Workplace Environment and Employee Satisfaction of SMEs in Owerri, Imo State

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Abstract: *This study examined the relationship between workplace environment and employee satisfaction of SMEs in Owerri, Imo State. The cross-sectional research design was adopted for the study. A sample of 110 employees drawn from 30 selected SMEs across Owerri were used for the study. Out of the 110 questionnaires distributed, 108 were correctly filled. The data collected from the study was analysed using the Spearman rank order correlation coefficient test the relationship that exist between workplace environment with its dimensions as physical environment and psychological environment and employee satisfaction measured with affective satisfaction and cognitive satisfaction. The findings of the study showed the existence of relationship between the dimensions of workplace environment and employee satisfaction. The study concluded that for organizations to have high level of employee satisfaction, the management should put in place conducive environment that helps the employees to have the best of time at work. The study made recommendations that managers and owners of SMEs management should ensure that the physical and psychological environments are conducive enough for maximum satisfaction which breeds effectiveness and productivity on the part of the employees.*

Keywords: *Work Environment, Employee Satisfaction, physical work environment, psychological work environment, affective satisfaction, cognitive satisfaction.*

Introduction

Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002). According to Heath (2006), The physical location as well as the immediate surrounds, behavioral practices, regulations, rules, culture, resources, working relationships, and work location are all factors in the environment that affect how employees carry out their tasks. Employee performance is impacted by working environment quality, which in turn affects an organization's competitiveness. In order to offer employees a feeling of pride and purpose in their job, a good office environment management comprises making the workplace appealing, pleasant, satisfying, and motivating (Humphries, 2005). Physical sensations and emotional states are in harmony with an employee's responsibilities when they feel their immediate environment (Farh, 2012), and how well an employee connects with their organization's immediate workplace environment has a significant impact on their error rate levels, efficiency and inventiveness, collaboration with coworkers, absenteeism, and ultimately their retention (Leblebici, 2012).

Whether or whether such firms will succeed depends on the sort of working environment in which people function (Chandrasekhar, 2011). Working conditions, job congruity, and social support from supervisors are psychological elements whereas the physical

workplace environment contextualizes the office structure and design. Along with our human resources policies, policies cover the working conditions of employees as determined by industrial instruments and agreements signed with workers and unions. Employees spend half of their life at work, which has a significant impact on their capacity for performance (Sundstrom, 1994). Employee performance will increase and productivity will ultimately increase with a better physical work environment (Challenger, 2000).

A healthy workplace environment makes good business sense and is characterised by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity (Kohun, 2002). Since they are in a better position to recruit and retain highly competent personnel, businesses that are thought of as good places to work are more likely to have a competitive edge. This is an important factor to take into account given the competitive job environment nowadays. According to Cunneen (2006), a happy work atmosphere is likely to lead to lower employee turnover, fewer fraud incidents, better safety procedures, an easier time attracting and keeping skilled staff members, and greater employee welfare. O'Neil (2007) proposed that one characteristic of virtually all high performing firms is the understanding that their employees are their most valuable resource.

The sum of an employee's effort, aptitude, and task perception is their performance (Platt, 2010). Performance of employees is essential to the success and results of organizations. The working environment stands out as one of the most important predictors of performance among the many elements that affect employee performance. It is the primary multi-character component designed to achieve results and has a significant relationship with the organization's planned objectives (Sabir et al. 2012). A good work environment ensures employees' well-being and allows them to give their responsibilities all of their energy, which may result in improved performance (Taiwo, 2010).

SMEs in Nigeria plays a major role in the nation's GDP and as such characterized by high competition, owing to the fact that every now and then, new businesses are being built in order to better satisfy the needs of the ever-increasing need of customers in the business environment. In order to survive and grow in business, SMEs have to embrace strategies of maintaining a high level in the workplace environment as a competitive strategy. To continuously improve workplace conditions, special attention to a performance culture that values every single employee and promotes a sustainable work-life balance should be embraced (Barton, 2012). An atmosphere at work where individuals enjoy what they do, feel their contributions are valued, and are fairly compensated is necessary for them to perform to the best of their abilities.

The most critical factor in keeping employees satisfied in today's business is the workplace environment. It is important therefore to note that environment in the workplace have direct effect on how employees interact, perform tasks and lead in an organization. The different aspects of environment have a direct effect on the human sense, subtly changed interpersonal interactions and productivity respects. Many researches on work environment have indicated that the satisfaction of employees are hinged on the
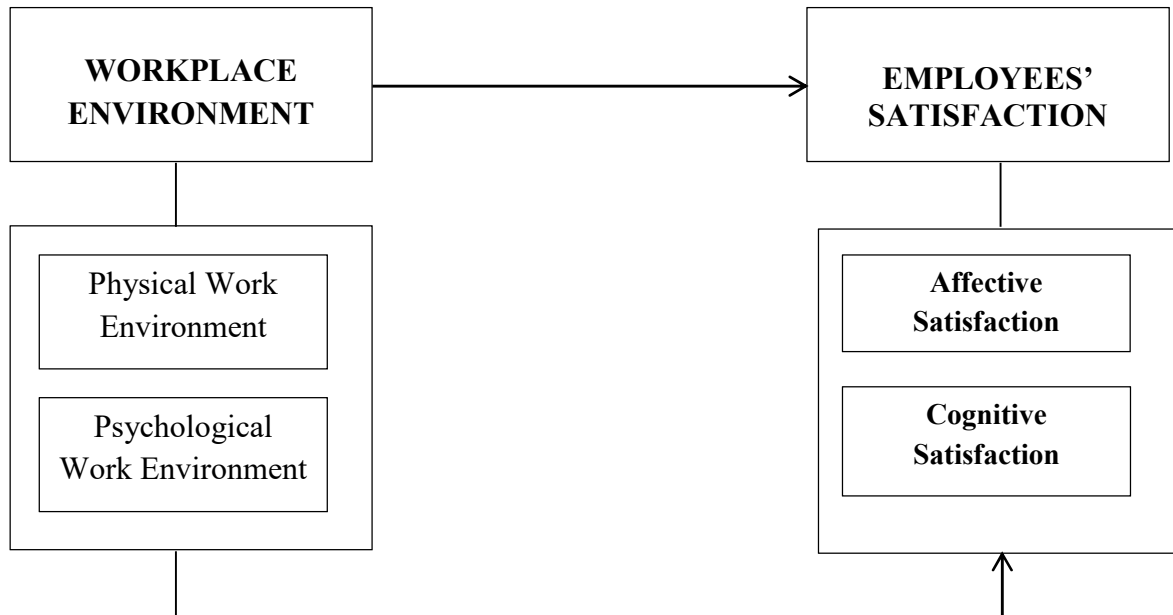
workplace environment. The work environment is significantly important to the satisfaction and productivity of employees (Humphries, 2005).

Shidkar (2004), opined that the workplace environment describes the environment in which employees perform their work and consequently an effective workplace is an environment where results can be achieved as expected by management. It is therefore important to recognize the critical factor of keeping employees satisfied because workplace characteristics have consequences on the level of satisfaction of employees (Ajala, 2012). Flowing from the above, the study seeks to examine the influence of work environment on the satisfaction of employees of SMEs in Owerri, Imo State.

Problem Statement

It is believed that one way to boost business productivity and efficiency is to create a work atmosphere that encourages employee wellness. Employees often have expectations and will want a work environment that enables them to complete their tasks as effectively as possible. This can increase organizational competitiveness when it is appropriately given (Heath, 2006). When it comes to enhancing individual performance, the immediate work environment in small and medium-sized businesses in terms of real physical layout and design is crucial. Employee performance is negatively impacted by poorly designed workstations, improper furniture, poor ventilation, and insufficient illumination (Becker, 2002). It is necessary to implement the appropriate policies and programs in order to institutionalize good work-life balance practices. Inadvertent imbalances between the needs, abilities, and expectations of employees and the employment environment are manifesting themselves in various hotels, eliciting a range of responses. It has been observed that many businesses, including hotels, link skill acquisition to increased employee productivity, despite the fact that research indicates that 86% of productivity issues are caused by workplace conditions (Taiwo, 2010). However, it has been noted that hotel businesses in Nigeria suffer from high staff turnover, absenteeism, and significant losses brought on by employee carelessness as a result of poor working conditions. This suggests that additional elements of the workplace could be at fault and that their effects on worker satisfaction need to be researched. There have been several studies on the influence of workplace environment on employee performance, employee satisfaction and employee behaviour towards tasks. However, this study is looking at how work environment influences the satisfaction of employees of SMEs in Owerri, Imo State.

Conceptual Framework

Source: Adapted from Agbozo, Owusu, Hoedoafia and Atakorah, (2017) and Thompson & Phua, (2012).

Objectives of the Study

The general objective of this study is to investigate the influence of workplace environment on SMEs employees' satisfaction in Owerri, Imo State. The specific objectives are:

1. To identify the relationship between physical workplace environment and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State.
2. To examine the relationship between physical workplace environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.
3. To ascertain the relationship between psychological workplace and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State.
4. To examine the relationship between psychological workplace environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Hypotheses

The following null hypotheses are formulated for the study,

Ho_1 There is no significant relationship between physical workplace environment and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Ho_2 There is no significant relationship between physical workplace environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Ho_3 There is no significant relationship between psychological workplace and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Ho₄   There is no significant relationship between psychological workplace environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

LITERATURE REVIEW

Theoretical Review: Herzberg Two Factor Theory

Herzberg Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins & Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; wile hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

Concept of Workplace Environment

Work environment is important towards employees' performance. Outstanding performance and productivity is achieved as a result of better work environment. It boosts the employees and improve the level of their productivity. Opperman (2002) stated that work environment comprises of three major environment; technical environment, human environment and the organizational environment. The technical environment refers to equipment, technological infrastructure and these elements enhances the performance of employees given their respective tasks and activities. The human environment refers to the relationship the employees enjoys with others in the workplace either as a team or group, this aspects encouraged interaction in the workplace and creates an atmosphere for shared ideas. Organizational environment comprises of systems, procedures, practices, values and philosophes. The management has control over this environment and is responsible for the rewards system.

Insufficient ventilation, inadequate lighting, noise, and other harmful working conditions, according to Chandraseker (2011), have an impact on employee productivity and health. According to Briner (2000), the term "work environment" refers to a wide category that includes both the physical surroundings and the specifics of the job. The relationships between employers and workers, as well as the immediate surroundings in which they operate, make up the workplace environment. The sum of pressures, actions, and other elements that impact or compete with an employee's qualities and performance is what Kohun (2002) refers to as the work environment. According to Amir (2010), a workplace

is an environment that has been set up and is offered by a firm to further its objectives. Oswald (2012), stated that there are two types of work environment which are the physical components and the behavioural component. The physical component consists of elements related to the user with their office environment while behavioural environment consists of elements related between users in the same work environment as well as the impact of working environment on the user's behaviour. Working environment includes the working hours, job security, relationship among employees, esteem needs of employees and the influence of the top management on the work of employees.

Many scholars have attempted conceptualizing the working environment. Perhaps it may be defined in its simplest form as the settings, situations, conditions and circumstances under which people work. Briner (2000) further elaborates it as a very broad category that includes the physical environment (such as heat, equipment, etc.), aspects of the job itself (such as workload, task complexity), broader organizational features (such as culture, history), and even aspects of the extra organizational setting (such as local labor market conditions, industry sector, work-home relationships). It implies that the term "work environment" refers to a combination of the relationships between employers and workers as well as the physical, social, and organizational settings in which people operate.

According to Yusuf and Metiboba (2012), who referenced Opperman (2002), the workplace environment is made up of three main sub-environments: the organizational environment, the human environment, and the technology environment. Their definition of the term "technical environment" includes the tools, infrastructure, and other physical and technical components of the workplace. Peers, people with whom employees engage, team and work groups, interpersonal problems, and management and leadership are all parts of the human environment. The network of official and informal interactions between coworkers, teams, and boss-subordinate relationships that occur inside the structure of organizations can be regarded as the human environment.

Physical Work Environment

This is the place where the job is being conducted and deals with the physical or tangibles. It consists of elements such as equipment, office design, temperature, ventilation, and lighting. Space and noise level are also included. It has been demonstrated that elements of the workplace, such as heat, noise, and lighting, have a direct and indirect impact on a variety of psychological processes. For instance, noise may hinder several types of cognitive performance. Banbury and Berry (2000). According to Sundstrom & Sundstrom (1986), the physical workplace space can have an influence on the volume and kind of social contact among coworkers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place. The physical environment may offer more or less physical safety. Haynes (2008) revealed that whenever there is an improvement in the physical design of office building, productivity through employee performances is increased by about 5-10 percent.

In a similar vein, Chandrasekar (2011) came to the conclusion that the kind and caliber of lighting systems at the workplace enhances employee productivity. Employee

productivity is impacted by lighting, noise, color, and air quality, according to Sarode and Shirsath (2014). It is also possible that worries about injuries or accidents will have some impact on psychological health. The organization of the workplace may have an impact on how hard employees work. Committed workers who are highly motivated by a positive work environment devote their time and efforts to achieving organizational goals, and they are increasingly recognized as the organization's most valuable resource. They contribute the intellectual capital that, for many businesses, has emerged as their most important resource (Hienja, 2010).

Physical work environment (PWE) is an aspect of work environment. Workplace environment is the sum of the interrelationships that exist between employees and the environment, which they work (Kohun, 2002). According to Heath (2006), this environment includes both the physical location and the immediate surrounds, as well as behavioral practices, regulations, rules, culture, resources, working relationships, and work location, all of which have an impact on how employees carry out their duties. PWE as a component of the workplace has to do with how the offices are set up and decorated. It consists of items like machine arrangement, lighting, ventilation, and furniture (tables, chairs, etc.). Other factors include noise level, safety gear, workstations, office equipment, computers, and office space.

The way and manner the physical work environment is structured influence how employees in such establishments perform. The physical work environment in the focused firms seems not to be ergonomically structured and could affect employees' performance. Particularly in Nigeria, the working environment is dangerous and unhealthy. According to Ushie, Agba, Ogaboh, and Okorie (2015), we frequently have subparly constructed workstations, improper furniture, a lack of air, inappropriate lighting, excessive noise, inadequate safety precautions in the event of a fire, and a lack of protective equipment. According to Akinyele (2010), many businesses restrict their efforts to increase employee productivity to skill development. The kind of working environment that employees experience affects how well-off such businesses are. He went on to say that the workplace environment in firms is where around 80% of productivity issues are found. Conducive working conditions safeguard employees' health, which inevitably allows them to give their duties their best and may result in increased production (Akinyele, 2007).

Psychological Work Environment

The aspects of the workplace that are relevant to employee behavior might be thought of as the psychological work environment. The three closely connected categories of psychological phenomena known as affect, cognitions, and behavior (e.g., effectiveness, absence, motivation) are taken into account when discussing behavior. Affect includes things like emotions, moods, psychological symptoms, and affective disorders. The features of the workplace that have an impact on a worker's mood are collectively referred to as the psychological work environment. The mental activities a worker engages in while on the job or at their position are well described by the psychological work environment. Good descriptions and referrals to other sources of information on stress, bullying, job

needs, collaboration and conflict, etc. are included in psychological work environments. In the psychological workplace, concerns like stress and wellness are prevalent.

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Employee Satisfaction

Employee satisfaction has attracted several research based on in its indisputable relevance in the organisation. Satisfaction of the employee is essential to attract and sustain best effort of employees at work. Fajana (2002) sees employee satisfaction as the general job attitude. He further divided it into five components which are; general working conditions, monetary benefit, attitude toward work group, attitude toward organisation and attitude toward supervision. Employee satisfaction is high connected with the state of mind of employee regarding their work and life in a wholistic manner. Luthan (1998) opined that employee satisfaction is mostly determined by how well result or outcome matches or exceed expectations. This implies that there is a comparison between actual outcome and expectations. The result of the comparison either lead to satisfaction of the employee or dissatisfaction. If participants in organisation feels that they are working far better or harder in the department as compared to other staffs, but are rewarded little or same with low performance, they will probably have a tendency to portray a negative attitude towards the organisation and employees in the workplace. Employees act rationally, and most of this rational behaviour is drawn from their level of satisfaction. When employees expectations are met and his need accomplished, there is an inner force which propel the individual to act and perform maximally and efficiently.

In line with this, Nancy (1977) define satisfaction as the level of fulfilment of one's desires, needs and wants. From his definition, it is clear that satisfaction basically depends on what an employee desire in the work place and what he gets. Sager, Rafat and Agarwal (2012) opined that it is a measure of the degree of happiness of workers in relation with their job and environment of work. Hunter and Tretyen (1997) argued that staff are more steadfast to their organisation and more productive when they are satisfied. Attitude governs how the act and behave in the workplace. No behaviour is right if there is negative attitude. Hence right attitude needs right behaviour in organisation.

The individual job goes beyond mere activities associated with a particular job, it involves numerous factors which include adherence to organisational policies, interacting with colleagues and achieving the firms goals, and hence, employees evaluation of his degree of satisfaction is a summations in multifarious ways of varied job elements. Employee satisfaction reveals the range of employee behaviours that are relevant to the organisation such as motivation and loyalty. Employee satisfaction also influence a firms services in regard to quality and efficiency. Armstrong (2006) opined that employee satisfaction posses a positive and favourable attitudes towards the job. There exist basically two components of employees satisfaction-cognitive and affective employee satisfaction. Affective job satisfaction a subjective construct which denote an emotional feeling which individuals of an organisation have about their job. It relates to the feelings of the individual in the workplace. It is the extent of happiness or feeling of pleasure with the job induces. Rajah (2014) stated that affective satisfaction depict employee immediate feeling state toward job related factors. He again maintained that gratification will arise if task are delegated to the right or appropriate employee where nature of the tasks are complement the employees values will in return fulfil positive feelings towards the task delegated. On the other hand, Hulin and Judge (2003) sees cognitive job satisfaction as an objective analysis of various aspect of a task. When analysing satisfaction, cognitive job satisfaction do not assess the degree of pleasure or happiness that is derived from a particular job facets, but it gauges the rate or extent to which those facets of the job are judged by the job holder or employee to the satisfactory when relating it to the objectives the employee set for their selves or with other jobs. This cognitive aspect deals with appraisal of employee satisfaction. Affective satisfaction is manifested when there is evident of cognitive satisfaction.

Affective Satisfaction

Affective job satisfaction is a subjective construct which represented an emotional feeling which members of an organisation have about their job. Affective satisfaction reflects the degree of pleasure or happiness their job in general induce. Affective job satisfaction can simply be defined as an employee emotional feeling which relate to the employee job as a whole. This feeling can either be positive or negative. When the feeling is negative, it despite that the employee is not satisfied and there exist no emotional feeling of happiness of the employee. When this becomes the case, and if it persist, turnover, deviant behaviour and withdrawer will be the order of the day in the organisation. Locke (1976) defined job satisfaction as a positive emotional state of feeling resulted from jobs, hence fulfilling employee's value towards their job.

An emotional state is the affective component of work satisfaction. According to Rajah (2014), affective job satisfaction reflects an employee's current emotional state toward aspects that are relevant to their employment. Rajah (2014) continued by saying that it is the level of enjoyable emotional sensations that a person experiences in relation to their whole profession. However, the favorable emotional sensation could also involve satisfaction with the person to whom the assigned task has been given. He came to the conclusion that assigning tasks to the correct or appropriate employee and having the jobs' nature complement the employee's values will result in job satisfaction, which will then fulfill pleasant feelings about the task assigned.

Cognitive Satisfaction

An impartial and logical study of several aspects of a work constitutes cognitive job satisfaction (Hulin & Judge, 2003). It is a one-dimensional construct if it analyzes or evaluates only one aspect of a work, like income or maternity leave, but a multi-dimensional construct if two or more aspects of a job are examined concurrently. When analyzing satisfaction, cognitive job satisfaction measures the rate or extent to which those aspects of the job are perceived by the job holder or employee to be satisfactory when relating it to the goals the employee set for themselves or with other jobs. Cognitive job satisfaction does not evaluate the level of pleasure that is derived from a particular job facets. An employee's fondness for their employer might be increased by their cognitive work satisfaction. The evaluation of job satisfaction is covered by the cognitive aspect of employment job satisfaction. Furthermore, the evaluation of the current situation has a bearing on cognitive work satisfaction. It measures how satisfied a person is with a certain feature or area of their career.

Empirical Review

The impact of the office environment on employees' job satisfaction has been the subject of several studies. Samson, Waiganjo, and Koima (2015) performed a research on the impact of the work environment on the performance of commercial bank workers. A sample of 173 respondents was chosen from the population of 736 non-managerial personnel using the stratified random sampling technique. The data was analyzed using multiple regression models and descriptive statistics. The study's conclusions showed that while the psychological and work-life balance components were substantial, the physical aspects had a little impact on employee performance. According to the findings, physical and psychosocial factors had a modest effect on employee performance whereas psychological factors had a substantial correlation.

In a similar vein, Nanzushi (2015) performed a research on the impact of workplace culture on workers' performance in Nairobi City's mobile telecommunications companies. The study's sample size was 164 workers selected from across all of the industry's companies. Employers were chosen for the study using a stratified random sample method in accordance with the descriptive research design. Descriptive statistics were used in the data analysis. According to the study's findings, physical workplace elements, rewards, management and leadership styles, training and development, and work-life balance all had an impact on employee performance. The results showed that employees were dissatisfied with their firms' management practices and promotion practices.

The purpose of this study, conducted by Agbozo, Owusu, Hoedoafia, and Atakorah (2017), was to determine the impact of the physical and mental environment on employees' performance as well as to learn the general level of satisfaction in Ghana's banking industry. The research instrument was a structured questionnaire, and the SPSS program was used to analyze the data collected from the field study. The study employed the stratified sampling strategy to choose the sample for the study. The study's conclusions showed that the work environment, particularly in the area of physical

ambiance, has a significant impact on how satisfied employees are in the banking business.

A research by Massoudi and Hamdi (2017) examined the impact of the workplace on workers' productivity. A quantitative technique was applied in the study, which involved 50 employees in all. According to the study, there is a considerable link between workplace atmosphere and employee productivity. The study also shown that the behavioral aspects of the workplace environment had a higher impact on productivity than its physical aspects.

Malik, Ahmad, Gomez, and Ali (2011) conducted a research on the performance of employees and the work environment in Pakistan. The study gathered information from 115 PTCL employees, and then used descriptive statistics, Pearson's correlation, and regression analysis to analyze the information. The study's findings showed that the workplace has a substantial influence on employees' performance, particularly the physical working circumstances, which show the most positive and significant association. Regression analysis results show that employee performance is largely influenced by physical working environment, training and development opportunities, and communication methods.

Nigatu (2019) also carried out a study on the assessment of working environment of employees in the hospitality industry in Dessie and Kobolecha toans. The study adopted a survey design with a close ended questionnaire method. The study used a sample of 78 employees randomly selected. The findings of the study revealed a low level of health protection support systems at the workplace. Tools, equipment, technology products, aesthetically pleasing atmosphere, lighting and ventilations were available in a less and moderate extent in the hotels. Help and support among the staff, as well as willingness of the staff members to listen to their problem at the work place are still low. Clear objective of the work, the fair treatment of the employees and the management respect towards employees were very low. The employee's salary level, the informed consent of employees in the issue of important decisions about the hotels, recognition of work and appreciation by the management, the immediate supervisors' ability to work on planning and solving conflicts is still low and needs improvements in the sampled hotels. This goes to show that the workplace environment in terms of physical and psychological environment greatly impacts the performance and satisfaction of employees in hotels.

In their 2019 study, Hafeez, Yingjun, Hafeez, Mansoor, and Rehman investigate how Pakistan's workplace culture affects workers' productivity. The purpose of the study was to investigate how physical and behavioral environmental elements in the workplace affect employee productivity through the mediating effect of employee health. 250 employees in Pakistan had their data collected as part of the study utilizing a questionnaire survey approach. SPSS and AMOS statistical tools were used to analyze the data. The study's conclusions showed that both the physical and behavioral surroundings had a favorable impact on an employee's level of productivity.

Methodology

The cross-sectional survey design was used in this study. The target population of this study is the total number of registered SMEs in Owerri, Imo State. However, the accessible population of this study was 150 employees of 30 selected SMEs. These SMEs were selected based on easy access to information. The study sampled was determined using the Taro Yamene's formular to arrive at a sample of 110 employees. The data for the study was obtained from primary source through the use of well-structured questionnaire administered to the respondents by the researcher. The research instrument was subjected to face validity while the reliability was determined using the cronbach alpha where Items with alpha values of 0.7 and above was used. The spearman's rank order correlation coefficient statistical analysis was employed in analysing the stated hypothesis through the use of SPSS.

Results and Discussion

The Spearman's Rank Correlation was used to test the correlations and strength of relations between the independent variable (Workplace Environment) and the dependent variable (Employee Satisfaction). All four hypotheses were tested in the null form.

The decision rule is:
$p < 0.05$ significant level = reject the null hypotheses
$p > 0.05$ significant level = and accept the null hypotheses where.

Ho$_1$:   There is no significant relationship between physical workplace environment and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State

Correlations

			Physical Work Environment	Affective Satisfaction
Spearman's rho	Physical Environment	Correlation Coefficient	1.000	.431
		Sig. (2-tailed)	.	.016
		N	108	108
	Affective Satisfaction	Correlation Coefficient	.431	1.000
		Sig. (2-tailed)	.016	.
		N	108	108

Physical workplace environment and affective satisfaction correlate at .431, when the p-value is 0.016 < 0.05. A positive relationship exists. Thus, we reject the null hypothesis and accept that the there is significant and a positive relationship between physical work environment and affective satisfaction.

Ho₂: There is no significant relationship between physical workplace environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Correlations

			Physical Work Environment	Cognitive Satisfaction
Spearman's rho	Physical Environment	Correlation Coefficient	1.000	.532
		Sig. (2-tailed)	.	.016
		N	108	108
	Cognitive Satisfaction	Correlation Coefficient	.532	1.000
		Sig. (2-tailed)	.016	.
		N	108	108

Physical workplace environment and cognitive satisfaction correlate at .532, when the p-value is 0.016 < 0.05. A positive relationship exists. Thus, we reject the null hypothesis and accept that the there is significant and a positive relationship between physical workplace environment and cognitive satisfaction.

Ho₃: There is no significant relationship between psychological work environment and affective satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Correlations

			Psychological work environment	Affective Satisfaction
Spearman's rho	Psychological Work Environment	Correlation Coefficient	1.000	.790
		Sig. (2-tailed)	.	.000
		N	108	108
	Affective Satisfaction	Correlation Coefficient	.790	1.000
		Sig. (2-tailed)	.000	.
		N	108	108

Psychological work environment and affective satisfaction correlate at .790, when the p-value is 0.000 < 0.05. A very strong positive relationship exists. Thus, we reject the null hypothesis and accept that the there is significant and a positive relationship between psychological work environment and affective satisfaction.

Ho₄: There is no significant relationship between psychological work environment and cognitive satisfaction of SMEs employees' satisfaction in Owerri, Imo State.

Correlations

			Psychological Work Environment	Cognitive Satisfaction
Spearman's rho	Psychological Work Environment	Correlation Coefficient	1.000	.792
		Sig. (2-tailed)	.	.000
		N	108	108
	Cognitive Satisfaction	Correlation Coefficient	.792	1.000
		Sig. (2-tailed)	.000	.
		N	108	108

Psychological work environment and cognitive satisfaction correlate at .792, when the p-value is 0.000 < 0.05. A strong positive relationship exists. Thus, we reject the null hypothesis and accept that the there is significant and a strong positive relationship between psychological work environment and cognitive satisfaction.

Discussion of Findings
Physical Work Environment and Affective Satisfaction
The results of the study on the link between the physical work environment and affective satisfaction showed that there is a favorable association between the two. The conclusion is that there is a substantial and positive association between the physical work environment and emotional satisfaction as a result of the null hypothesis being rejected. These results are consistent with Chandrasekar's (2011) study, which found that the physical workspace environment fosters workers' working experiences, which in turn leads to higher productivity. Additionally, the study by Sarode and Shirsath (2014) discovered that air quality, illumination, noise, and other factors affect employee productivity. In a similar line, Hienja (2010) discovered that the organization of a workplace might impact how hard workers work. Furthermore, it was noted that motivated workers who are committed to their jobs devote their time and efforts to achieving organizational objectives. These workers are also increasingly recognized as an organization's most valuable resource because they contribute the intellectual capital that many businesses now view as their most important resource. This confirms that a well-organized physical work environment has a significant impact on hotel employees' emotional satisfaction.

Physical Work Environment and Cognitive Satisfaction
The results of the study on the connection between the physical work environment and cognitive happiness showed that there is a favorable connection between the two. The conclusion is that there is a strong and positive association between the physical work environment and cognitive satisfaction as a result of the null hypothesis being rejected. These results were in line with those of Nanzushi (2015), who discovered that the physical environment, rewards, management / leadership style, training and development, and work-life balance were the work environmental aspects that affected employee

performance. The study by Agbozo, Owusu, Hoedoafia, and Atakorah (2017), which examined the impact of work environment on job satisfaction in the banking industry, found that the work environment, particularly in the area of physical ambiance, has a significant impact on how happy employees are in the banking sector.

Psychological Work Environment and Affective Satisfaction
The results of the investigation into the connection between emotional satisfaction and the psychological work environment showed that there is a favorable connection between the two. The conclusion is that there is a substantial and favorable association between the psychological work environment and emotional satisfaction as a result of the null hypothesis being rejected. This supports Mohamed's (2005) research, which showed that a positive work atmosphere improves employees' performance. He went on to say that employees should consider the nature of the work, the compensation they would receive, the potential for advancement, and other factors.

Psychological Work Environment and Cognitive Satisfaction
The results of the investigation into the connection between cognitive satisfaction and the psychological work environment showed that there is a favorable connection between the two. The conclusion is that there is a substantial and positive association between the psychological work environment and cognitive satisfaction as a result of the null hypothesis being rejected. The results are in line with those of a research by Waiganjo and Koima (2015), who discovered that while work-life balance and psychological variables were important, physical elements had a negligible impact on employee performance. Additionally, Massoudi and Hamdi (2017) demonstrated that the behavioral aspects of the workplace environment had a bigger impact on productivity than the space's physical features.

Conclusion
Drawing from the findings of this work, there are evidences that the dimensions of work environment (physical and psychological) have a positive correlation with the dimensions of employee satisfaction (affective satisfaction and cognitive satisfaction). This implies that in order for organisations to have a workforce characterised by both affective satisfaction and cognitive satisfaction, the management should put in place a conducive environment that would help the employees to have the best of time at work and at the same time give their best to the organization. When employees are satisfied, their moral boost up, they are dedicated to the organisation and put all necessary effort into the organisational activities to ensure the actualisation of the firm's goal.

Recommendation
In line with the findings and conclusion, the following recommendations are made;

1 The management of SMEs should ensure that the physical environment should be conducive enough for employees and for improved productivity in order to boost their satisfaction in the organisation.
2 The environment of employees should be flexible enough to encourage innovativeness as this will help boost the morale of employees and thereby increasing their level of satisfaction and help in the achievement of organizational objectives.

3   Benefits and packages, awards and other incentives to recognize the achievement and contribution of employees should be provided by owners and managers of SMEs in order to promote commitment as such will help boost their cognitive satisfaction.

4   Owners and managers should endeavor to render simulative incentives to employee mostly when they achieve their target as such will help them feel a sense of recognition and satisfaction.

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