees spread across several departments. The study made used of the survey research design and the ordinary least square regression tool of analysis was used. Random sampling technique was used to draw the respondents from the departments for questionnaire administration and the measurement instrument is 5-point Likert scale questionnaire. The findings in hypothesis one revealed that there is a positive significant relationship between internal environment (Communication between management and Employee, Corporate Culture and Office Structure) and employees service delivery. While the second hypothesis showed that internal environment (Communication between management and Employee, Corporate Culture and Office Structure) and employees' devotion to work are positively related. The study therefore recommends that the management of Abuja Environmental Protection Board (AEPB), Abuja should maintain a robust communication system between the management and the employees, such that employees are carried along especially in matters that pertains the growth and development of the organization.

Keywords: Corporate culture, Environment, Internal business, Office structure, Service delivery

INTRODUCTION

All over the world, the issue of internal environment is a matter of discussion because employees' performance could be influenced by the nature of the internal environment. Employees' lifespan could equally be affected by the nature or type of internal work environment (Dorgan, 2020). Internal work environment is a great determinant of the outcome of organizational effectiveness, efficiency and performance (Chandrasekar, 2021). It is discovered that a better internal environment will provide a suitable work place for employees and an inconvenient internal work environment will pose a threat to employees' performance. The components of

internal environment include the management, employees, organizational culture, shareholders, and organizational climate and so on.

As long as the internal environment in an organization is suitable, the threat on employees' performance would be reduced and the chances of achieving the aim of establishing the organization would improve (Roelofson, 2021). Most employees will be satisfied in an organization when the internal environment is right regardless of the fluctuation of their pay or salary. This is because a suitable internal environment would create a peaceful atmosphere to work where employees can put in their best.

However, if the internal environment in an organization is uncondusive such as a poor communication between management and employees, to a hostile corporate culture, and then to a poorly designed office structure, to a lack of cooperation among employees, then employees devotion to work as well as employees ability to meet organizational set goals and objectives, and also the quality of service delivery would be threatened.

Kamarulzaman (2019) opined that the chances of low performance on the part of employees are higher when the internal work environment is not suitable or inconvenient. Hafeezi, Yingiuni, Hafeezi, Mansoori and Rehman (2019) observed in developing countries such as Nigeria, the internal business environment such as communication between management and employees, to corporate culture, and then to office structure, and to cooperation among employees is usually inconvenient for employees, harmful and insecure. Equally, Chandrasekar (2018) discovered that most organizations in developing countries do not provide quality and standard internal work environment for the employees and this is evident in the performance of their employees. The performance of employees in such an organization would largely be affected because employees respond to the kind of work environment the find themselves.

More so, the type of internal business environment in which employees operate would determine if employee's performance like devotion to work and also ability to meet organizational set goals and objectives, as well as quality service delivery would be achieved.

Most of the Employees of Abuja Environmental Protection Board (AEPB) which is our case study have equally claimed that their lack of devotion to work and also their fluctuating ability to meet organizational set goals and objectives, as well as their poor service delivery can be ascribed to internal workplace challenges they face daily at workplace. Therefore it becomes expedient and perinent to examine the internal environment and the performance of the workforce of Abuja Environmental Protection Board (AEPB), Abuja, Nigeria.

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1989 and has since then been marred with several internal workplace challenges, ranging from uncondusive place of work which comes in the form of poor communication between management and employees, to a hostile corporate culture, to a poorly designed office structure and then to a lack of cooperation among employees. Many of the employees in the organization claimed that their lack of devotion to work and also their fluctuating ability to meet organizational set goals and objectives, as well as their poor service delivery can be ascribed to these internal workplace challenges.

More so, in spite of the several trainings on interpersonal relationship, office structures built and renovated by the management of the organization, the challenges have continued to linger in the organization. It is on this backdrop that the study intends to find out the degree to which internal business environment impact on the performance of employees of Abuja Environmental Protection Board (AEPB).

In Nigeria, to the best of the researchers' knowledge, there are few researches on the impact of internal environment on employees' performance in West Africa and Nigeria precisely. This study would bridge that gap. Also, there is no research on the relationship between internal environment and the performance of the workforce of Abuja Environmental Protection Board (AEPB), Abuja, Nigeria. Also, very few studies have been conducted in the area of internal environment and performance of employees in government owned institution. This gap is what this research intends to fill by studying the impact of internal environment on the performance of employees in Abuja Environmental Protection Board (AEPB).

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Concept of Internal environment

Amir (2020) defined internal environment as the elements of the organization that have direct impact on the activities of the organization. This element is made up of the office structure, layout, furnishing, management and employees, corporate culture, equipment,

location of a workplace, and the facilities offered in a workplace.

Ismail (2021) opine that the structure or composition of the internal environment of an organization determines the output of the employees and invariably the organizational performance at large. Internal environment equally comprises of communication between management and employees, to corporate culture, to office structure and then to cooperation among employees (Vischer, 2017).

Employees' health status could also be affected or ascertained by the nature of the internal environment the organization offers. Niemela (2022) discovered that there is a positive linkage between nature of internal environment and performance of employees because most employees seem to perform less in harsh environment than in moderate or suitable environment. Also, the structure or design of the office where employees work can also go a long way in determining the performance of the employees and even the organization at large.

Concept of Employee Performance

Sinha (2019) stated the performance of employees is attributed to the level of deposition and devotion of their work. He reiterated that employees devotion to work will determine whether or not the employees performance is high or low.

Stup (2020) also explained that employees must be made to understand the goal and objectives of the organization in order to be able to achieve the organizational desires. When employees understand their roles effectively, then meeting set targets or goals becomes easier to be achieved. Furthermore, the organization must set up a good reward system as well as a suitable internal environment that will encourage employees to put in their best. Stup (2020), emphasized that employees would do better when certain conditions are made available in the workplace.

Employee performance is a measure of the devotion to work of employees and also the ability of employees to meet organizational set goals and objectives, as well as the quality of service delivery (Flipppo, 2012).

Theoretical Review

This study was anchored on the goal setting theory. Edwin Locke in the year 1968 came up with this theory of goal setting, where he stated that the goal of every organization is to provide a suitable internal environment and to see that employees meet all the objectives of the organization. This theory asserts that employees' achieving set goals of an organization depends on the nature of the internal environment the organization provides. Every organization is established to achieve certain goals and objectives and until those goals and objectives are achieved, the organization will remain unfulfilled.

Individuals working in any organization tend to do better where the internal environment is suitable and comfortable (Salaman, 2015). Edwin Locke's theory of internal environment and goal-setting is mainly concerned with achieving the objectives and goals as set by the organization in regards to the nature of the internal environment.

Empirical Reviews

Ofil (2019) investigated the effect of internal environment on employee performance in power holding company Nigeria (PHCN) Enugu distribution Company. The study defined research objectives, research questions. The study used structured questionnaire to collect responses from the study population sample. Secondary data from already published books and magazines were used to build the conceptual framework of the study; the analysis of data was based on respondents who returned correctly completed questionnaire and the hypotheses were tested using the Chi-Square statistical method. The findings reveal that to a good extent in PHCN, Enugu internal environment affects employee performance positively.

Renne (2015) focused on the relationship between internal environment setting and employees' ability to meet set goals in the PHEI (Private Higher Education Institution) in Malaysia. Using a formulated questionnaire, a total of 250 samples aimed and only 183 completed and were gathered among academicians from numerous Private Colleges and Universities in the area of Subang Jaya. Through findings and discussion, the research

found that internal environment impact positively on employees' ability to meet set goals in the PHEI (Private Higher Education Institution) in Malaysia.

Leblebici (2017), investigated the effects of internal environment on employees' performance in Budagali Rice Mill Industry in Kampala, Uganda. The survey research design was used; simple random sampling technique was used to select respondents that would participate in the study. A structured questionnaire of total of 432 respondents was distributed and only 283 completed and were gathered among the employees of the Rice Mill Industry in Kampala, Uganda. Simple regression was used to analyze the data and findings revealed that internal environment impact positively on employees' performance in Budagali Rice Mill Industry in Kampala, Uganda.

Uchenna, Nnaji and Nwafor (2016) examined the impact of internal environment on the performance of academic staff in universities in Enugu State, Nigeria. The research was conducted basically to determine whether or not a relationship exist between internal work environment and performance among the academic staff of the university. The study employed the use of survey research, and two hypotheses were raised to test the relationship between the independent and the dependent variable. The data was analyzed using the regression analysis and the result revealed that there is a negative significant relationship between internal environment and the performance of the staff of the universities in Enugu state.

Hope, Arachie, Ibrahim, and Okoli (2018) examined the effect of internal environment on the performance of employees in selected brewing firms in Anambra State, Nigeria. The aim of the research was to ascertain to what extent the effect of internal work environment would have on the performance of the employees of the selected brewing firms in Anambra State. The theoretical basis for the study was Elton Mayo's human relations theory of 1930. The research design employed in the study is the survey research design and the instrument employed to process the figure gotten was the Pearson moment of correlation. Findings revealed that the extent to which

internal environment influence the performance of employees is very low.

Ushie, Agba, Ogaboh and Okorie (2015) investigated the impact of internal environment on the performance of employees' in Cross River State Nigeria agro-based industries. The size of population for the study was one thousand four hundred and thirty two (1432) and the sample size was determined using Taro Yamane. Copies of questionnaire were given to the participants in other to get the relevant data to be used for data analysis. Multiple regression was used to analyze the data and findings show that internal environment was positively significantly related to the performance of employees' in Cross River State Nigeria agro-based industries.

Nnamani and Ajagu (2014) studied the effect of internal environment and the commitment of employees to work in Juhel Company Ltd. Emene, Enugu. The size of the population is 1234 and Krejcie method was used to ascertain the sample of 275. Copies of questionnaire were distributed and the Pearson's correlation coefficient was used to analyze the data. Findings from the study indicate the degree to which internal environment affect the commitment of employees to work in Juhel Company Ltd. Emene, Enugu is very high.

METHODOLOGY

The research design used for this study is the survey research design because it collects data directly from the respondents with the help of a questionnaire. The population of this study consists of employees of AEPB Abuja, which has a total of one hundred and twenty (120) employees spread across several departments as shown below: Abuja Environmental Protection Board (AEPB) Abuja has a total of 120 employees with Administration department having 19, Human Resource Management Unit 17, Procurement Unit 23, Maintenance Unit 34, Finance Unit 21 and Audit Unit 6. The table equally shows that the Maintenance Unit has the highest number of employees in Abuja Environmental Protection Board (AEPB), Abuja, while the audit department has the lowest number of employees in Abuja Environmental Protection Board (AEPB), Abuja. Random sampling technique was used to draw the respondents from the departments for questionnaire administration. Due to small

population size of the employees in Abuja Environmental Protection Board (AEPB) Abuja, sample size determination will be excluded. The questionnaire was the method employed by the study to collect information or data from the respondents. This makes the source of data collection to be primary. The instrument gave a Cronbach coefficient alpha value of 0.722. The study made use of the ordinary least method of regression (inferential statistics) to analyze the data collected and used mean, mode, median (descriptive statistics) to analyze the collected data.

RESULTS AND DISCUSSIONS

A standardized questionnaire was employed to gather data from a total of 120 employees spread across several departments as shown in the response rate table below. The response rate indicates the number of questionnaire

distributed, number of questionnaire retrieved for analysis and number of questionnaire not returned/not properly filled. To assess the normality of the distribution, Skewness and Kurtosis were utilized. According to Hair, Black, Babin, and Anderson (2010), for a dataset to be considered normally distributed, the values of Kurtosis should range between -7 and +7, and Skewness should range between -2 and +2. Table 4.2 below shows that the statistics in this study align with these criteria. The mean age and standard deviation of the respondents. It shows the mean age to be (2.0) while the standard deviation to be (1.01). The hypotheses were all expressed in null forms which connotes that the independent (internal business environment) and dependent variable (employees' performance) have no significant relationship. Regression analysis was the statistical tool adopted for the test and analysis using SPSS version 23.

Test of Hypothesis One

H₀₁: There is no significant relationship between internal environment and employee service delivery in Abuja Environmental Protection Board (AEPB), Abuja, Nigeria.

$$EP = \alpha_1 + CME_1 + CC_2 + OS_3 + u$$

OLS Result Using SPSS version 23

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2112.324	3	768.454	343.674	.000 ^b
Residual	112.343	102	1.876		
Total	2345.654	109			

a. Dependent Variable: EPscore

b. Predictors: (Constant), ICMEscore, ICCscore, IOSscore

Source: output from Spss

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.566	.234		2.123	.023
ICMEscore	1.454	.124	1.235	9.211	.000

ICCscore	.067	.321	.070	.270	.505
IOSscore	.391	.140	.334	2.137	.001

a. DV EPscore

Source: output from Spss

As seen from the above table that management and employee service delivery are positively related at ($B = 1.454$, $t = 9.211$, $Sig = .000$, $P < .05$). This result indicates that the method of communication adopted by the organization between the management and employee impacts positively on employee service delivery. For corporate culture, it was seen that corporate culture and employee service delivery are positively related at ($B = .067$, $t = .270$, $Sig = .505$, $P < .05$). This result shows that the corporate culture of the organization impact positively as well on employee service delivery. Office structure result revealed that there is a positive significant relationship between Office structure and employee service delivery at ($B = .391$, $t = 2.137$, $Sig = .001$, $P < .05$). This shows that a Office structure has an influence on employee service delivery.

$$ESD = .566 + 1.454SP + .67TP + .391CP + .234.....(4.1)$$

A test of the regression model indicates that the personal variables as a set, effectively influenced the yielded $F = 343.674$ and p-value of 0.023 which is significant since p-value is less than 0.05 significance level. This implies that the regression model, as shown in Equation 4.1, significantly explained the predictability of Communication between management and Employee (CME), Corporate Culture (CC) and Office Structure (OS) on employee performance of AEPB variable "Employees Service Delivery (ESD)". Hence, the alternative hypothesis that there is a statically significant relationship between internal environment and employee service delivery in Abuja Environmental Protection Board (AEPB), Abuja, Nigeria is accepted.

From the regression result, the regression model is stated as follows:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.912 ^a	.920	.938	1.40319	2.111

a. Predictors: (Constant), ICMEscore, ICCscore, IOSscore

b. Dependent Variable: DEPScore

Source: output from Spss

Test of Hypothesis Two

H₀₂: There is no significant relationship between internal environment and employees' devotion to work in Abuja Environmental Protection Board (AEPB), Abuja, Nigeria.

$$EP = \alpha_1 + CME_1 + CC_2 + OS_3 + u$$

OLS Result Using SPSS version 23

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2341.9213	2	610.123	2344.121	.000 ^b
Residual	22.456	137	.234		
Total	2345.432	132			

a. DV: DEPWscore

b. Predictors: (Constant), ICMEscore, ICCscore, IOSscore

Source: output from Spss

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Const.)	.021	.122		.073	.912
ICMEsco	.214	.061	.134	3.332	.001
ICCsco	.156	.082	.121	1.334	.100
IOSscore	.432	.042	.323	9.345	.000

a. DV: DEPscore

Source: output from Spss

As seen from the above table that management and employee devotion to work are positively related at (B = .214, t = 3.332, Sig = .000, P <.05). This result indicates that the method of communication adopted by the organization between the management and employee impacts positively on employee devotion to work. This result shows that the corporate culture of the organization impact positively work at (B = .156, t = 1.334, Sig = .100, P <.05). This result shows that the corporate culture of the organization impact positively on employee devotion to work. Office structure result revealed that there is a positive significant relationship between Office structure and employee devotion to work at (B = .432, t = 9.345, Sig = .000, P <.05). This shows that Office structure has a positive influence on employee devotion to work.

From the regression result, the regression model is stated as follows:

$$EDW = .021 + .214CME + .156CC + .432OS + .122.....(4.2)$$

A test of the regression model indicates that the personal variables as a set, effectively influenced the yielded F = 2344.121 and p-value of 0.023 which is significant since p-value is less than 0.05 significance level. This implies that the regression model, as shown in Equation 4.2, significantly explained the predictability of Communication between management and Employee (CME), Corporate Culture (CC) and Office Structure (OS) on employee performance of AEPB variable "Employee Devotion to Work (EDW)". Hence, the alternative hypothesis that there is a statically significant relationship between internal environment and Employee Devotion to Work in Abuja Environmental Protection Board (AEPB), Abuja, Nigeria is accepted.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.975 ^a	.970	.970	.43801	2.125

a. Predictors: (Constant), ICMEscore, ICCscore, IOSscore

b. DV: DEPWscore

Source: output from Spss

Discussion of Findings

Hypothesis one workings shows that there is a significant relationship between internal business environment (Communication between management and Employee, Corporate Culture and Office Structure) and employees service delivery and this finding aligns with the findings of Ogunyemi, Akinlaja, Adesoye, Abayomi, Rasaq and Omolade (2015) and Jahncke (2021), who found a statistical significant positive relationship between internal business environment and employee service delivery.

Hypothesis two workings shows that there is a significant relationship between internal business environment (Communication between management and Employee, Corporate Culture and Office Structure) and employees devotion to work and this finding aligns with the findings of Ushie, Agba, Ogaboh and Okorie (2015) and Nnamani and Ajagu (2014) that discovered a upward linkage between internal business environment and employees devotion that discovered a downward linkage just like Junaida, Mahadir, Siti and Afidam (2020) and Ikonne (2014) that discovered a downward linkage internal business environment and employees devotion to work.

CONCLUSION AND RECOMMENDATIONS

The study concludes that when internal work environment such as Communication between management and Employee, Corporate Culture and Office Structure becomes improved positively in the organization, then chances are that employee performance would increase and vice versa. The following are recommended based on the findings and objectives of the study:

1. The management of Abuja Environmental Protection Board (AEPB), Abuja should maintain a

robust communication system between the management and the employees, such that employees are carried along especially in matters that pertains the growth and development of the organization. Employee's ability to provide quality service delivery would be enhanced when employees feel a sense of belonging in the organization.

2. The management of Abuja Environmental Protection Board (AEPB), Abuja should also ensure that their office structures are designed in a manner that is conducive for employees to work so as to help them become more devoted to work. The management should equally set up a maintenance committee to oversee that office structures are maintained as time passes by.
3. The management of Abuja Environmental Protection Board (AEPB), Abuja should set up a flexible corporate culture that is not hostile but accommodative to the employees, so that it becomes much easier for employees to meet organizational set goals and objectives.

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