

**WORKPLACE ENVIRONMENT AND EMPLOYEES PERFORMANCE IN THE  
PUBLIC SECTOR: A CASE OF MINISTRY OF LAND, HOUSING AND URBAN  
DEVELOPMENT NAIROBI CITY COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL  
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## DECLARATION

I declare this research project is my work and has not been presented for the purpose of a degree course in any other university.

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## **DEDICATION**

I dedicate to Jennifer Thuo, Francis Mwangi, Ngatha Mwangi and Riri Mwangi who have given me a lot of support throughout this study.

## **ACKNOWLEDGEMENT**

First thanks to God for my life and everyone who is part of it. To my parents, thank you for bearing me and providing for my every need in life, may you be forever blessed for your invaluable support. Not forgetting my mother, husband, daughter and son who are a strong pillar in my life and God sent indeed.

I highly acknowledge my supervisor Dr. Stephen M.A Muathe (PhD) for his tireless guidance through my project writing.

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## **ACRONYMS AND ABBREVIATIONS**

<b>COR</b>	Conservation of Resources
<b>DPGL</b>	Development Partners Group on Land
<b>GoK</b>	Government of Kenya
<b>NLP</b>	National Land Policy
<b>PE</b>	Person-Environment Fit
<b>SPSS</b>	Statistical Package for Social Science
<b>HRM</b>	Human Resource Management

## OPERATIONAL DEFINITION OF TERMS

<b>Employee Performance</b>	Employees carry out duties in a certain manner which contributes to Organizational goal. It is the effectiveness with which organizations manage and stimulate their employees.
<b>Public Sector</b>	It is the part of an economy that is controlled by the state. It provides a range of government services e.g. healthcare, education etc.
<b>Work Condition</b>	It refers to something that both the employee and employer agree to at the beginning of a worker's employment. It may include discuss of such things as dress code, vacation days, working hours, responsibilities etc.
<b>Work Environment</b>	It is the surrounding condition in which employees operate. It can be composed of physical condition for example office equipment, the temperatures and work procedures or processes.
<b>Work Load</b>	Amount of work performed by a member of staff usually within a specific period of time. In some places of work, it is measured by piece meal especially for casual workers who work in industries.

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## OPERATIONALIZATION OF TERMS

**Performance:** It is how well a person or a machine does an activity and completes tasks with presentation of knowledge, skills and abilities.

**Office design:** arranging office equipment, desks so that there will be easy movement for the members of staff. It also creates more space and adds productivity because there is easy flow of work. It also beautifies the office.

**Social Support:** care and support available from others. It contains responsiveness, tangible or even friendship.

**Job Characteristics:** It involves identifying skills, tasks, significance, autonomy, and feedback from employees.

**Employee Health:** Is the general health care by the employer to facilitate better performance by employees. It is extended beyond workplace and workings hours.

**Work place Incentives:** describes classification of rewarding achievement and determination in by permitting staffs to get prizes or acknowledgment.

## ABSTRACT

Public segment is the part of economy of a Nation that is controlled by the state. It provides a range of government services e.g. healthcare, education, agriculture, water, tourism etc. The workplace environment is important as it surrounds the conditions in which employees operates in making them satisfied at the workplace and therefore, more productive. A Case study was carried out at the Ministry of Lands and Housing. This study concentrated on four variables; office design, social support, job characteristics, employee health and safety as well as job incentives in relations to employee performance. The target population was 950 employees working at the Ministry of Lands, Housing and Urban Development head office in Nairobi. Stratified sample procedure was used to split the populace into different divisions to pull a random prearranged amount of components. Researcher used simple random sample to select 95 respondents. Primary research data was composed from staff working in the Ministry of Lands, Housing and Urban Development using an assessment that was self-conducted by the analyst to reduce disparity in data gathering processes and ensure uniformity. Secondary data was sourced from publications, journals, articles and the internet. The collected data was processed and descriptively analyzed using percentages, frequencies, mean and standard error. Inferable statistics thus regression also carried out. A Statistical Package Social Sciences aided the data analysis computer and the results were obtainable by means of tables and diagrams. From the investigation, there was a relationship among office design and employee performance as shown by the increase in employee performance for a unit change in office design. There is strong connection amid social provision and worker presentation. Findings shows a component increases social care factors leads to improvement in employee performance. From the analysis, the job security and job requirements in their organization to a very large extent affect job performance respectively. According to regression model, a unit improvement in employee health and safety would lead to increase on employee performance. On workplace incentives, majority of the respondents strongly agreed that performance recognition can improve their job performance. As workplace incentives improves, the employee performance also improves. Conclusion of the study, subsequent recommendations to be made. Social support factors are important aspects of employee performance and the study recommend that the management keep abreast of the existing relationship in the organization to ensure health relationships are maintained between coworkers and supervisors. Job characteristics affect employee performance and therefore the study concludes that every job should be well designed, job requirements must be well stipulated to ensure personnel know there expectation from every duty. On employee wellbeing, findings endorse soundness of the employees to be accountability of both the management and employees. On workplace incentives, the study recommends that the management should offer both monetary and non-monetary incentives towards improving employee job presentation. Study recommends for various methods of financial compensation such as performance based pay, bonuses and shares allocation.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

Survey by Management Today magazine (2003), nearly all respondents (97%) believed they observed it's occupational in the act of appreciation or no appreciation by the Organization.

The public sector perform vital roles in global economies and teams in this sector are the best bases of bringing good amenities to their clients. A conducive workstation atmosphere has first time impress on the clientele and welfare of the staffs. It is also beneficial to the Organization because employees are happy and therefore more productive. Hughes (2007) gauged 2,000 workforces pertaining various organizations and businesses in numerous heights. These survey indicated 9 over 10 thought that office value touches attitude of personnel and raises performance. Different offices have exceptional furniture and three-dimensional positioning due to nature of work.

##### **1.1.1 Workplace Environment**

Workplace requires an environment in which the employee functions properly. The employee should be able to operate and results be attained as expected by the organization. It is so due to uniqueness of the area or meeting place has concerns on yield and gratification. Atmosphere created by combination of factors is where commerce wants staff abundantly compared to staff requiring it (Smith, 2011).

Success regarding an organization is determined by the kind of workstation situation in which teams function on. A fit place of work categorized by esteem which wires staff assignment, good business intellect and creates higher presentation belief which inspires invention, inspiration

(Kohun, 2002). Poor balance between job and personal life affect both employees and the organization they work for. Employees should be assisted for achievement of worthy life style equilibrium which rises work fulfilment, less burnout, fewer health problems and they become more attentive.

Working in a coherent surrounding where employees are responsive, employers are caring and treat all alike helps them interact well. Haynes (2008, in Demet Leblebici, 2012) describes behavioral mechanisms of the surrounding that have utmost influence on workplace result. All work designs, were found that collaboration was supposed to be the module to the most optimistic outcome on effect and interruption was detected to have the most undesirable.

### **1.1.2 Employees Performance**

Member of staff presentation is a mutual outcome, determination, capability and vision about errands (Platt, 2010). Staff enactment is vital for structural results and achievement. Organizations entails exceedingly acting personalities to surety of viable benefit and accomplishment of goals. Achieving responsibilities and high performance can be a basis of fulfillment, through approaches of proficiency and superiority. Retention of fit staffs, less personnel turnover, less deception cases and better wellbeing practices are as a result of positive workplace environment (Cunnen, 2006).

Individuals in regular survives in doing trade continually obey by equal normal and communal atmospheres. Physical components includes fresh inside air, clean drinking water, user friendly workspace plans etc. There are factors affecting employees presentation like exciting job which staffs appreciate doing, chances to improve unusual aptitudes which provide workforces a

chance of expressing and maximizing ability, adequate info, authority, help ,welcoming and supportive coworkers, chance to see results of effort, competent management are job factors that motivates teams presentation (Chandrasekar, 2011).

Employees devote fifty percent of their stay within internal surroundings which importantly affect their performance competences (Sundstrom, 1994). Enhanced physical place of work surrounding will boost employees' performance and eventually increase their output (Challenger, 2000).

Various aspects impact employee act; and workplace surrounding aspects emerge as important factor of performance. Main multi personality issue projected in achieving results and has key joining strategic goals of association (Sabir *et al.*, 2012). Positive workstation surrounding promises happiness of staff also allowing duties to be exercised for greater performance (Taiwo, 2010).

### **1.1.3 Ministry of Land, Housing and Urban Development**

Land is very important cost effective, societal, traditional growth about every country. (The Constitution of Kenya, 2010 Sessional Paper No.3 of 2009 on The National Land Policy) over extensively review procedure through aiming of producing a strategy whose idea is to monitor the country to proficient, maintainable and reasonable usage of plot for wealth and future. Questions concerning land occupancy, property rights and land management command essential positions in the country's social, economic, legal and political fabric are detailed in key policy booklets of the GoK such as Vision 2030.

During policy formulation process, Development Partners Group on Land (DPGL) worked with the ministry to improve road maps and funding developments for Land Reform Support Program, including the land information management system program. The execution of National Land Policy (NLP) resolve challenges. However, fast tracking reforms envisaged in the policy are expected to provide a platform for providing proficient and actual land administration and management arrangements that are integral to the attainment of peace and stability in the country (GOK, 2013).

As Part of Land reform, the Ministry of Land demolished walls, created open plan offices at Ministry Headquarters at Ardhi House. This enables employees to easily consult each other and serve the public without leaving the office, thus saving time. Employees no longer have to go from office to office to consult different officers on land issues. Land reform seeks to ensure efficient service delivery, access to land information and effective land management and administration for posterity and prosperity of all Kenyans (GOK, 2012).

## **1.2 Statement of the Problem**

Workplace surroundings to big scope is the main cause in staff performance in any organization. Employees generally have hopes and will request a workstation atmosphere that enables all to perform task desirably. The value of work depends upon safe and fit environment in defining employees' behavior. It has been established work environments are involved with workers' task contribution and occupation fulfillment which finally generate greater act of the staff member (Scott *et al.*, 2000).

In the literature reviewed so far, it's related to private organizations only. However, the investigator is not responsive of some survey shown in the public sector and featuring on the dimensions such as physical working conditions, social support and job characteristics. Study therefore intended to investigate link amid workplace environment and staff member's routine, Ministry of Land, Housing and Urban development.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

Major objective of the study was to investigate the relationship between workplace environment and employees' performance in the public sector, a case of Ministry of Land, Housing and Urban Development.

#### **1.3.2 Research Objectives**

The research objectives were:

- i. Influence office design on employee's performance in the public sector.
- ii. Establish influence of social support features on employees routine in the public sector.
- iii. Establish influence of job characteristics on employees performance in the public sector.
- iv. To find out the influence of employees health and safety on performance in the public sector.
- v. Establish the influence of workplace incentives on worker's performance in the public sector.

### **1.4 Research Questions**

- i. What is the impact of office design on employee performance in the public sector?

- ii. How do social support factors influence employees' performance in the public sector?
- iii. How do job characteristics influence employees' performance in the public sector?
- iv. What is the effect of employees' health and care on performance in the public sector?
- v. What is the effect of workplace incentives on employees' performance in the public sector?

### **1.5 Value of the study**

Important to management team in the Ministry of Land, Housing and Urban Development and other Government Ministries, Departments and State Corporations. It will also be used for reference in future by researchers on other related topics.

### **1.6 Scope of the study**

This targeted all staffs of Ministry of Land, Housing and Urban Development, working in Head office, Ardhi House, Nairobi. All employees were engaged in order to get their views on the effect of workplace surrounding Employee Performance and how it has influenced organizational act.

### **1.7 Limitations of the Study**

People were very mean with information for fear of confidentiality. This is especially because it is a Government organization. However, the assurance was the info was for academic drive only.

Cases of respondents not cooperating were also experienced. The researcher overcame them by having a brief interview before issuing the questionnaires. Time was not sufficient while conducting research. To mitigate this, the researcher issued the data collection instruments and collected them later to give ample time to fill the questionnaires.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter analyses what other scholars, authors and researchers have discussed, that is, the literature relating to Workplace Environment on Employees and develops a conceptual framework. The chapter also provides summary of the literature review, critical review and expounds the research gaps.

#### **2.2 Theoretical Framework**

##### **2.2.1 Person- Environment (PE) fit Theory**

The current study is based on the Person-environment theory was advanced by French, Rodgers, and Cobb (1974). This theory is supported by Kurt Lewin's maxim which states that the behavior exhibited by individuals is as a result of the relationship between the individual and the environment in which they live. In the individuals' part, characteristics that shape behavior include personal interests, preferences, knowledge, skills and abilities, personality traits, values, and goals. On the other hand, the environmental determinants of behavior include prescribed norms at work place, job obligations to be fulfilled, nature of one's and organizational culture, goals, vision and values.

The theory equally provides a basis on this the relationship between a person characteristics and environmental determinants combine to influence behavioral outcomes (Zimmerman, & Johnson, 2005). Person characteristics identified include biological, social or psychological needs, personal values, goals and abilities and personality traits. Environmental determinants on

the other hand are in form of intrinsic rewards which are non-physical rewards for desirable behavior such as sense of achievement, recognition, work autonomy and extrinsic rewards like pay, bonuses or commissions, fringe benefits and overall improved working conditions. Other environmental determinants include demands of a job or role, organizational culture, mission, vision and values or character traits on co-workers either individually or collectively (French Caplan, & Harrison 1982).

Person–environment fit is described as an employee situation that arises as a result of the convergence of individual characteristics and environmental factors at the work place (Ostroff & Schulte, 2007). As much as the person-situation interrelations have been discussed to a greater length by scientists over the past years, there has been little agreement on how to conceptualize and use person–environment fit. This is attributed to the fact there are there are a numerous divisions of person–environment fit such as person–supervisor fit and person–job fit which are conceptually distinct from one another (Edwards & Shipp, 2007). It is however, generally assumed that person–environment fit leads to positive outcomes among employees in form of personal satisfaction, performance, and overall well-being (Ostroff & Schulte, 2007).

### **2.2.2 Fifty-Fifty Theory**

The study also adopted the Fifty-Fifty theory also referred to as the Fifty-Fifty Rule developed by Adair (2006). The theory is based on three cycles who intersection forms the area of interest. John Adair purposed the theory to serve as a motivational factor that could influence a company performance. He argues that fifty percent of an employee’s motivation comes from within an individual worker and the other fifty percent from the work environment, especially from fellow employees. Although the rule does not to present the exact proportions, it tries to explain that

half our motivation at work comes from within us and the other from an external influence such as our working environment, particularly from the people around us. These observations are indicative rather than mathematical and may differ from person to person. The most important element within these important external factors, is the nature and quality of the leadership hence, the strong relationship between leadership and employee's motivation. These are the challenges that confront the HRM to galvanize employee motivation with the work environment, (Adair, 2007). This theory is relevant to this study since it recognizes the role of workplace environment as a source of employee motivation. He argued that motivation through rewards and other incentives are important in improving employees' performance.

### **2.2.3 Conservation of Resources Theory**

Conservation of Resources (COR) theory was developed by Stevan Hobfoll (1989). This standpoint stands marked similarity with the P-E fit model specifically in that both approaches examine the interaction of the person and the environment, and the degree of correspondence between demands in the environment and the individual's resources to deal with those demands. One key difference (outlined by Hobfoll, 2001) is that the P-E fit model focuses predominantly on people's perceptions of fit, whereas COR theory incorporates more objective indicators of actual fit.

### **2.2.4 Elton Mayo's Hawthorne effect Theory**

Hawthorne set the individual in a social context, establishing that the performance of employees is influenced by their surroundings and by the people that they are working with as much as by their own innate abilities. The original purpose of the experiments was to study the effects of

physical conditions on productivity and performance. The study presented that the relations that supervisors develop with workers tend to influence the manner in which the workers carry out directives (Mayo, 1987).

This is important in this study because it illustrated other motivators to employee performance such as working conditions and social support in an organization.

## **2.3 Empirical Review of Literature**

### **2.3.1 Office Design**

Gerber (1998) defined working condition as circumstances that are created by the interaction of employees with their organizational climate and includes psychological as well as physical working conditions.

They are designed such a way which creates safety and reduction of accidents at place of work (Rashid, 2006).

### **2.3.2 Social Support Factors**

Writings exposed communal upkeep as the arrangement of relations (Greenhaus and Parasuraman, 1994). Worker act is complex and crucial for structural accomplishment (Dyne *et al.*, 2002).

Noe (2008) defines employee social support: adaptable load, personal control over the job, support from colleagues and supervisors, positive relationships at work, a reasonably clear role and a sense of control or involvement in changes at the workplace. Individuals association with the working environment is important as they impact upon the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002).

Chen *et al.* (2006) found that there are positive relationships between organization communication, organizational commitment and job performance. Effective interpersonal communication skills are essential for social interaction, building and maintenance of relationships. Poor communication skills can cause irrevocable damage to relationships affecting productivity, satisfaction, performance, morale, trust, respect, self-confidence and even physical fitness (Matin *et al.*, 2010).

### **2.3.3 Job characteristic**

Surrounding which staffs do basic and extremely stated works, job expansion and turning can be a worthy way to make difference in errands. Job expansion is additional of responsibilities at the same levels while job cycle changes employees' dissimilar departments deprived of disturbing workflow.

Occupation study is finding the variances and likenesses amongst unlike tasks and accomplish acquaintance and necessities organizational tasks (Gomes, 2010). Tasks breakdown involves gathering information and relating it by arranging job explanations, condition and values (Arnold, 2007).

Workload is generally defined as the extent of processing capacity that is expended during the performance of a task and thus involves the interaction between resource supply and task demand (Young, 2008).

Features tending to mark advanced duty routine and recurrent structural nationality behaviors (Grant, 2012). Humphrey *et al.* (2007) completed basis for such research by analyzing frequent

job features, inappropriately they didn't underline sufficient work routine, mainly not its related measurement.

#### **2.3.4 Employees health and safety**

Healthiness worries of a worker should to be appreciated more than anything else in organizations. As stated by Goetzl (1999), enlightening workers' wellbeing, care exercise stays openly linked efficiency productivity on administrations. Oxenburgh *et al.* (2004) also emphasized on this and said that the health and safety of all employees is closely linked to the company's productivity in all workplaces.

Webb considered a workspace adjustment and established growth of 100% production lesser three months. These alterations are machine-driven and physical for instance a revolution of positions to decrease physical pressure of effort and use of suitable machines for certain jobs. (MacLeod, 1995), project authorizations additional production through minimal human exertion.

Makori, Nandi, Thuo, and Wanyonyi, (2012) undertook research on influence of occupational health and safety programmes on performance of manufacturing firms in western Kenya. The results showed a positive Pearson correlation of 0.57 and 0.47 which means there was a moderate positive relation amid occupational health and safety programmes and organisations performance. Dwomoh, Owusu, and Addo, (2013) researched on the impact of occupational health and safety policies on employees' performance in Ghana's timber industry. It was obvious that health and safety improvements employees' performance. This was attributed to reduced

number of absentees as a result of illnesses, improved physical and mental health of an employee.

### **2.3.5 Work place Incentives**

It is offered thru the company to the personnel in answer of their presentation and additions that are anticipated by the personnel (Agarwal, 1998). In line with (Opkara, 2002) different factors like wage, upgrade, job situation, management, relations with employees and chances for elevations are a result of job satisfaction. Pay factor is very important in consideration to others.

A reward can be extrinsic or intrinsic. In monies reward such as extras, acknowledgment gifts, free goods and travels. A recompense can motivate employees for future positive behavior. Rewards have a durable impress on worker and this continues to prove the member's awareness which is appreciated (Sheikh *et al.*, 2010).

La Belle, 2005, people take unlike insights on payments. Monies is considered by others to be adequate remuneration for work efforts, others consider trips and material incentives more satisfying in exchange of their work. In a study conducted by Probst and Brubaker, (2001) they concluded difference amongst job satisfaction and dissatisfaction lies in the quantity, sort of rewards provided to personnel, amount and percentage the employee expects. Silla et al. (2005) factors such as job security, working conditions, nature of work, low wages, lack of promotion, low job autonomy affect job satisfaction of employees.

Incentive is in most cases given by holder or supervisor to subordinates for encouragement to better work performance. Incentive can either be monetary or non-monetary, and may identify peoples input to the entire project course (Bubshait, 2003).

## **2.4 Critical Review of Literature**

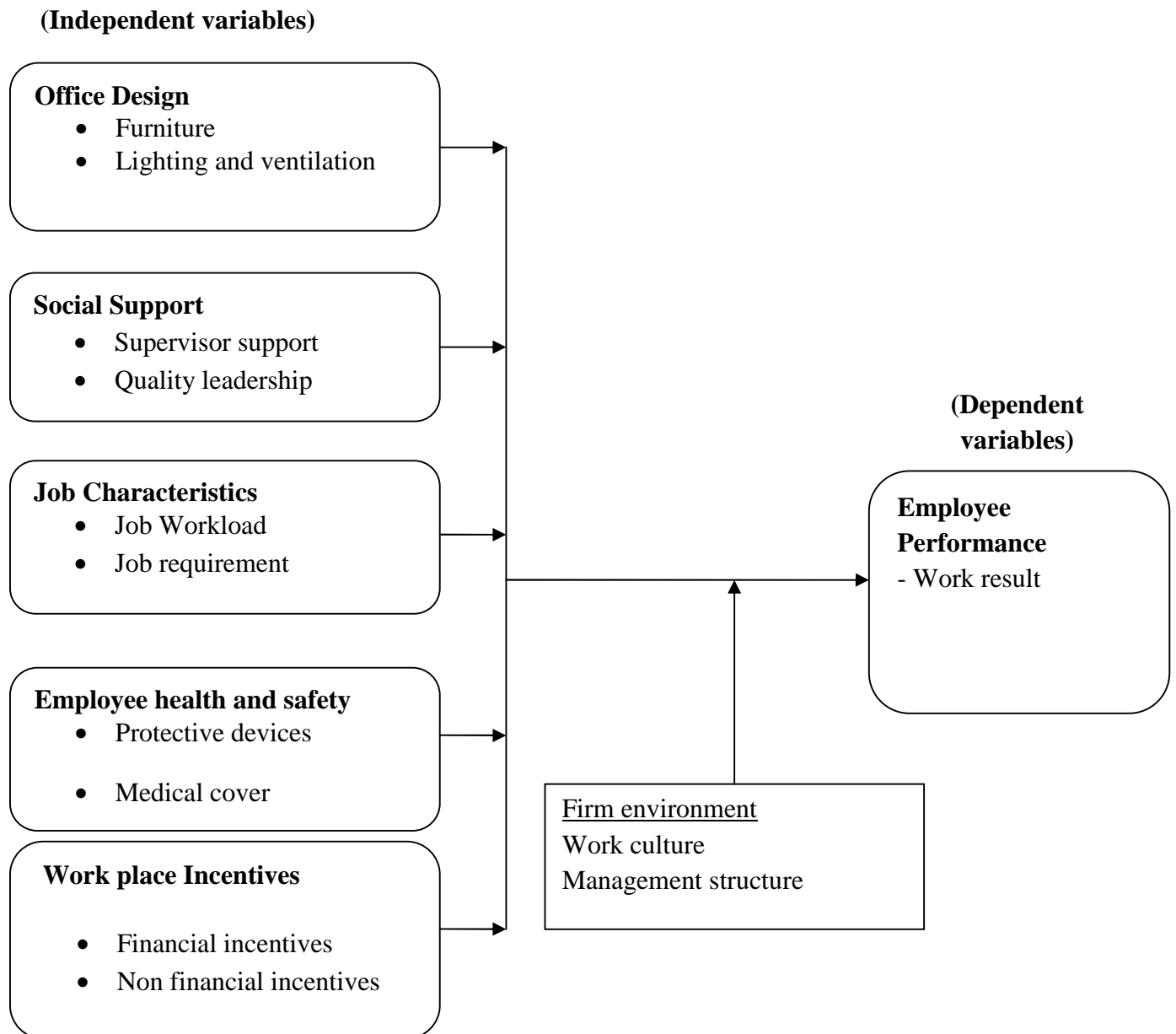
The open plan office has a lot of critics these days but it remains the main form of workplace design because it can foster teamwork, promote learning and cherish strong culture. It is the right idea but unfortunately, it is often poorly executed even as a way to support relationship. It is not incredible that people who say they cannot distillate at their desk has increased by 16% since 2008 and the number of those who do not have access to noiseless places to focus on their work is up by 13%. Meanwhile, people are finding it harder to control who has access to their personal info at work and elsewhere. In fact, 74% of the people we surveyed said they are more concerned about their privacy now than they were 10 years ago.

## **2.5 Summary of the gaps to be filled in the study**

Employees' approach at the workplace is influenced by dynamics like interpersonal relationships, control over environment, change, emotional factors, job task, overtime duty, extended work, and others. It is an arrangement of non-experience abilities that influence one's ability not to succeed in managing environmental demands and pressures. It leads to reduction in output at the workplace since interpersonal relations at workplace does not serve a serious role in the development and maintenance of trust and positive feelings among personnel in the organization.

## 2.6 Conceptual Framework

The conceptual framework illustrates the connection among independent variables namely: office design, social support, job characteristics, employee safety and health as well as workplace incentives and the dependent variable is employee performance.



Source: Researcher (2017)

Figure 2.1 Conceptual Framework

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter discusses the method and the actions that the researcher used.

#### 3.2 Research Design

Research plan detailed outline on how an investigation will take place. Donald (2006) notes that a research design is the structure that binds all the fundamentals in a research project together. Kombo and Tromp (2006) further define a research design as the system or plan that is used to generate answers to research difficulties

#### 3.3 Population of Study

Target population (Patton, 2003) worldwide arrangement of wholly associates actual or theoretical established of persons, actions or substances to which an investigator wishes to simplify the outcome. Target populace comprised all 950 workers' of Ministry of Land, Housing and Urban Development in head office Nairobi. This involved all levels of management i.e. senior, middle and low level management staff.

**Table 3.1 Sampling Frame**

<b>Category</b>	<b>Targeted Population</b>	<b>Percentage</b>
Senior level management	26	2.7%
Middle level Management	120	12.6%
Low level management	804	84.7%
<b>Total</b>	<b>950</b>	<b>100%</b>

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**Source: (Ministry of Lands, 2017)**

### **3.4 Sample Design and Method**

Stratified sampling technique was used where all the employees were classified into three categories which is senior, middle and low level management. A 10% sample size was used for the study making 95 respondents.

**Table 3. 2 Sample size**

<b>Category</b>	<b>Target Population</b>	<b>Ratio</b>	<b>Sample size</b>
Senior level management	26	10%	3
Middle level Management	120	10%	12
Low level management	804	10%	80
<b>Total</b>	<b>950</b>	<b>10%</b>	<b>95</b>

**Source: (Researcher, 2017)**

### **3.5 Data Collection Instrument**

Both primary and secondary data was used. Primary data is information collected by an analyzer from first hand sources this was obtained through self-administered questionnaire while secondary data was composed after published reports and other documents. Primary data was composed from Ministry of Land, Housing and Urban development employees. Questionnaire had both semi-structured queries. Open enquiries allowed interviewer gather qualitative data while closed questions contributed to quantitative data. Questionnaire was preferred than other methods because of its capability to dig out information from the respondents and also give the

analyst better interpretation of the results from the study. Use of questionnaire also enabled better exposure of the respondents' personal perspectives, their deeper thoughts, emotions and ambitions (Patton, 2003).

### **3.5.1 Reliability and Validity of data collection Instrument**

Mugenda and Mugenda (2003), a pilot test is essential for testing the consistency of data collection instruments. Cooper and Schindler (2003) explains dependability of research as a determinant of whether the research will truly measure what was planned for. The interviewer particular a pilot group of ten persons from the objective populace and administered a questionnaire to assess the consistency of the research instrument. Pilot study enabled the researcher to identify items that required modification.

### **3.5.2 Validity of data collecting instrument**

Robinson (2002) explains validity as the degree to which outcomes attained from the study of data actually represent the phenomenon under study. To ensure content validity, the researcher used expert views by requesting the competent supervisors to assess the significance of the content in the questionnaire.

## **3.6 Data Analysis and Presentation**

Descriptive statistics included mean, standard deviation, relative frequencies and percentages was applied to establish patterns and trends for better understanding and interpretation. The Statistical Package for Social Sciences (SPSS) computer software was used to generate information collected that was used for subsequent analysis. SPSS has descriptive statistics features that assist in variable response comparison and give clear indications of response frequencies. The content analysis was used to analyze the respondents' views about work place

environment in the Ministry of Lands, Housing and Urban Development. A multiple regression model was used.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

Y = the value of the dependent variable

{  $\beta_i, i = 1, 2, 3, 4, 5$  } = the co-efficient representing the various independent variables

{  $X_i, i = 1, 2, 3, 4, 5$  } = values of the various independent (covariates) variables

Y = Employee performance

$X_1$  = Office design

$X_2$  = Social support

$X_3$  = Job characteristics

$X_4$  = Employee health and safety

$X_5$  = Workplace incentives

e = Error term

### 3.7 Ethical Considerations

The researcher upheld integrity which entailed confidentiality of information, sincerity and consistency. The researcher also welcomed criticism and new ideas. Due to the sensitivity of information sought from the Ministry of Lands, Housing and Urban development, an introduction letter from Kenyatta University was requested.

**CHAPTER FOUR**  
**RESEARCH FINDINGS AND DISCUSSION**

**4.1 Introduction**

Reasons for the study was to show results on data analysis, interpretation and presentation on workplace environment and employees performance in the public sector. The study also comprises statistics on the effects of office design, availability of social support, job characteristics, employee health and safety measures and workplace incentives.

**4.1.2 Reliability Analysis**

To ensure that the questionnaires provided gave reliable findings, Cronbach’s alpha score was applied. All variables assessed showed a reliability coefficient above 0.7 and as suggested by most scholars in statistics, this is the acceptable level for the reliability of an instrument. This is illustrated beneath.

**Table 4.2: Reliability Analysis**

<b>Variable</b>	<b>Number of items</b>	<b>Alpha score</b>	<b>Comment</b>
Office design	3	0.761	High reliability
Social support	3	0.685	Reliability
Job characteristics	3	0.700	High reliability
Health and safety	3	0.774	High reliability
Incentives	3	0.904	High reliability
Performance	5	0.827	High reliability
<b>Overall</b>	<b>20</b>	<b>0.7751</b>	<b>High reliability</b>

Source: (Pilot data, 2017)

### 4.1.3 The Response Rate

The study used 95 respondents who were selected from all departments categorized into three levels of management namely lower, middle and top.

Table 4.1: Response Rate

Category	Target Population	Percentage in %
Senior level management	3	3.16
Middle level Management	12	12.63
Low level management	<b>80</b>	84.21
<b>Total</b>	<b>95</b>	<b>100</b>

Source: (Survey data, 2017)

According to table 4.1, the 95 respondents' completed and returned the questionnaires representing a 100%.

## 4.2 Biographic information of the Respondents

### 4.2.1 Gender of respondents

The study sought to distinguish gender structure and determine the degree of gender disparity as presented in table 4.3.

Table 4.3: Gender of the respondents

Gender	Frequency	Percent
Male	62	65.26
Female	33	34.79
Total	95	100

Source: (Survey Data, 2017)

The results showed that most 65% were male while 34% were female. This implies that there are both gender are working in the organization.

### 4.2.2 Respondents' Age

The researcher wanted to know the age of the respondents in order to ascertain different age range was considered as presented by table 4.4.

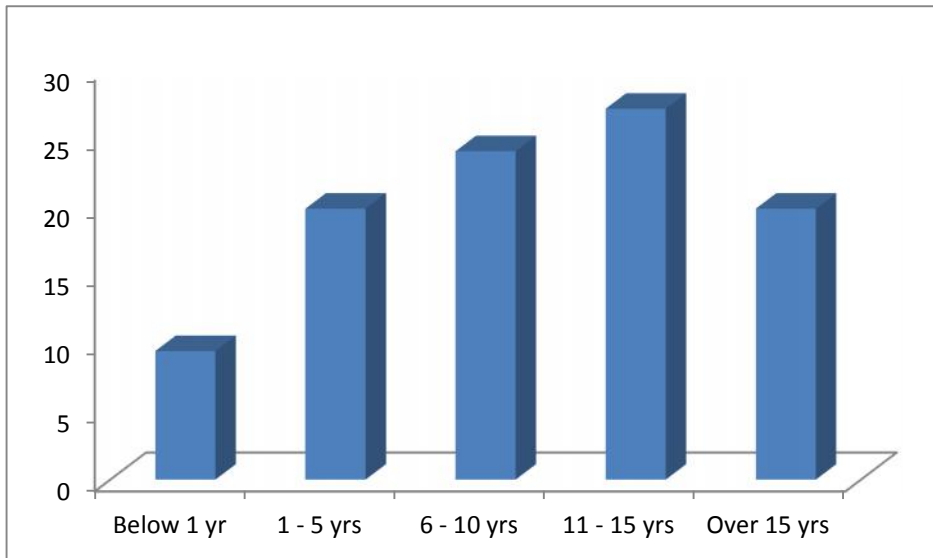
**Table 4.4: Respondents' Age**

<b>Age(years)</b>	<b>Frequency</b>	<b>Percentage</b>
Below 20 yrs	2	2.1
21-25 yrs	7	7.3
26-30 yrs	8	8.3
31-35 yrs	13	13.5
36-40 yrs	22	22.9
41-45 yrs	25	27
46-50 yrs	3	3.1
51-55 yrs	7	7.3
Above 55 yrs	8	8.3
<b>Total</b>	<b>95</b>	<b>100</b>

As it is indicated in table 4.4, 27.1% were of the ages 41 and 45 years; while 22.9% were between 36 and 40 years. 15.6% in the age bracket of 21 and 30 years. 13.5% aged between 31 and 35 years; while 10.4% aged between 46 and 55 years. Only 8.3% and 2.1% were above 55 years and below 21 years. This was indication that most of the respondents were in their productive years.

### 4.2.3 Duration of service in the ministry

Duration of service is an important factor in determining work experience. The information is illustrated in the figure 4.1.

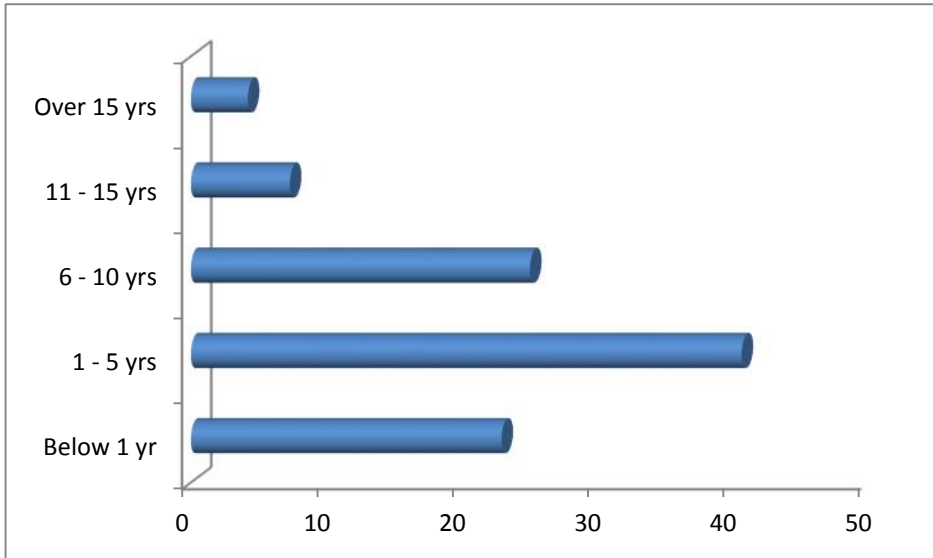


**Figure 4.1: Duration of service in the ministry**

Most of them (27.1%) had been in the ministry for between 11 to 15 years, 24.0% worked for 6 - 10 years, 19.8% for 1 - 5 years and more than 15 years respectively. Only 9.4 % had below one year of experience in the ministry.

#### **4.2.4 Duration in the department**

Duration of service is an important factor in determining work experience. The information is illustrated in figure 4.2 below.



**Figure 4.2: Duration in the department**

**Source: (Survey Data, 2017)**

The finding showed that majority (40.6%) of had worked in the same departments for 1 - 5 years; 25% were between 6 - 10 years in their departments; 22.9% were below 1 year; 7.3% were between 11 and 15 years and 4.2% were over 15 years in their departments.

#### 4.2.5 Highest level of Schooling

The researcher required to find levels of schooling for the respondents. This involves knowledge and skills which assisted in understanding the perception levels. This is indicated in table 4.5 below:

**Table 4.5: Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Kenya Certificate of Primary Education	0	0
Kenya Certificate of Secondary Education	5	5.26
Tertiary Certificate	12	12.6
Bachelor's Degree	51	53.68
Master's Degree	25	26.32
Doctoral	2	2
<b>Total</b>	<b>95</b>	<b>100</b>

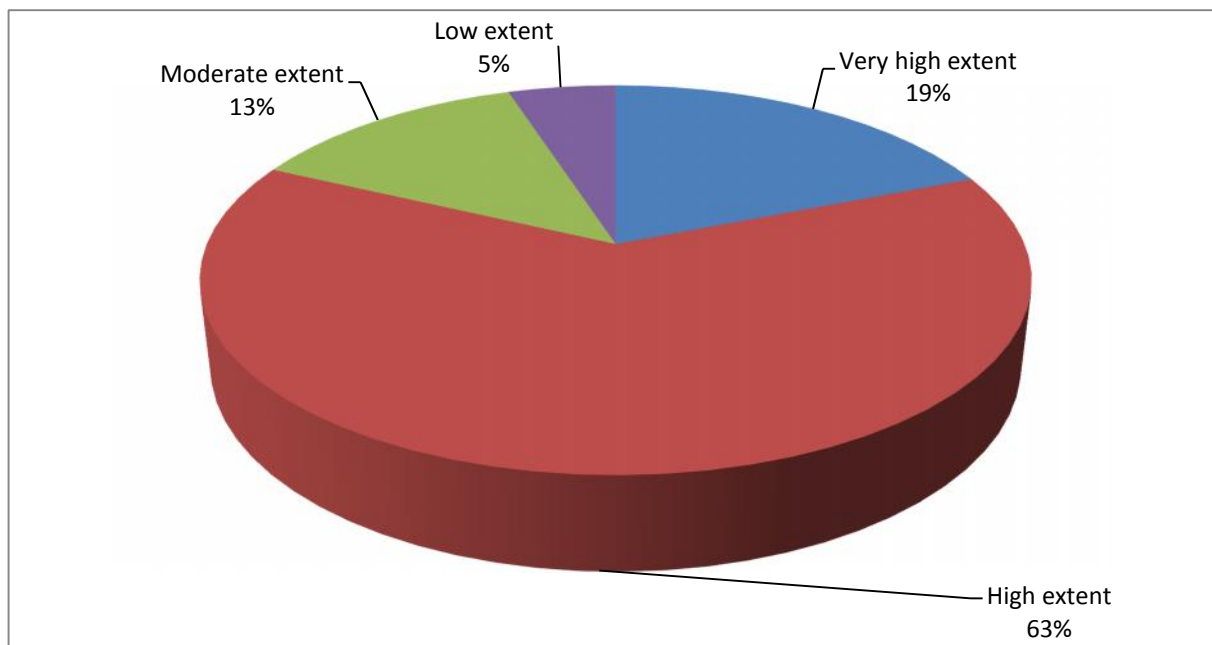
Most (53.68%) had university degree level of education, 26.32% had a post graduate degree, 12.6% had tertiary colleges' certificates and 5.26 had secondary level of schooling as highest level of education and only 2% had doctoral level. This shows there is a great wealth of knowledge and skills necessary for job performance.

### 4.3 Descriptive Statistics

In this study, the mean and the standard deviation to summarize the characteristics of the variables investigated were used in this research.

#### 4.3.1 Extent of Office design

Office plan increases morale, fosters communication and teamwork among other things.



**Figure 4.3: Extent of Office design**

Majority 63% reported that the office physical conditions greatly affects performance, 19% of the respondents reported that office design to very high extent affect the performance of employees, 13% reported a reasonable extent and 5% of the respondents reported a low extent. This implies that a good office design enables employees to communicate with each other easily.

### 4.3.2 Office design Condition

Table 4.6 below used a five point Likert scale to interpret the extent of agreement. Mean (weighted average) and standard deviation were used to analyze the data.

**Table 4.6: Office design Condition**

<b>Office design Condition</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std Dev</b>
My working space has enough lighting	92	1.00	5.00	4.02	0.784
My work station has comfortable furniture enough for all employees	90	1.00	5.00	3.79	1.045
There is enough working space in the office hence no congestion	90	1.00	5.00	3.87	0.081
The office is cleaned daily and therefore a good habitat for employees	90	1.00	5.00	4.12	0.004
There is safety and security in the office premises hence one can work odd hours	90	1.00	5.00	3.12	0.541
The temperature of my office is conducive for work	90	1.00	5.00	4.00	0.433
There is use of modern technology to make work easier	90	1.00	5.00	4.31	1.111
My work has an elaborate lay out illustrating different departments	90	1.00	5.00	3.76	1.120

**(Source: Survey Data, 2017)**

From the table, there was a level of agreement that the use of modern technology made work easier (4.31 mean score), office cleanliness (4.12 mean score) and working space having enough lighting (4.02 mean score), the temperature of the office being conducive for work (4.00 mean score). Having enough working space in the office hence no congestion (3.87 mean score). My work station has comfortable furniture enough for all employees (3.79 mean score). My workstation has an elaborate lay out illustrating different departments (3.76 mean score). There is a level of disagreement on safety and security in the office premises hence one can work odd hours (3.12 mean score).

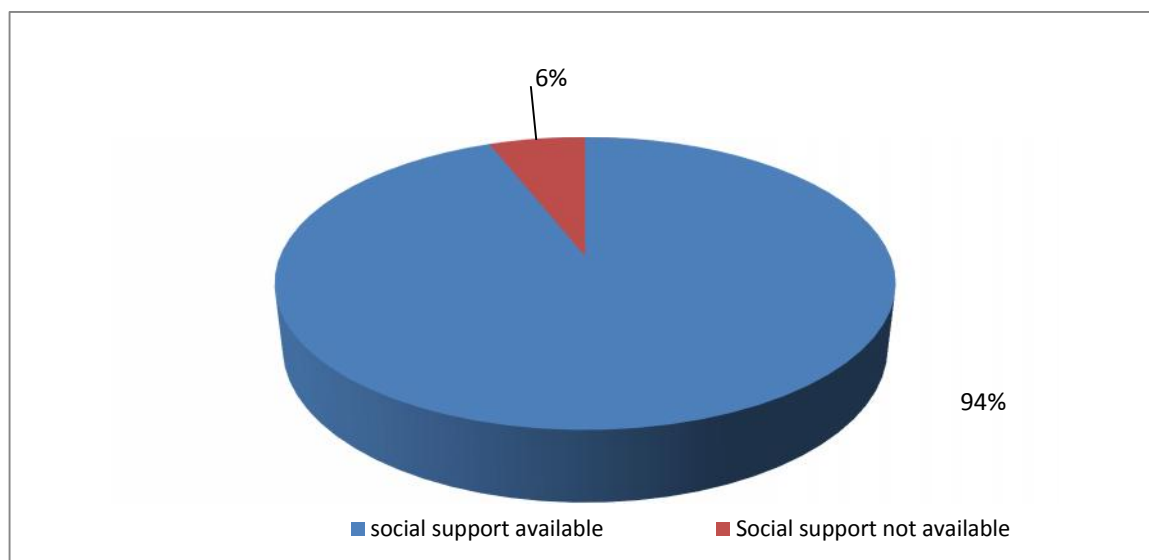
From the analysis, it can be seen that physical characteristics of workplace such as lighting, spacing, use of machines as well as safety and security measures affects the work flow and effectiveness of the workers. The average standard deviation is below 1 for most of the items and this indicates that there is a relatively low variation in the way the respondents felt about the office design. Features, like proper lighting, ergonomics and also the organization of departments are important to the performance of various duties that every employee carries out in an office.

#### **4.4 Social Support factors**

Study aimed at determining the existing social support systems and their influence on the performance of employees’.

##### **4.4. 1. Availability of social supports**

The study sought to establish whether social supports existed in the organizations. The findings are in figure 4.4 given below:



**Figure 4.4 Availability of social supports**

(Source: Survey Data, 2017)

Majority (94%) of the respondents reported having social supports in their organization. Only 6% of the respondents reported lack of social support as illustrated in the figure.

#### 4.4.2 Social Support factors

The tables 4.7 show respondents approved social support in the organization. Positive and negative response was used to understand respondents’ reactions. Factors with Not sure were represented by 1, strongly disagreed represented by 2, disagreed represented by 3, agreed represented by 4, while strongly agreed was represented by 5.

**Table 4.7: Social Support factors**

Statement	Min	max	Mean	Std dev
There is adequate support from the supervisors while performing my duties	1	5	3.784	0.145
The management involves employees in making important decisions that affects them	1	5	2.451	0.751
One is given work load that is manageable and completed on required time	1	5	3.412	0.118
Workers are given appropriate authority and control in their duties	1	5	2.745	0.451
One can get required positive support from the colleagues anytime needed	1	5	4.712	0.329
There are clear roles defined for every employee and directions are given	1	5	4.002	0.978
Training opportunities are awarded fairly on merit	1	5	3.645	1.005

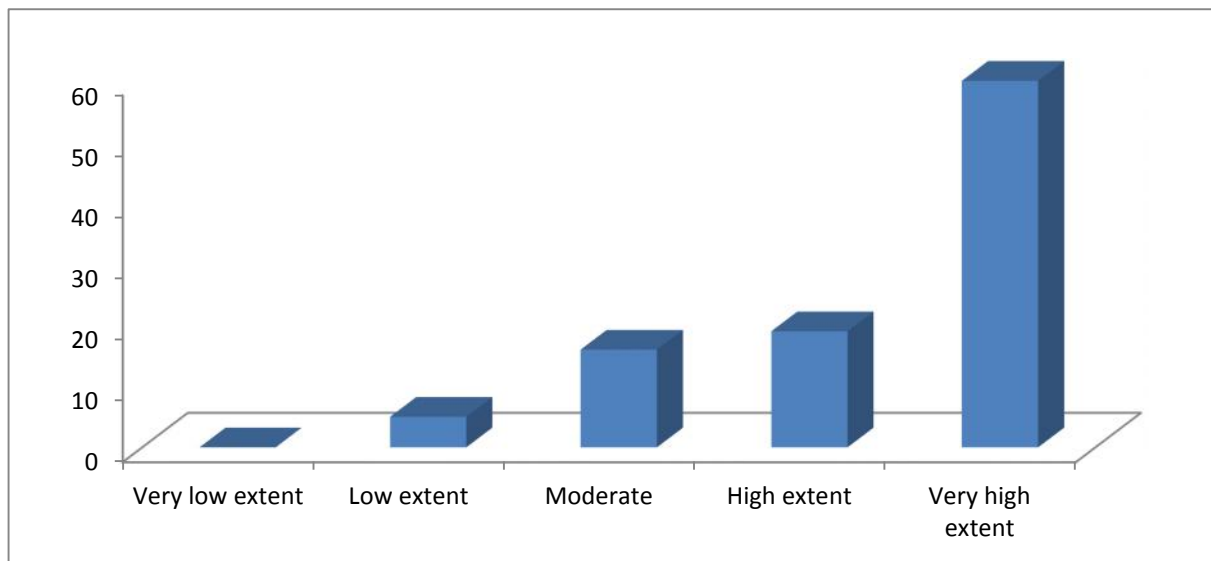
The results show that a majority of the respondents reported that they got required positive support from the colleagues anytime they needed it (mean score 4.712). There were clear roles defined for every employee and that directions are given (mean score 4.002). They agreed that there was adequate support from the supervisors while performing their duties in the

organization (3.784 mean score). The respondents further agreed that training opportunities are awarded fairly on merit (3.645 mean score). To a moderate extent, workers are given work load that is manageable and completed on required time (3.412 mean score) and workers are given appropriate authority and control in their duties (2.745 mean score). The management to a small extent involves employee in making important decisions that affects them (2.451 mean score).

#### 4.5 Job characteristics

##### 4.5.1 Job design

The study sought to establish job characteristics that existed in the organization. This finding are illustrated in the figure 4.5



**Figure 4.5: Effects of job design on performance**

**(Survey Data, 2017)**

(60%) reported job design as high degree affects their performance, (19%) reported a very high extent, (16%) reported a moderate extent while (5%) reported a low extent.

#### 4.5.2 Job characteristics and employee performance

Table 4.8 show the amount respondents approved the job characteristics in their organization. A five point Likert scale was used to interpret the respondent's responses. As per the scale, factors with Not sure represented by 1, while Strongly Agreed was represented by 5.

**Table 4.8: Effect of Job characteristics**

Statement	Min	Max	Mean	Std Dev
Job design is pivotal to employee productivity	1	5	3.942	1.021
Employees are frequently trained on the news skills and knowledge needed to perform their duties	1	5	4.115	0.198
Job requirements are well explained during recruitment	1	5	4.240	0.117
Proper procedure is followed in filling vacant positions	1	5	3.846	0.145
There is job autonomy in my organization	1	5	2.415	0.681
Job evaluation is regularly done and feedback communicated in time	1	5	4.052	1.021
The goals set my organization are achievable	1	5	3.366	0.286
There is job security in my organization	1	5	4.512	0.051

(Source: Survey Data, 2017)

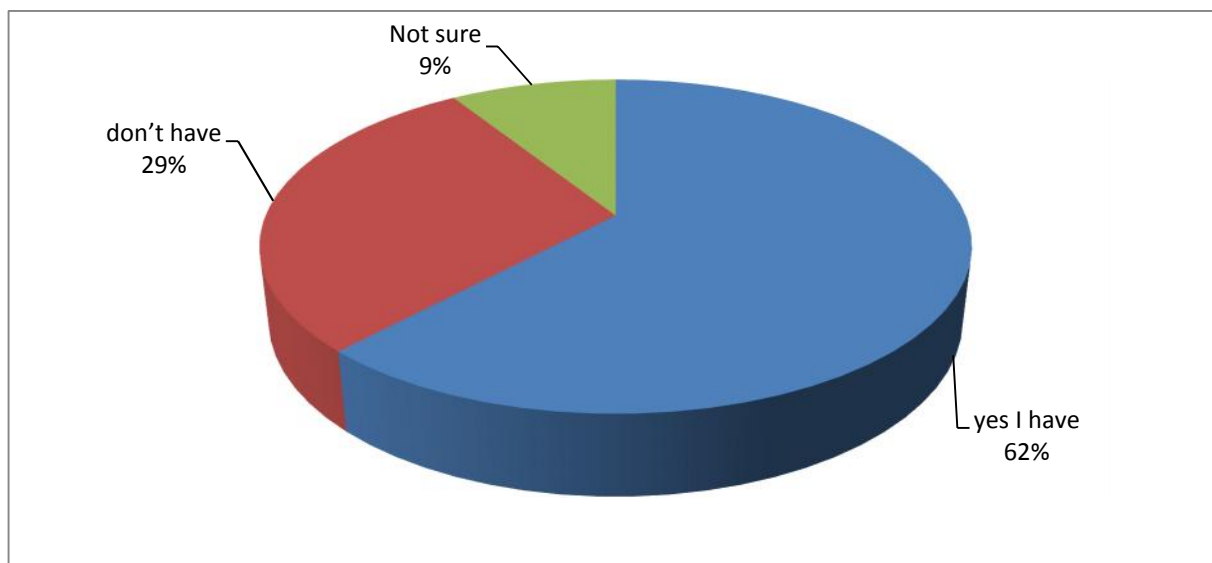
From the analysis, the findings shows that majority reported a very large extent of job security in their organization (4.512 mean score), Job requirements are well explained during recruitment (4.240 mean score). They further reported that employees, to a large extent, are frequently trained on the news skills and knowledge needed to perform their duties (4.115 mean score). Job evaluation is regularly done and feedback communicated in time (4.052 mean score). Job design is pivotal to employee productivity (3.942 mean score) and proper procedure is followed in filling vacant positions (3.846 mean score). To a moderate extent, the goals set in the

organization are achievable (3.366 mean score). To a low extent there is job autonomy in my organization (2.415 mean score).

#### 4.6 Effects of Employee health and safety on employee performance

##### 4.6.1 Availability of Personal Protective Devices

The study investigated on the availability of protective devices at work and the results are as presented in figure 4.6 below:



**Fig 4.6: Availability of Personal Protective Devices**

**(Source: Survey Data, 2017)**

Majority (62%) of the respondents reported having protective gears, (29%) of the respondents reported lack of protective devices while (9%) of the respondents were not sure. This indicates that the organization provides basic devices required by employees while performing their duties.

#### 4.6.2 Types of Personal Protective Devices (PPD) Available

The study investigated on the types of protective devices available at work and report is as presented in the table 4.9 below:

**Table 4.9: Available Protective Devices (PPD)**

PPD	Frequency	Percent
Goggles	9	9.5
Protective suits	15	15.8
Gloves	47	49.5
Safety boots	14	14.7
Helmets	10	10.5
<b>Total</b>	95	100

**(Source: Survey Data, 2017)**

The study shows that gloves were the most common devices provided to workers as reported by 49.5% of the respondents, 15.8% of the respondents cited protective clothes, 14.7% of the respondents reported having safety boots, 10.5% of the respondents confirmed having helmets and 9.5% of the respondents reported having goggles.

#### 4.6.3 Effects of health and safety

On the extent of health and safety situation in the organization, a five point Likert scale was used to interpret the respondent's responses. According to the scale, those factors with Not sure were represented by 1, while Strongly Agreed was represented by 5.

**Table 4.10: Effects of health and safety**

<b>Statement</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The organization is committed to ensuring safety at work	1	5	3.781	0.14
The organization continually revises guidelines and schedule which support healthiness and wellbeing	1	5	3.645	0.78
There is safety at the work place even when they are not being supervised	1	5	3.546	0.19
Workers here are reluctant and think that fitness and care is not their problem – the responsibility of the management and others	1	5	2.154	0.18
My team mates are devoted to wellbeing and care	1	5	4.032	0.91
There is trust between workmates with each other’s safety	1	5	2.451	0.75
My workmates would not want persons who procedure of health and safety	1	5	3.722	0.45
People in my team don’t want to engage in tasks if it is unsafe and they require to be warned if the actions are unsafe	1	5	3.012	0.42
Incase workers point out hazards they should alert co-workers	1	5	3.644	0.36
Almost all workforces stand fulfilled by the level of protection at the work place	1	5	2.954	0.75
The environment I work in is safe and healthy	1	5	3.667	0.68

Majority reported that to a large extent persons who labor in their team are devoted to wellbeing and protection (4.032 mean score). The Organization is committed to ensuring safety at work place (3.781 mean score), the respondents reported that workmates would not want people who break health and safety procedures (3.722 mean score), majority reported that they work in a safe and healthy environment (3.667 mean score).

Management continually revises plans and programmes which promote healthiness and protection (3.645 mean score). They felt that workers should alert co-workers of any hazards (3.644 mean score). On the other hand, a small extent was recorded on trusting workmates with

one's safety (2.45 mean score) and on the fact that people in the organization think health and safety is the responsibility of the management (2.154 mean score).

#### 4.7 Workplace incentives and employees performance

##### 4.7.1 Extent of workplace incentives on employee performance

On workplace incentives, a five point Likert scale was used to interpret the respondent's responses. According to the scale, those factors with Not sure were represented by 1, strongly disagreed represented by 2, disagreed represented by 3, agreed represented by 4, while strongly agreed was represented by 5. Mean (weighted average) and standard deviation were used to analyze the data.

**Table 4.11: Extent of workplace incentives**

Statement	Min	Max	Mean	Std dev
Should employees be recognized at the place of work?	1	5	3.451	0.98
Are there opportunities for career progression in your organization ?	1	5	3.065	0.45
Is there room in your organization for opportunities to improve your skills?	1	5	3.798	0.11
Are you assured of job security?	1	5	4.512	0.32
Are you satisfied with your job status?	1	5	3.512	0.61
Is your salary commensurate to your work load	1	5	3.152	0.47
Are promotions in the organization carried out according to performance ?	1	5	3.358	0.73
Are you recognized for job accomplishment s?	1	5	3.648	0.84

If so ,does this recognition improve your job performance?	1	5	4.725	0.15
Are the rewards measured according to job accomplishments?	1	5	4.021	0.33
Can better incentives improve employees' performance ?	1	5	4.662	0.58
Should bonuses increase the employees performance?	1	5	4.513	0.27
Are extrinsic rewards more important than intrinsic rewards?	1	5	3.004	1.21

Most of the respondents strongly felt that recognition can improve job performance (4.725 mean score). They further reported that better incentives and bonuses can increase employees' performance (4.662 and 4.513 mean score respectively). Majority further agreed that the rewards they receive are less than job accomplishment (4.021 mean score), they have good opportunities to improve your skills here (3.798 mean score), and they received recognition for job accomplishment (3.648 mean score). On the other hand they disagreed with facts that employees are recognized as valuable work assets (3.451 mean score), promotions are made fairly on the basis of performance (3.358 mean score), salary is proportionate to your workload (3.15 mean score) and that intrinsic rewards are more important than extrinsic rewards (3.004 mean score).

#### **4.8 Inferential Statistics effect of workplace environment on employee's performance**

Inferential statistics use a random sample of data taken from a population to describe and make inferences about the population.

Statistical regression study helped find the connection among office design, social support, job characteristics, health and safety and incentives.

**Table 4.13 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.860	0.794	0.7800	.212

**(Source: Survey Data, 2017)**

The two coefficients of determination i.e. ( $R^2$ ) and correlation coefficient (R) shows the degree of association or the relationship between the study variables. The model summary shows there was a positive relationship between the study variables (R at 0.860). It shows that there exists a developing relationship between the dependent and independent variables. An R-square value of 0.794 was established and adjusted to 0.7800. R square ( $R^2$ ) is a coefficient of determination which can be used to interpret that 78.0% of employee performance in public sector is explained by the independent variable (office design, social support factors, job characteristics, employee health and safety and workplace incentives) while 22% is unexplained by these factors meaning this percentage of the employee performance is brought about by factors not captured in the objectives.

#### **4.8.1 Analysis of Variance**

To test the significance of the regression model, Analysis of Variance (ANOVA) was conducted

**Table 4.13: Analysis of Variance (ANOVA)**

	<b>Total Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	113.0145	15	7.5343	12.478	.002 <sup>b</sup>

Residual	174.1209	80	2.1765		
Total	287.1354	95			

(Source: Survey Data, 2017)

From the ANOVA statistics in table 4.14, the significance value was 0.002 which is less than 0.05, an indication that the model was statistically significant. The calculated statistical F is greater than the critical value (1.864 <12.478) an indication that independent variables in the study (workplace environments) were significantly importance in improving employees performance in public sector in Kenya.

#### 4.8.2 Regression Coefficients

**Table 4.14: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	7.125	.160		.013
Office design	0.623	.058	0.615	.002
Social support	0.832	.523	0.712	.000
Job characteristics	0.642	.377	0.553	.004
Employee health and safety	0.734	.433	0.679	.000
Workplace incentives	0.788	.519	0.692	.001

(Source: Survey Data, 2017)

From the table 4.15 the established regression equation is;

$$Y_0 = 7.125 + 0.623X_1 + 0.832X_2 + 0.642 X_3 + 0.734X_4 + 0.788X_5 + e$$

Where  $X_1$  = Office design,  $X_2$  = Social support,  $X_3$  = Job characteristics,  $X_4$  = Employee health and safety,  $X_5$  = Workplace incentives. As per regression model, taking all factors constant employee performance will be 7.125.

The table also shows if independent variables are at zero, an improvement in office design would result to a 0.623 increase in employee performance. This indicates a moderate positive relationship between office design and employee performance. Bornstein, (2007) states that in organizations where staff are exposed to stressful working conditions, output is negatively influenced and that there is a negative impact on the delivery of service. For example, he says that when the air-conditioning system is introduced, work space becomes more comfortable and the productivity tends to increase because they can concentrate on their work. Therefore, when an employee feels comfortable distractions at work performance are reduced and hence better performance.

The findings show that a unit increase in social support factors would lead to a 0.832 improvement in employee performance. The findings agree with Arnold, (2007) that social support inspires optimistic relationships and rises self-confidence of staffs and in yield expands act (Arnold, 2007).

There was a moderate positive relationship between job characteristics and employee performance. The model shows that a unit change in job characteristics would lead to a 0.642 increase on employee performance. This is in agreement with Gomes, (2010) that a well job

description helps to ensure effective performance and provides a clear guide to all that are involved about the position, its requirements and expected outcomes.

Regression model further shows that a unit improvement in employee health and safety would lead to a 0.734 increase on employees' performance. This results agree with oxenburgh et al., (2004) who argued health and safety are inevitable aspect because a staff will do his/her responsibilities well when he/she is in good health and is sure of a safe working condition.

An increase in workplace incentive would lead to a 0.788 improvement on employee performance. This illustrates a positive relationship between workplace incentives and employee performance. According to Gielen, *et al.*, (2009), payment encourages staff work extra and increase output of each staff and the Organization.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY

#### 5.1 Introduction

The chapter deals with summary, decisions, ideas and commendations of the study. As well as, shows recommendation for further study.

#### 5.2 Summary

The study set to achieve some objectives the first one being to determine the effects of office plan on the employee performance in the public sector. There was high level of agreement that the use of modern technology make work easier. Office cleanliness, enough lighting in the working space and the temperature of the office should be conducive. Having enough and comfortable furniture was also cited as a factor that would improve employee performance.

On social support factors study shows availability of some social support among the employees in public sectors. Majority of the respondents reported that they get required positive support from the colleagues when needed. There were clear roles defined for each employee that give directions on how work is to be done. They agreed that there was adequate support from the supervisors while performing their duties in the organization. The respondents further reported that training opportunities to a moderate extent were awarded fairly on merit. However, the respondents disagreed that workers are given appropriate authority and control in their duties and that management s involves employee in making important decisions that affects them. There existed a positive relationship between social support and employee performance.

According to the findings, job characteristics to high extent affect employees' performance. The respondents further reported that employees to a large extent are frequently trained on the new skills and knowledge needed to perform their duties. Job evaluation is regularly done and feedback communicated in time. There was a level of agreement in that job design is pivotal to employees' productivity and proper procedure is followed in filling vacant positions. To a moderate extent, the goals set in the organization are achievable. However, they disagreed that there is job autonomy in their organization.

About employee health and safety, respondents reported the availability of protective devices at workplace. Majority of the respondents reported having protective gear such as gloves. On the extent of health and safety situation, some respondents agreed that management were also committed to ensuring safety at work. The respondents reported that workmates would disagree with people who break health and safety procedures and majority reported that they work in a safe and healthy environment.

On workplace incentives, majority of the respondents strongly agreed that performance recognition can improve job performance. They further reported that better financial incentives and bonuses can increase employees' performance. There a strong agreement that rewards received are less than job accomplishments and they reported having received recognition for their past accomplishments.

### **5.3 Conclusion**

In every organization, the most important resource is the human resources who are the employees. This is because they make contribution to an organization and therefore, attention

should be given to them. The results are concluded based on five issues as mentioned in the research objectives namely office design, social support factors, job characteristics, employees health and safety and workplace incentives.

The study concludes that management must strive to provide conducive office conditions for work. There should be clean and enough working space for every employee with good lighting and temperatures. The study further concludes that employees should be provided with comfortable furniture and modern working machines as doing so will lead to faster and high quality work performance.

Workplace relations are argued to be most effective in creating an enabling and conducive working place. The study therefore concludes that management should strive to create good workers - supervisors relationship and good coworkers relationship. There should be employee involvement when making important decisions as this create a sense of ownership in the organization's operations. There should also be an extent of delegation of authority when one is performing a role in the organization.

The research concludes that job design should always be conducted to seek the right skills for the job. Job recruitment should be carried out fairly and skillfully to select the right person for the right job and occasionally furnish staff with current information and expertise to perform the duties in the organization. The study also concludes that job security and autonomy is important aspects of job performance and therefore managers should it to their juniors.

Study concludes management should prioritize employee health and safety in their organizations. Employees should be given protective equipment such as gloves and helmet to protect themselves from and hazardous situations. Management should continuously draft policies that are aimed at promoting employees health such as medical cares and regular checkups. This will ensure continuous supply of human resources which is a key performance component in the organization.

Work incentives is another key component in determining the employee performance as shown by the strong positive relationship in the regression analysis. Employee recognition and financial incentives such as salary were rated highly by the respondents of the study. The study therefore concluded that management should reward their employees for the good performance by awarding good salaries, bonuses and other non-financial motivations like recognition.

#### **5.4 Recommendations of the Study**

Since office design lead to better employee performance, the study recommend that management should set aside enough resources for the office physical conditions. Employees should be involved in designing their work places. This will ensure their views are accommodated in the design. Office furniture should be comfortable and the office machines should be appropriate so that work is carried out appropriately. Modern machines can be considered for efficiency and cost efficiency in the work place.

Social support factors are important aspects on employee performance. The study recommend that the management keep abreast of the existing relationship in the organization to ensure

healthy relationships are maintained between coworkers and supervisors. The management should come up with activities such as team building and exchange programs to enhance team work and friendly relationships. Social welfares should also be encouraged as it would increase employee performance.

On employee health and safety, the study recommends that he the wellbeing of employees to be a responsibility of both the management and employees. Employee should be sensitized on the importance of their health and that of working in a safe workplace.

On workplace incentives, the study recommends that the management should offer both monetary and non-monetary incentives towards improving the employee job performance. The study recommends for various methods of financial compensation such as performance based pay, bonuses and shares allocation. The management should also device some policies to commensurate the work done with the amount of compensation. The study recommend increased use of non-financial incentives such as offering chances of quick promotions, opportunities for training, security of service as well as personal reward. These incentives can increase production and efficiency in the performance of the organization.

#### **5.5. Recommendation for future research**

Other areas which might be explored in future are; since the study only captured the public sector, the researcher commends alike research be conducted which will look into the effects of work place competencies in the private segment. This will enable the generalization of the findings to the work places.

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## **APPENDICES**

### **APPENDIX I: TRANSMITTAL LETTER**

Donna Wangui Thuo  
P.O Box 5587-00200  
NAIROBI

**To Respondents**

#### **INTRODUCTORY LETTER**

As part of my course work assessment I am required to submit a research project report on Effect of Workplace Environment and Employees Performance in Public Sector.

Your assistance will be highly appreciated to enable me collect data in your Organization.

Please note that the results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed Organization if need be.

Thank you.

**Donna Wangui Thuo**  
**KU Research Student**

## APPENDIX II: QUESTIONNAIRE

The following is a guide being used to answer the following questions as accurately as possible. It will assist the researcher to accomplish academic goals.

(Please tick, circle or fill in the blanks as appropriate)

### PART A: DEMOGRAPHIC INFORMATION

#### 1. What is your gender?

Male

Female

#### 2. What is your age?

Below 20 years .....

21-25 years .....

26-30 years .....

31-35 years .....

36-40 years

41-45 years .....

46-50 years .....

51 -55 years.....

Above 55 years

#### 3. How many years have you served this department

A. 0- 1 yr

B. 1-5yrs

C. 6-10yrs

D. 11-15yrs

E. Over 15yrs

#### 4. How long have you served in this Ministry

A. 0- 1yr

B. 1-5yrs

C. 5-10yrs

D. 10-15yrs

E. Over 15yrs

#### 5. Your job position in the Ministry:

Middle level Manager .....

Senior Manager .....

Low level Manager .....

Other {specify} .....

#### 6. What is your education level?

Kenya Certificate of Primary Education .....

Kenya Certificate of Secondary Education .....

Tertiary Certificate .....

- Bachelor's degree .....
- Master's qualification .....
- Doctoral .....
- Others{ identify

**Section B : Office design Condition**

1. Please rate the extent to which office design affects your performance.

Very High [ ] High [ ] Moderate [ ] Low [ ] Very low [ ]

2. Please indicate the extent to which you agree with the following office design issues. Please record your answer by ticking at the space provided, by the scale indicator.

(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

Statement	1	2	3	4	5
My working space has enough lighting					
My work station has comfortable furniture enough for all employee					
There is enough working space in the office hence no congestion					
The office is cleaned daily and therefore a good habitat for employees					
The is safety and security in the office premises hence one can work odd hours					
The temperature of my office is conducive for work					
There is use of modern technology to make work easier					
My work has an elaborate lay out illustrating different departments					

**Section C : Social Support factors**

3. Does office relationship affect your performance?

Yes [ ] No [ ]

If yes, how does it affect your performance?

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4. Specify the range to which you agree with the following statements related to social support factors. Please tick your answer at the space provided, by the scale indicator.

(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

Statement	1	2	3	4	5
There is adequate support from the supervisors while performing my duties					
The management involves employee in making important decision that affects them					
One is given work load that is manageable and completed on required time					
Workers are given appropriate authority and control in their duties					
One can get required positive support from the colleagues anytime need					
There clear roles define every employee that given directions					
Training opportunities are awarded fairly on merit					

**Section D : Job Characteristics**

5. Does the job Characteristics affect your performance?

Yes [ ] No [ ]

If yes, how does job structure affect your performance?

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6. Please rate the extent to which job design affects your performance.

Very High [ ] High [ ] Moderate [ ] Low [ ] Very low [ ]

7. Kindly indicate the level to which you agree with the following job characteristic issues.

Kindly record your answer by ticking at the space provided, by the scale indicator.

(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Job design is pivotal to employee productivity					
Employees are frequently trained on the news skills and knowledge needed to perform their duties					
Job requirements are well explained during recruitment					
Proper procedure is followed in filling vacant positions					
There is job autonomy in my organization					
Job evaluation is regularly done and feedback communicated in time					
The goal set my organization are achievable					
I feel I have job security in my organization					

### **Employee health and safety**

1. Please indicate the degree to which you agree with the following health and safety issues. Please record your answer by ticking at the space provided, by the scale indicator.

(1= not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent)

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Administration of company is dedicated to safeguarding safety at work					
Execution of procedures and programmes by organization endlessly encourage health and safety					
Employees work carefully even without supervision					
Others think health and safety is up to management and concerned parties					
My team players are completely dedicated to health and safety					
I believe my colleagues with my protection					
In instances of breaking health and safety procedures my workmates would react strongly against them					

**2. What Personal Protective Devices (PPD) Available**

Goggles	
Protective suits	
Gloves	
Safety boots	
Helmets	

**Work place Incentives**

Please record your answer by ticking at the space provided by the scale indicator indicating the extent to which you agree with the below work place incentives.

(A= not at all, B= strongly disagree, C= disagree, D= agree, E= Strongly agree)

<b>Statement</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>

Are staffs recognized as valuable work assets					
Does your organization have opportunity for profession advancement					
Are there good opportunities to improve your skills here					
Is your income appropriate to your work load					
Do promotions are made fairly on the basis of performance					
Does recognition improve your job performance					
Can better incentives improve employees' performance					
Do bonuses increase the staffs performance					
Are extrinsic rewards important than intrinsic rewards					