

**EFFECTS OF WORKING CONDITIONS ON PERFORMANCE OF PUBLIC
ADMINISTRATORS IN KENYA: A CASE OF NATIONAL GOVERNMENT
ADMINISTRATIVE OFFICERS IN NANDI COUNTY**

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DECLARATION

This research project is my original work and has not been presented for any award in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This work is dedicated to my daughter Jecinta and to my parents Mr. and Mrs. Bernard Kaloki, for their unconditional love.

ACKNOWLEDGEMENT

To start with, I would like to thank the almighty God for life and good health during the entire period of this post graduate study. I am grateful to all the university experts and scholars who assisted me when undertaking my Masters' degree study from the beginning until completion. I am grateful to Dr. Weldon Ngeno for his tireless service in guiding my research process and ensuring that I produce the best research project. I acknowledge the prayers and wishes of good from Fr. Peter Kaloki and I am fully indebted to his service. Lastly, I also acknowledge the role of my correspondence in Nandi County and all the NGAO staff at Kapsabet, Nandi County Headquarters.

ABSTRACT

The study aims to examine the effect of work conditions on employee performance. The effects of working conditions such as physical conditions, organizational health and safety, and internal organizational communication and how they affect employee job performance will be looked into. The variables in this study draws from the Herzberg's theory, Goal-freedom alertness Theory and the systems theory. Descriptive and exploratory research designs were used to establish the effect of work conditions on performance of NGAOs in Nandi County, Kenya. The target respondents for the study were County Commissioner, Deputy County Commissioners, Assistant County Commissioners and Chiefs in the county. 103 respondents were obtained through random sampling and convenience sampling from a population of 139 National Government Administrative Officers (NGAO). The questionnaires were then administered to the respondents and allowed fourteen days before the responses were collected. The respondents were requested to participate and show their willingness to contribute to the items in the questionnaire. The collected data were coded and analyzed using the mean and standard deviation while inferential statistics used regression analysis. Frequency tables, percentages, pie charts and bar graphs were used to represent the data collected. The results of the study showed that majority of NGAO employees were male, chiefs in designation, aged 36-49 years, married and had been in employment for at least 10 years. The findings of the showed a strong positive relationship between physical work conditions and employee performance ($r = 0.748, p = .000$). The regression model showed that physical conditions was positively associated with employee performance ($\beta = 0.494, p < 0.05$). The results also showed a strong positive relationship between occupational health and safety and employee performance ($r = 0.612, p = .000$). The regression model also shows that OHS was positively associated with employee performance ($\beta = 0.232, p < 0.05$). Furthermore, the findings indicated a strong positive relationship between internal organizational communication and employee performance ($r = 0.731, p = .000$). The regression model showed that internal organizational communication was positively associated with employee performance ($\beta = 0.344, p < 0.05$). Ethical considerations were applied and respondents made to understand that the findings were only be used for academic purpose only. The findings of the study have an implication on Kenyan public sector policy makers on the need to improve working conditions of national government administrative officers.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACC	Assistant County Commissioners
CC	County Commissioner
DCC	Deputy County Commissioner
FGM	Female Genital Mutilation
HRM	Human Resource Management
ILO	International Labour Organization
KIPPRA	Kenya Institute of Public Policy and Research and Analysis
NACOSTI	National Commission for Science, Technology and Innovation
NGAO	National Government Administrative Officers
OHS	Occupational Health and Safety
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

- Employee performance:** The measurement of employee's fulfillment of duties based on behavior and completion of tasks at the workplace.
- Job cadre:** Group of trained and qualified staff with specific skills to perform defined functions in an expanded organization
- Occupational health and safety:** Refers to the protection and maintenance of worker's physical mental health, and social well-being, in all occupations.
- Organizational communication:** All forms of communication that allows the organization to function, connect, and grow. Communication aspects include feedback, formal/informal communication, remote work training, and team meetings.
- Physical work environment:** Constitutes the physical exposure (ergonomics) as well as exposure to chemicals and particles, climate, lighting and safety and noise among organizational employees.
- Working conditions:** Aspects of employability, skills and training, well-being, occupational health and safety and work-life balance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Today, organizations around the world are not only concerned about profits but also customer satisfaction. Besides technological advancement, these organizations are realizing that employees are important resources in creating profits and satisfying customers. The working environment as well as terms and conditions of employment have significant impacts on employee performance (Fletchl, 2010). Academics and scholars are increasingly concerned about the impact of work conditions on performance of individual employees. Working conditions impact workers performance negatively or positively. The nature and vibrancy of workplaces is significantly impacted by mental health and well-being, work activities, training and skills, and work-life balance of employees (Inuwa, 2016). It is expected for a positive work environment to engender satisfied, committed and engaged employees.

Most global organizations continue to optimize workplace management and employee performance to create conducive workplace. According to Oluoch (2015) and Sawe (2013), the productivity of employees, their performance, their safety as well as their health, concentration and commitment, their satisfaction with the jobs they perform are dependent on the environment within their workplaces. Employees are likely to suffer mentally and physically and will be affected by stress, anxiety, depression, alcoholism, hypertension when exposed to unhealthy working environment. energized and happy (Shaughnessy, 2017).

Public sector organizations just like for-profit firms are concerned about performance improvement. However, there is scanty information relating to strategies and techniques of employee's performance in the public sector. The bureaucracies of governments have been largely associated with wastage of resources and inefficiencies (Ma, 2017). Yet, there is room for public managers to reverse the inefficiencies of employees into better outcomes of citizen satisfaction (Zia, Huda & Rizwan, 2015). It not only has to involve better organization of work and work activities but also working time and work-life balance. Nonetheless, high-performance work environments are associated with well skilled and trained employees (Bashir *et al.*, 2020). On the inverse, it implies that workplaces with poor work conditions are more likely to witness higher rate of absenteeism, staff attrition, and poor work performance.

Employees tend to perform more when guaranteed better health, safety and well-being (Tesfu, 2019). The Occupational Health and Safety Act of 2004 (OHS Act) establishes a wide framework for promoting and maintenance of safety to avoid work related injuries and sickness. Employees who are healthy and safe are more productive, which leads to increased investment in safety policies to avoid accidents, which leads to even more productivity advantages (Masadeh *et al.*, 2016). Organizations that invest in high-performance health and safety procedures might experience actual productivity improvements.

Public sector institutions in Africa have taken up performance management experience and productivity rapidly. New public sector reforms of the 1990s pursued the goal of performance improvement the continent was facing deregulation of public enterprises and cost-cutting in government. African public sector institutions had no option but to adapt

private sector ethos such as performance measurement. The development of the public sector was aligned with healthy work environment alongside standardized procedures and statements (Anitha, 2014). Through trade unions, public sector employees have benefited from increased pay, recognition or rewards.

Organizational communication networks have penetrated nearly all the geographical regions in the African continent. Internal organizational communications if well planned and executed will explicitly and implicitly affect employee performance (Mokaya *et al.*, 2013; Muasya, 2020). Besides face-to-face communication which is very common, organizations also exploit communication platforms such as emails, phone calls, live chat, social media and instant messaging. Abbas and Asghar (2010) opines that how communication occurs within an organization provides direction, enhances the quality of leaderships and ultimately wins support from employees for change; fundamental characteristics necessary for enhancing the business capacity and acumen of any business. Internal communication impacts corporate performance positively and has a beneficial impact. Information is crucial when it comes to crisis management.

In Kenya, problems of poor employee performance continue to plague the public sector (World Bank Report, 2016). The Ministry of Interior and Coordination of National Government in Kenya is responsible for national security and internal affairs. It is important that the ministry maintain excellent work conditions of its employees for greater organizational performance. The main factors that influence employee performance in the country are largely physical and behavioral. Physical components relate to the connection that office occupants have with the environment in terms of layout and comfort of the

workplace. On the other hand, the behavioral environment has more to do with interaction and distraction (Gichui, Were & Namusonge, 2020).

The success of the Kenyan public sector is hinged on efficient service delivery, higher performance and proper planning. It was modeled from ILO's universal standard of classification of service institutions which are innately private-sector centric. Academic and scholars have extensively studied performance of the private sector organization with recommendations on improvements of physical work conditions considering spatial arrangements, lighting, technology and office furniture (Ali *et al.*, 2013; Kagwi, 2018). Human resource managers have also weighted-in on employees' health and safety as well as communication feedback (Inuwa, 2016; Kukiqi, 2017). Just like the national police service in Kenya, the public administration sector has issues to address on safety and security as these affects their work environment and productivity (Barasa, 2017). Apart from safety and security, there is also need to promote greater internal communication to maximize on employee performance.

Kenya's public sector desire for efficiency and excellence has resulted in a slew of internal management issues, including low employee job satisfaction, low morale, theft and absenteeism. According to KIPPRA (2014), the Kenyan public sector has experienced negative growth from independence with mismanagement, embezzlement of public resources and funds, low wages caused by increasing job losses, and diminishing quality products and output. There is need to understand the working conditions of Kenyan public sector employees by investigating their physical conditions, health and safety and communication platforms.

Nandi County is located in the Rift Valley region of Kenya. Kenyan counties were created under the New Kenyan Constitution (2010) and it required the establishment of sub-national governments to ensure greater governance and delivery of services closer to the citizens. Administratively, the counties are led by the county commissioners and power follows a protocol down to the assistant chiefs. The working environment of national government administrative officers in the county is influenced much by the physical conditions and the relationships with citizens. The public officers are tasked with delivering government services to the citizens effectively. This study aimed at establishing how the working conditions affect the performance public administrators under the National Government Administrative Officers in Nandi County.

1.2 Statement of the Problem

Employee work environment in Kenya has been extensively studied. Particularly, scholars and academics in management and business fields have explored widely the influence on work environment on employee performance in the private sector (Ali *et al.* 2013; Mokaya *et al.*, 2013); Sawe, 2013; Taghipour *et al.*, 2015). However little information is available on the effect of working conditions on performance of employees in the department of Interior and Public Administration in Kenya (Aluvisia, 2016; Barasa, 2017; Mboi, 2014). The department is largely involved in service delivery to citizens and the pressure to deliver has increased in the present times than before. For efficiency and effective service delivery, there is need to investigate and fill scholarly gaps on the effect of physical work conditions, OHS, internal communication in the Kenyan public administration sector.

Moreover, as national government administrative officers continue to determinedly implement government policies and initiatives, it is important that their physical and

behavioral environment be well understood. Their workplaces have policies, rules, culture, resources, working relationships, and physical conditions which affect their performance. Modern human resource management has shifted attention towards improving the working environment as most workers can suffer from chronic stress. There is sufficient empirical data linking job satisfaction and organizational commitment to working conditions (Boyle, 2006). This study investigated the effect of working conditions on how NGAOs perform their assignments and duties in Nandi County.

1.3 Objectives of the Study

1. To determine the effect of physical working conditions on performance of National Government Administrative Officers in Nandi County
2. To examine the effect of occupational health and safety on performance of National Government Administrative Officers in Nandi County
3. To establish the effect of internal organizational communication on performance of National Government Administrative Officers in Nandi County

1.4 Research Questions

1. What is the effect of physical working conditions on performance of National Government Administrative Officers in Nandi County?
2. How does occupational health and safety affect the performance of National Government Administrative Officers in Nandi County?
3. How does internal organizational communication affect performance of National Government Administrative Officers in Nandi County?

1.5 Justification and Significance of the Study

This study forms the foundation into the study of work conditions of national government administrative officers in Kenya hence it's unique. The variables; physical conditions, OHS and internal organizational communication were chosen because they represent key facets of work conditions of employees especially in the manufacturing sector. Existing information on work conditions of Kenyan public servants needs to be expanded and validated by examining data from counties. To achieve this goal, it was necessary to select a county to collect data from and generalize findings. Nandi County forms the basis of this study to represent the other 47 counties of Kenya.

The study of employee conditions among national government administrative officers in Nandi County was critical in generalizing the study to the wider public sector human resource programmes. It informed the design, implementation and evaluation of employee-friendly programs and work environment to ensure that they remain satisfied at all times. Human resource managers (HRM) in the public sector obtained valuable information from this study on leadership and management of employees. The study guided the capacity of policy makers to improve the work environment of national government administrative officers. Moreover, the study contributed to a body of knowledge on working conditions and employee performance as well as establish the research gaps.

1.6 Scope of the Study

This study assessed the effect of work conditions of performance of public administration employees in Nandi County of Kenya. Nandi County found in the expansive Rift Valley region. It gathered opinions, thoughts and ideas NGAO employees such as County

Commissioner (CC), Deputy County Commissioners (DCC), Assistant County Commissioners (ACCs) and Chiefs in the county.

1.7 Limitations of the Study

Considering the size of the county under study, this study was limited by sample size. Second, the study was subject to time constraints given the geographical vastness which protracted collection of data from respondents especially in the county. To overcome these limitations, the study optimized the sampling process to obtain the maximum sample size as possible. It also retrieved a contact list of respondents to ensure ease of reach and communication before questionnaires are delivered to them.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter analyses critically scholarly literature on work conditions and employee performance. The study obtained recent literature from peer-reviewed journals, books, magazines, dissertations, conference papers, and other articles with relevant information and coverage of the subject matter. It identified key variables and relates to national government administration discourse through theories, concepts and themes. It also addressed gaps in literature on work conditions and employee performance in the context of public sector organizations.

2.2 Empirical Review

2.2.1 Employee Performance

Aluvisia (2016) examined the factors that influenced employee performance in the Kenya National Highways Authority, Kenya. The author utilized descriptive survey design. The study population was 530 and the author obtained a stratified random sample of 159 employees who responded to questionnaires. The data analyzed using descriptive statistics in SPSS. The results of the study showed that the factors that influenced performance of employees were rewards and incentives, training, and transparency in recruitment. The author left a gap in the use of descriptive survey design and the choice of variables to represent employee work conditions. This study filled this gap by identifying three variables; physical work conditions, OHS and internal organizational communication to determine how it affects performance of national government administrative officers in Kenya.

Barasa (2017) studied how work environment affected the performance of security officers in the National Police Service in Kenya. From a population of 1500 police officers, the author obtained a stratified sample of 150 officers. The study used mixed research design: descriptive and exploratory methods. Employee performance was taken as the dependent variable and the organizational, human, and work environment were considered as independent variables. The results showed that human and organizational environments affected the performance of the regular police officers. It also obtained that the technical (work) environment strongly impacted their safety and security concerns, and hence, their performance. The author left a gap on the study of internal communication in the public administration sector which this study sought to fill.

Mboi (2014) explored the factors that influenced the performance of public servants in Machakos County, Kenya. The author undertook descriptive survey research and targeted a population of 1000 public servants working in the county. Using a stratified random sample of 100 respondents, the author administered them with questionnaires and later analyzed the data on SPSS. The study found that motivation, morale, resources and management significantly influenced the performance of public servants in Machakos. The author left a research gap in the use of descriptive survey design and in the context of public administration employees. The current study attempted to fill the gap by introducing three variables; physical work conditions, OHS and internal communication as some of the important factors that influence the performance of national government administrative officers in Kenya.

2.2.2 Physical Work Conditions and Employee Performance

The study by Ali *et al.* (2013) on how the working conditions affected the productivity of the employees in manufacturing companies in Somalia. The study specifically investigated how working hours influenced employees' performance. After purposively sampling 150 respondents from selected manufacturing companies in Mogadishu-Somalia, authors analyzed the data using SPSS. The results were that working hours affected the productivity of employees. Working hours had positive relationship on employees' productivity. This study explored working hours and workload and left a gap on aspects of physical conditions such as lighting and spatial arrangements which significantly affect employee productivity. Besides, the study setting is Somali private sector. This study filled this gap by using physical conditions as lighting, office furniture and spatial arrangements and show how they influence employee performance in the Kenya public administration sector.

Kagwi (2018) investigated how employee performance was affected by the physical workplace conditions at Huduma Centre-Nyeri County. Using descriptive research design, the study sampled 48 employees working at two desks within the centre. The survey study administered questionnaires to the respondents and analyzed the data using MS Excel packages. The results of the study showed that physical workplace aspects contributed greatly towards the organizations' performance in Huduma Centre. This study utilized descriptive research and failed to show the association between physical work conditions and employee performance. This study filled this gap by using regression statistic to show the association between physical work conditions and performance of national government administrative officers in Nandi County.

Taghipour *et al.*, (2015) analyzed the how the physical workplace conditions affected employee performance at an automobile factory. The study surveyed 50 workers based random sampling and administered them with questionnaires. Using descriptive statistics, the study revealed that wearing of masks attracted least attention and on the other extreme end noise topped in the disorder categories. Nevertheless, there is a gap in this study with regard to methods and context. First, the study used descriptive statistics solely and did not apply regression statistic which this study sought to undertake. Second, the study was conducted on automobile factories which are private firms and provided a gap to be filled with regard to public sector performance in Kenya.

2.2.3 Occupational Health and Safety and Employee Performance

In the study by Oluoch (2015) on how OHS programmes affected performance of Kenya Power staff, a survey of 312 staff was done using descriptive design and regression analysis. Likert Scale was used to collect the primary data in a questionnaire. Frequency tables, percentages, charts and graphs were used in data presentation. The results of the study showed that occupational health and safety positively influenced employee performance. The author left a gap with respect to the study of occupational health and safety among NGAO in Kenya which this study sought to fill.

The study by Bashir *et al.* (2019) in Lahore and Karachi, committed to understand how motivation affected the level of satisfaction among employees of the telecommunication industry. The modelling used in this study was able to link work conditions and performance of job assignments. The study revealed that employees' productivity was influenced by their working conditions. Furthermore, for any person who is motivated to work, they benefit well in turn enhancing performance.

In studying how productivity of employees at Mumias Sugar Company is affected by OHS practices, Sawe (2013) sampled 185 employees using stratified and purposive sampling and utilized mixed method approaches; observation, questionnaires and interviews. Descriptive and multiple regression were used to analyze the collected data. The results of the study showed that occupational health and safety had positive association with employee performance. By studying a private sector firm, the author left out a gap on the effect of OHS on National Government Administrative Officers in Kenya which this study sought to fill.

2.2.4 Internal Organizational Communication and Employee Performance

Mokaya *et al.* (2013) assessed how organizational work conditions affected the satisfaction of employees in their job, in the hotel industry in Kenya. The researcher utilized both exploratory and descriptive designs. The results showed that the employees would be highly satisfied if the working conditions were favourable. The study also found that job satisfaction that had a promotional system was highly rated and related directly to the satisfaction. The study suggested that training and development played a great role in enhancing workers skills and makes the industry more competitive. The authors leave a gap on internal communication as an element of work conditions and also the study setting which is the Kenyan private sector. This study filled this gap by bringing out the aspect of internal organizational communication and how it affects employee performance.

Muasya (2020) investigated the effects of internal communications on the performance of Anglican Church of Kenya employees, Makueni Diocese. The data was collected using questionnaires administered to 55 stratified random sampled respondents. The study utilized descriptive case study and found that the internal communication structures of

ACK Makueni diocese was ineffective. The study also obtained that internal organizational communications if well planned and executed will explicitly and implicitly affect employee performance. This study examined communication channels, personnel and systems using descriptive statistics and failed to showcase the association between internal communication and employee performance. This study filled this gap by linking internal communication and employee performance using regression measures.

According to a study by Nduku, Mwenda and Wachira (2015) on how the working conditions affected the employee performance at Kenya Commercial Bank, found that the physical conditions had a great effect on employee performance. A sample of 172 employees obtained through stratified random sampling, the study collected primary data using questionnaires. The results further showed that OHS positively affected the performance of employees, but minimally. The authors generalized work conditions leaving a gap on internal communication as an element of the work environment and the context of the public sector. The study herein filled the gap by investigating the effect of internal organizational communication and how it affects performance of national government administrative officers in Kenya.

2.3 Theoretical Framework

2.3.1 Herzberg's Two Factor Theory

The theory was proposed by Herzberg (1959) who argued that employees are either motivated or demotivated depending on the presence or absence of particular aspects of their job assignments. The theory, also known as Hygiene theory provides that there are factors of a job whose presence enhances motivation while the presence of some other job factors, prevents the employees from being demotivated. The Herzberg's two-factor

approach proposed motivators and hygiene or maintenance factors. Tan (2013) opines that the sense of achievement, opportunities for promotion, recognition of work done and effort, as well as responsibility assigned to a staff are some of the factors that enhances motivation when present. However, if such factors are absent, it does not influence the employees to be demotivated. On the other hand, the maintenance or hygiene factors, when present or provided, will not change the motivation of the employees but when absent, the employees become demotivated. Examples of these factors include the benefits that employees derive from working at the organization, the salaries and wages, the physical working conditions, the interpersonal relations as well as the status, an employee earns within the organization (Tio, 2014). The work environment, particularly the physical work environment impacts on employee satisfaction (Kukiqi, 2017). The hygiene factors recognized in this study are aspects like illumination, temperature, furniture, and the existence of conditioning plants can all contribute to employee comfort and job satisfaction. Absence of maintenance engenders high negative feeling and leads to exhaustion, absenteeism, low task completion rate and high turnover rates (Hoboubi *et al.*, 2017). Hygiene factors include salary, supervision, working environment, company policies, interpersonal relationships, and job security (Guan & Frenkel, 2019). This theory was sufficient in bringing out the theoretical understanding of the effects of physical conditions on employee work environment.

2.3.2 Goal-Freedom Alertness Theory

The proponent of this theory was Kerr in 1954 who suggested that workers will perform better in an environment where supervisors and managers eliminate accidents, hazards and illnesses.

According to Oluoch (2015), the significant loss resulting from occupational related illnesses in industries lead to deaths and accidents. The safety of workers largely depends on managers and supervisors' commitment to eliminate dangers, diseases and accidents. This theory will be relevant in this study as it relates to occupational health and safety in the public administration sector. This study drew from the theory given that the dangers posed by physical conditions and worker pre-occupation will matter directly to activities undertaken by NGAO. This study utilized Goal-Freedom Alertness Theory to showcase how occupational safety and health can significantly influence employee performance.

2.3.3 Systems Theory

Ludwig Von Bertalanffy in the 1940s developed the general systems theory and has gained relevance in organizational behavior in the study of communication and control of regulatory feedback. Drawing on this theory, Robbins *et al.*, (2010) brings into fore the aspects of internal organizational communication as positive outcomes, positive nonverbal communication, fluidity and adjusting of messages. Coding and decoding information productively is a managerial tactic brought about by communication techniques (Ainobushoborozi, 2013).

In this study, the systems theory was relevant in that it recognizes how communication is important to facilitate smooth and efficient interactions of components of an organization. Organizations behave and more especially, demonstrate effectiveness they are at communicating (Jacqueline, Sebyala & Micheal, 2015). In the context of this study, the theory essentially brought out the methods through which a researcher might use effective communication to assess employee performance within an organization. The systems

approach therefore provided a comprehensive view of an organization and was relevant in this study to explore employee performance.

2.4 Summary of Literature and Gaps to be filled by the Study

The above studies focused on work conditions-employee performance relationships in private and public sectors. As much as there have been studies on working conditions of some public sectors in Kenya, there is scanty evidence to show the association between work conditions and performance of national government administrative officers. The study explored the theories; Herzberg's two factory theory, goal-freedom alertness theory and systems theory which are relevant in the study of employee work conditions and how they influence employee performance.

Table 1: Gaps in Literature

Author	Variables	Methods	Findings	Gaps	Focus
Ali <i>et al.</i> (2013)	Work Conditions Employee productivity	Purposive sample of 150 respondents from selected manufacturing companies in Mogadishu-Somalia	The study found that there is a positive relationship between working condition and employee productivity.	However, there was a gap in the study of work conditions. The authors examined working hours and workload on employee in the public sector.	This study filled the gap by establishing physical work conditions considering spatial arrangements, lighting, technology and office furniture
Bashir, <i>et al.</i> (2019)	Working conditions Employee performance	Used survey-based study and questionnaires Sampled full time employees in telecommunication sector of Lahore and Karachi. They used partial least square structural equation modelling	The study revealed that employees' productivity was influenced by their working conditions. Furthermore, job satisfaction has value and acts as a motivator	This study addresses employee motivation and satisfaction in a developing country. However, there remains a gap on the benefits of OHS as an aspect of working conditions in Kenya public administration	This study filled the gap by examining the effect of OHS on performance of NGAO in Kenya.
Kagwi (2018)	Physical workplace factors Employee performance	Survey Sampled 48 employees of Huduma	Physical workplace aspects contributes to organizations' performance	Study failed to show the association between physical work conditions and	Use of regression statistic to show the association between physical work

		Centre-Nyeri County Descriptive research		employee performance.	conditions and performance
Muasya(2020)	Internal communications Employee performance	Sampled 55 respondents Stratified random sample Descriptive statistics	The study found that internal communication structures of ACK Makueni diocese were ineffective	The authors failed to showcase the association between internal communication and employee performance.	This study filled this gap by investigating the association between internal communication and employee performance using regression measures.
Mokaya, <i>et al.</i> (2013)	Employee work conditions Employee performance	A stratified sample of 84 drawn from 170 employees of hotels in Nakuru, Kenya The study adopted a decripto-explanatory study design.	The study found that favourable working conditions had a strong and positive correlation with employee job satisfaction.	The study narrowed to employee work conditions and satisfaction in the private sector. However, it did not focus on physical conditions of employees.	This study sought to fill this gap by investigating the work conditions of NGAO who are employees in the Kenyan public sector.
Nduku, Mwenda and Wachira (2015)	Occupational Health and Safety Employee performance	Sampled 172 employees subjected to stratified random sampling	The results of the study showed that occupational health and safety had the least positive	The study exploited the variables that are used in this study. However, it focused on the	This study found a gap to address by investigating the physical working conditions of

		Collected primary data using questionnaires. Developed a regression model & descriptive statistics	effect on performance of employees.	Kenyan banking sector which has been heavily exploited in studies.	NGAO in Kenya
Oluoch (2015)	Occupational Health and Safety Employee Performance	Surveyed 312 employees of Kenya Power Company-Kenya	The study showed that occupational health and safety positively influenced employee performance.	The author leaves a gap with respect to the study of occupational health and safety among NGAO in Kenya	This study investigated the association between OHS and performance of NGAO in Kenya
Sawe (2013)	Occupational Health and Safety Employee Performance	Sampled 185 employees of Mumias Sugar Company – Kenya Descriptive and multiple regression	The study showed that occupational health and safety had positive association with employee performance	The author leaves a gap on the context which is the public sector as it focuses on the private sector firm.	This study filled this gap by exploring the effects of OHS on NGAO in Kenya
Taghipouret al. (2015)	Physical workplace conditions Employee performance	Surveyed 150 workers in an automobile factory Used descriptive statistics	The study found that masks attracted least attention while noise pollution was the most	Used descriptive statistics solely and did not apply regression statistic Automobile firms are	This study filled the gap by using regression statistics to study the association between physical work

			frequent disorder	private and leaves a gap on the study of public sector	conditions and employee performance in the Kenyan Public administration
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2.5 Conceptual Framework

The dependent variables, independent variable, alongside their parameters were utilized to measure the study's variables are all shown in the operational framework. The link between the dependent and independent variables were measured using the operational framework. The office furniture, technology, spatial arrangement, and lighting all be taken into account while assessing the physical conditions.

Occupational health and safety (OHS) is measured through implemented OHS policies, medical services, cultural beliefs of employees and availability of training programs of health and safety. Meanwhile, it is imperative to measure internal organizational communication in terms of rewards and recognition, participation, social networking, and the frequency of staff meetings.

The following metrics were used to evaluate employee performance: degree of feedback, quality of work, and work efficiency and productivity.

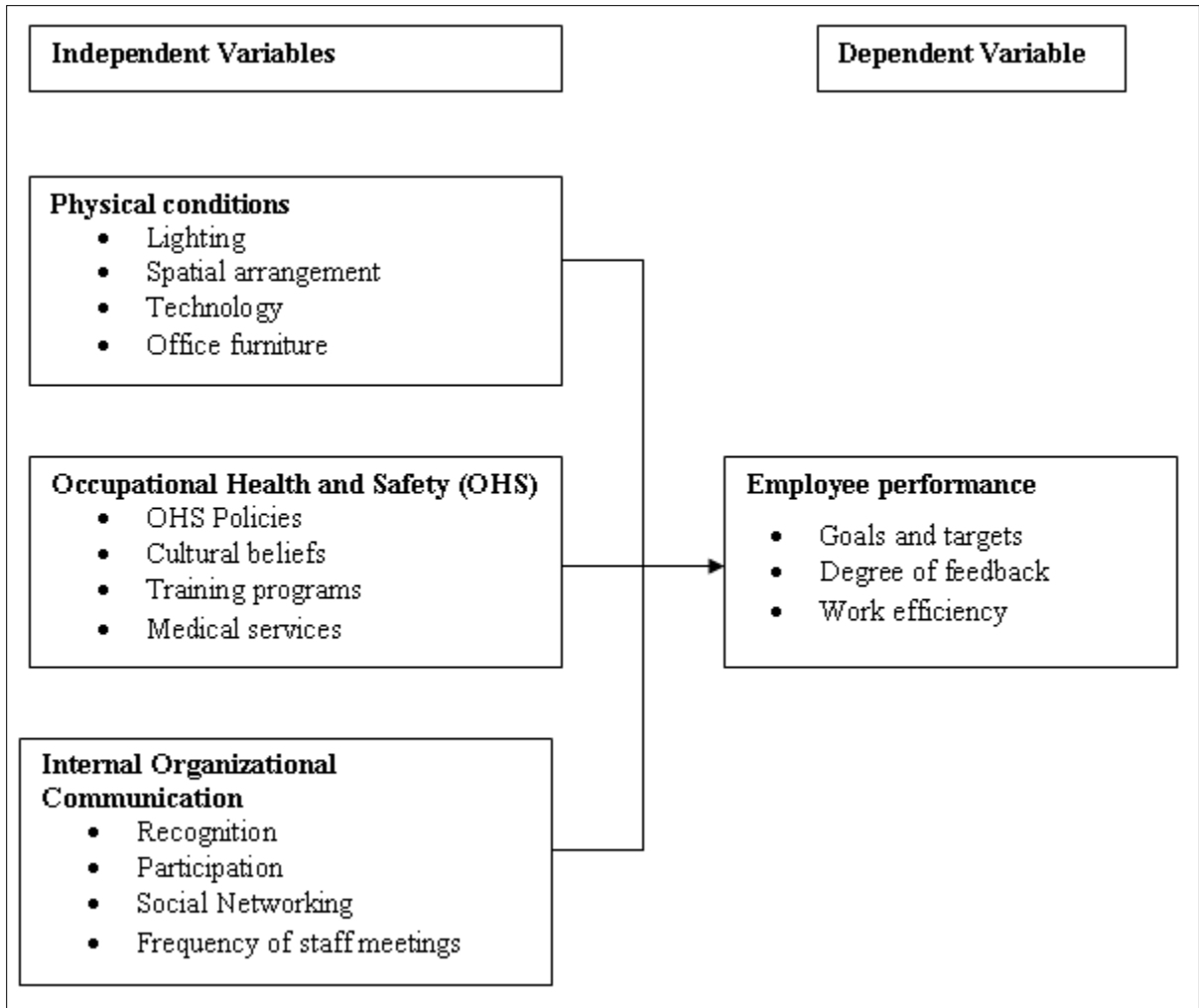


Figure 2:1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examined the study's research methods, including the research design, sampling, data collection procedures, and analysis. This section covered the research design in general as well as the demographic from which the sample is selected. It was critical to demonstrate the data analyzing methodologies in addition to the data collection procedures.

3.2 Research Design

Saunders, Lewis, and Thornhill (2009), opines that a research design provides a roadmap or approach for gathering, analyzing, and interpreting data. This study adopted both descriptive and exploratory approaches to determine the impact of work conditions on NGAO performance in Nandi County. Because of the size of the respondent group and the requirement to explore correlations between variables, descriptive and exploratory research strategies were relevant and suitable in this study. Descriptive and exploratory strategies are important in this study because they give a voice to study participants and anchor the study findings on cause and effect. The data is available to establish the causal relationship of variables and there is need to clarify research problems and hypotheses.

3.3 Target Population

Kothari (2004) observes that a target population summation of all units, elements, individuals or objects that can be observed during an investigation. In this study, the target population was National Government Public Administration employees in Nandi County

of Kenya. NGAO in Kenya constitute the CC, DCCs, ACCs and chiefs working in Nandi County. The target population of the administrators in the county of Nandi is 139 as provided in the sampling frame in table 3.1.

3.4 Sampling Technique and Sample Size

A sample is a representative number or proportion of a population that can be used to make observations or conduct research (Robinson & Leonard, 2018). This study utilized the approach adopted by Yamane (1967) and which is considered the most appropriate and simplified way of determining the sample size.

Considering the population size, the $n = N / (1 + N(e)^2)$

Where:

n - Sample size, N - Population size, e - margin of error (0.05)

The sample size of each subgroup was proportionate to the overall sample size.

$$\text{Sample size} = 139 / (1 + 139(0.05)^2) = 103$$

The sample size of the study was 103 respondents from Nandi County

Because public administration employees are employed and promoted based on cadres available in the County Human Resource Office, stratified sampling was used for sampling. Convenience sample was obtained from the strata. The stratified sampling is as tabulated below.

Table 2: Study sampling frame

County	Designation	Frequency
Nandi	County Commissioner	1
	Deputy County Commissioners (DCCs)	6
	Assistant County Commissioners (ACCs)	27
	Chiefs	69
Total		103

Source: Researcher (2022)

3.5 Data Collection

3.5.1 Data Sources

The study derived its data from primary and secondary sources. It involved administering questionnaires to respondents to gather their opinions and perspectives on the subject of study. Primary data is considered specific in nature, authentic and constitutes up to date information and this explains why it is preferred for this study. Secondary data, mainly from peer-reviewed journals and dissertations, comprised information in literature review and constituted empirical studies and other data of relevance to this study. The secondary sources drew from recent studies with bias in public policy and administration as well as key terms as ‘work conditions’, ‘employee performance’, ‘job satisfaction’, ‘employee engagement’, and ‘job commitment’. The secondary sources were listed in the reference section in this report.

3.5.2 Data Collection Instruments

A structured questionnaire, with close ended questions mainly, whereby the opinions of the respondents were expressed in statements in a 5-point Likert scale. The questionnaire

involved closed-ended questions because the instrument provided an opportunity for the respondent to give information in a structured manner (Robinson & Leonard, 2018). This study collected primary data by administering questionnaires to respondents. In this study, the questionnaires offered a quick way to get results without revealing the identity of the respondents. The questionnaire was developed guided by the variables of the study and the measures used to operationalize the study.

3.5.3 Data Collection Procedure

Data collection exercise began once the University had authorized data collection, and the research permit had been obtained from the NACOSTI as well as permission sought from the County Commissioner of Nandi. Once the approval was granted, research assistants were hired to distribute the questionnaires to target respondents. The research requested respondents for their willingness to fill the questionnaires and their availability of time. By aid of research assistants, this study dropped and picked the questionnaires after completion by the respondents. The data collection period lasted for one month. Upon completion, the questionnaires were collected by the research assistants for analysis.

3.6 Data Analysis and Presentation

Data analytical techniques are statistical procedures for categorizing, ordering, manipulating, and analyzing data from research topics. To guarantee that the items of interest are recorded, the data will be modified, coded, and recoded. Descriptive and inferential statistics (Pearson correlation and regression statistics) were used to analyze the data. The descriptive analysis utilized the mean and the standard deviation while the inferential statistics involved the use of regression analysis and chi-square. The regression analysis provided the degree to which the study variables are related. The results were

presented using the frequency tables, percentages, pie charts, bar graphs and the regression model obtained using SPSS.

The regression model to be exploited in this study was as shown below.

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \varepsilon$$

Where, α_0 , α_1 , α_2 and α_3 are the regression coefficients

Y – Employee performance

X_1 – Physical conditions

X_2 – Occupational Health and Safety

X_3 – Internal organizational communication

ε - Error Term

3.7 Ethical Considerations

Respondents were approached with courtesy and their willingness to participate sought. They informed about the use of data and that privacy and confidentiality of data. The study also ensured that respondents replied to the questions at their own will and schedule. This study sought permission from Kenyatta University to conduct the study and collect data. The written permission was attached to the questionnaires as well as the approval for research from NACOSTI. Nonetheless, the respondents were urged not to delay answering the questionnaires as it impacted negatively on the project timelines. Moreover, the study acknowledged sources and authors by citing in-text and listing references at the end of the study.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This study collected information from 103 respondents drawn from National Government Administration Office, Nandi County. The respondents were administered with questionnaires which specifically sought to obtain their thoughts and opinions on workplace physical conditions, occupational health and safety (OHS), and internal organizational communication. A total of 91 questionnaires were successfully filled and returned. It represented a return rate of 88.3% which was acceptable. The data was analyzed using descriptive, correlation and regression measures. The results were presented in charts, graphs and tables.

4.2 Data Analysis

4.2.1 Gender of respondents

The gender of respondents was grouped as male and female as shown in the table below.

Table 3: Gender of respondents

Gender	Frequency	Percent
Male	65	71.4%
Female	26	28.6%
Total	91	100.0%

Source: Research Data (2022)

As shown in the table 4.3 above, there were more males 65(71.4%) compared to females 26 (28.6%). This indicated that employment at the NGAO office in Nandi County was dominated by male employees.

4.2.2 Designation of respondents

The designation or ranks of the respondents is shown in the chart below.

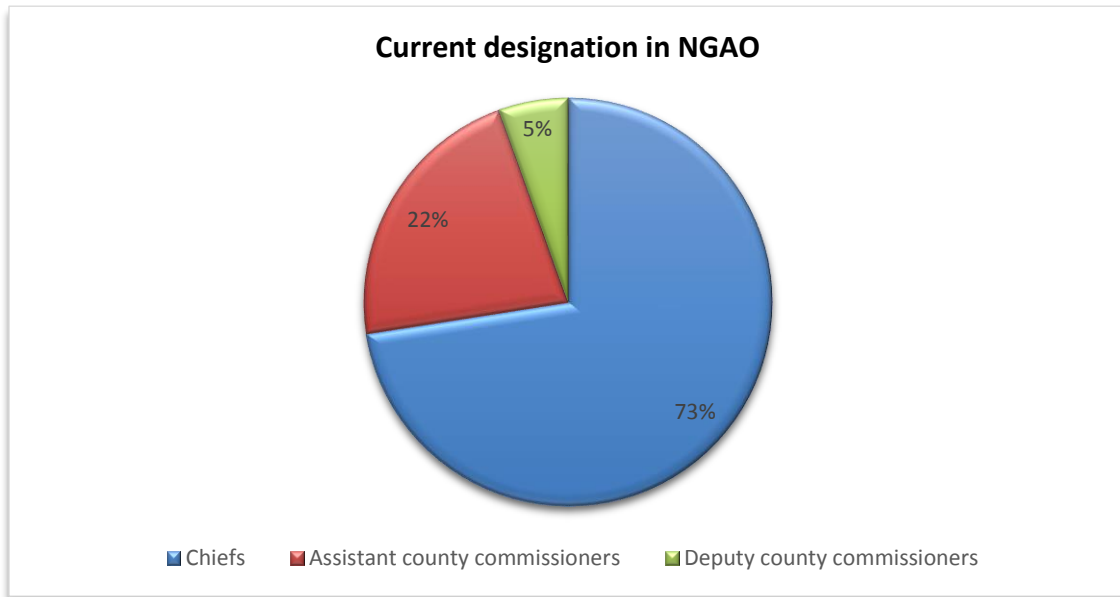


Figure 4:1: Current designation in NGAO

Source: Research Data (2022)

The designation of respondents, as shown in figure 4.2 above, shows that chiefs were the most dominant group 66 (72.5%), and was closely followed by assistant county commissioners 20 (21.3%) and deputy county commissioners at a distant third at 5 (5.5%). Chiefs represented locations in the administrative areas within the county.

4.2.3 Years in employment

The duration of employment measured in years is shown in the bar chart below.

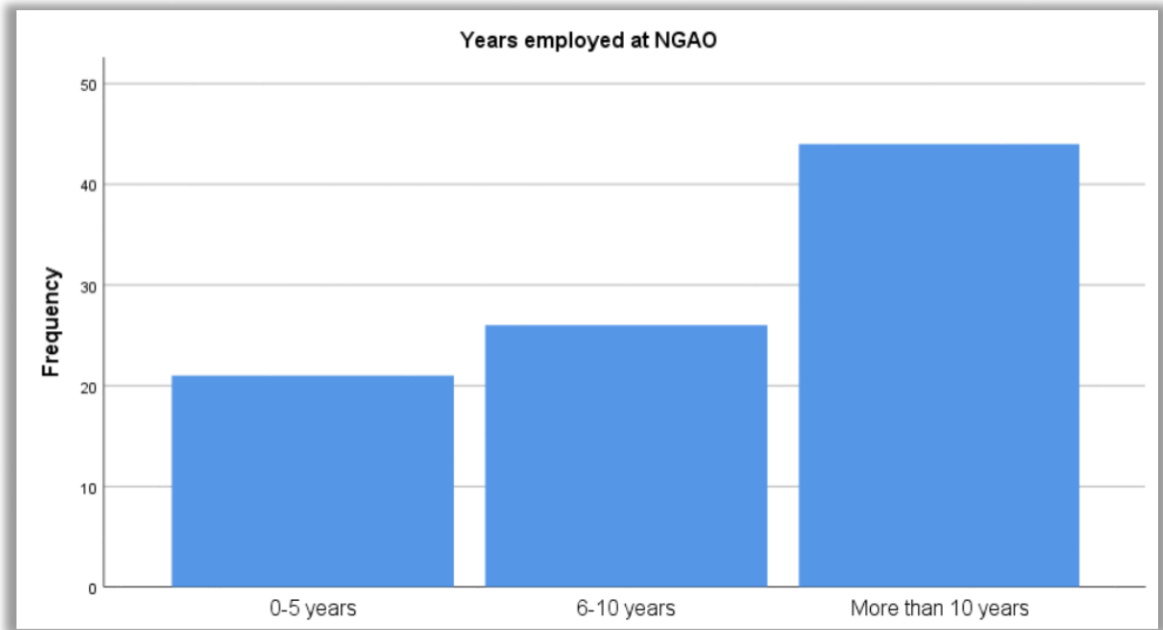


Figure 4:2: Years employed at NGAO

Source: Research Data (2022)

The chart above, figure 4.3, shows that majority of the respondents had been employed for more than 10 years 44(48.4%) and was followed by those who had been in employment for a period of 6-10 years 26(28.6%). A further 23.1% (21) of the respondents had been in employment for less than 5 years. The results show that majority of the respondents have broad experience in their areas of work having worked for at least a decade.

4.2.4 Age of respondents

The age of respondents is shown in the table below.

Table 4: Age of respondents

Age	Frequency	Percent
18-25 years	4	4.4%
26-35 years	29	31.9%
36-49 years	41	45.1%
50-60 years	17	18.7%
Total	91	100.0%

Source: Research Data (2022)

As shown in the table above, majority of the respondents were aged 36-49 years 41(45.1%) and was followed by the participants aged 26-35 years 29(31.9%). A minority of the respondents were aged between 18 and 25 years 4(4.4%). This indicated that majority of NGAO employees are aged between 36 and 49 years.

4.2.5 Marital status of respondents

The marital status of respondents is shown in the table below.

Table 5: Marital status of respondents

Gender	Frequency	Percent
Single	7	7.7%
Married	80	87.9 %
Widowed	2	2.2%
Divorced	2	2.2%
Total	91	100.0%

Source: Research Data (2022)

As shown in the table above, majority of the respondents are married 80(87.9%) with a few of them single 7(7.7%), widowed 2(2.2%) and divorced 2(2.2%). The results indicate that most of the NGAO employees at the county level were married.

The demographic data shows that majority of the employees are NGAO were male, working as chiefs, married and aged between 36 and 49 years with more than 10-year experience in the service.

4.2.6 Inferential Statistics – Correlation and regression

Pearson correlation and linear regression were used to determine the effect of physical conditions, OHS and internal organizational communication on employee performance.

The results are shown in the table below.

Table 6: Pearson Correlation

	Physical conditions	Occupational Health and Safety	Internal Organizational Communication	Employee performance
Physical conditions	1			
Occupational Health and Safety	.505 ^{**} , $p = .000$	1		
Internal Organizational Communication	.666 ^{**} , $p = .000$.637 ^{**} , $p = .000$	1	
Employee performance	.748 ^{**} , $p = .000$.612 ^{**} , $p = .000$.731 ^{**} , $p = .000$	1

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

Source: Research Data (2022)

As shown in table 4.6 above, there is a strong positive relationship between physical work conditions and employee performance ($r = 0.748, p = .000$). This shows that as physical conditions of an employee improve, there will be a corresponding increasing their performance. The results also show a strong positive relationship between occupational health and safety and employee performance ($r = 0.612, p = .000$). The relationship shows that with improvement in occupational health and safety of employees, their performance also improves. Furthermore, the findings indicate a strong positive relationship between internal organizational communication and employee performance ($r = 0.731, p = .000$). The findings show that with increased effectiveness of internal organizational communication, there is increase likelihood of improvement in employee performance.

Table 7: Linear regression

Parameter	Value
R-square value	0.677
F-change	60.69, $p = .000$
(Constant)	$\beta = 0.306, p = .013$
Physical conditions	$\beta = 0.494, p = .000$
Occupational Health and Safety	$\beta = 0.232, p = .022$
Internal organizational communication	$\beta = 0.344, p = .001$

N = 91

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Internal Organizational Communication , Occupational Health and Safety, Physical conditions

Source: Research Data (2022)

As shown in the table above, the F-change value ($F = 60.69, p < 0.000$) is statistically significant and shows that the model is a good fit for the data. The R-squared value 0.677

indicates that 67.7% of the variation in employee performance can be explained by physical conditions, OHS and internal organizational communication, as compared to a null model with no predictors. The model shows that physical conditions is positively associated with employee performance ($\beta = 0.494, p < 0.05$). The null hypothesis is rejected and the alternative hypothesis accepted that physical conditions is associated with positive performance of National Government Administrative Officers in Nandi County. The regression model also shows that OHS is positively associated with employee performance ($\beta = 0.232, p < 0.05$). The null hypothesis is rejected and the alternative hypothesis accepted that OHS is associated with positive performance of National Government Administrative Officers in Nandi County. Moreover, model also shows that internal organizational communication is positively associated with employee performance ($\beta = 0.344, p < 0.05$). The null hypothesis is rejected and the alternative hypothesis accepted that OHS is associated with positive performance of National Government Administrative Officers in Nandi County

Since the model is statistically significant, it satisfies the following equation:

$$Y \text{ (Employee performance)} = 0.306 + 0.494(\text{Physical conditions}) + 0.232 (\text{OHS}) + 0.344(\text{Internal Organizational Communication})$$

The model shows that when all the other variables are held constant, a unit improvement in physical conditions of an employee increases their performance by 0.494 or 49.4%. A unit increase in OHS, when all variables are held constant, increases employee performance by 0.232 units or 23.2%. Lastly, the model shows that improvement in internal organizational communication by a unit increases employee performance by 0.344 or 34.4%, when all other variables are held constant.

The results of the study show a strong relationship between physical conditions at the workplace and employee performance ($r = 0.748$, $p = .000$). It also showed a strong association between workplace physical conditions and employee performance ($\beta = 0.494$, $p < 0.05$). The results of the study are in agreement with the findings of Kagwi (2018) and Yolah, Hyginus and Eke (2021) that the workplace physical environment had significant effect on productivity and performance of employees. The results show that physical conditions influence employee morale and satisfaction which ultimately affects how they perform their roles. Excellent organizations have found a way of taking care of their employees in terms of abilities, behavior, and emotional states which are largely influenced by the physical work environment. Given that that the physical work environment contributes immensely to the productivity of the employee, it is also a suitable parameter to promote the productivity of the organization. Therefore, employee physical environment should be enhanced so as to create a healthy workplace and good social relations. Not only will employees get satisfied and raise their working spirit, but they will also increase their levels of satisfaction.

The results also create a mixed view about the organization as non-productive and resource-consuming as well as the heart and soul of an organization. Scholars and academicians in organizational management view the workplace from a business perspective with the focus on employee performance (Hamidi *et al.* 2020; Nanzushi, 2015). On one hand, they show that a better workplace environment is achieved through honing employee skills. However, productivity problems tend to occur in a poor workplace environment because employees tend to perform well in workplaces with resources and processes for excellence. Therefore, employees make a difference in the organization if

they put in extra effort and influence productivity through positive behavior. This shows that employees become efficient once they have suitable and conducive surroundings. In the Kenyan public administration sector, the quality of work and the level of productivity is largely influenced by the workplace environment. Employees will performance well if there are good interpersonal relations, proper surroundings with minimal hazards and freedom to carry out duties without hindrance. The results affirm that workplace environment has significant influence on satisfaction levels and productivity of employees or performance.

The results also show that improvements in workplace conditions could significantly increase the performance of employees as seen from the lenses of comfort, morale, satisfaction and concentration. Since work schedule reflect daily routines, the workplace environment has the potential to raise the bar of employee's mental and physical capabilities. Mental abilities if well secured and inculcated, reduced the instances of work-related stress and human errors arising from execution of roles. A good workplace environment should take care of cleanliness, temperature, noise, air quality and workplace layout. These parameters are also drivers of job engagement which offer comfort, aesthetics and flexibility among employees. They help improve the working capacity and the physical as well as mental well-being of employees. It is important that the Kenyan public administration and coordination of national government offices have properly designed and user-friendly work environments.

The results help to show that NGAO workplaces should have better ventilation and natural lighting as well as low noise levels. This is because high noise levels increase errors,

distract employees and increase inaccuracies and stress. Organizations that communicate more frequently about daily procedures and productivity often reduces instances of stress and anxiety among employees. Good communication inculcates positive attitudes towards work and generates increased morale. The presence of noise in the workplace distracts the flow of feedback leading to higher frustration and confusion. Therefore, the workplace environment should have a good balance of tasks, work procedures, and better tools and equipment to accomplish the required tasks. The managerial concern of a good workplace is based on 'ergonomics' which aligns design of spaces and equipment used to fit employee work needs, resources and capabilities. A good workplace should be one that creates comfort, minimizes fatigue and maximize working methods to improve employee performance.

On Occupation Health and Safety (OHS), the results showed a strong positive relationship between occupational health and safety and employee performance ($r = 0.612, p = .000$). The relationship shows that with improvement in occupational health and safety of employees, their performance also improves. The regression model also shows that OHS is positively associated with employee performance ($\beta = 0.232, p < 0.05$). The results were consistent with the findings of Mwangi and Waiganjo (2017) and Umugwaneza *et al.* (2019) who showed that workplace safety and health practices had significant impact on employee performance. The results indicate that OHS is an issue of monumental concern to organizational managers as it significantly affects productivity. Weak OHS practices are attributed to workplace accidents, injuries and deaths which attract heavy compensation and ruin the reputation of the organization. While accidents can be unpredictable and

unintentional, they can be prevented by creating safe working conditions and procedures that emphasize on employee health and safety.

The results were inconsistent the findings of Ekowati and Amin (2019) who did not find any significant relationship between OHS and employee performance. The deviation in results may have been attributed to the small sample of 50 respondents who may have increased the sampling errors leading to such unexpected results. Even so, the results were consistent with the findings of Syombua (2014) who established that OHS had significant influence on employee performance. The results indicate that OHS is a major issue in the contemporary work environment where employees are increasingly becoming aware of their health and safety. It is expected of the organization with tools, equipment and physical assets to pose a threat to health and safety given the level of hazards. Meanwhile, the prevalence of environmental hazards and risks in the workplace has significant impact on employee in terms of work-related stress and injuries. Accidents and injuries arise from both unsafe work behaviors and work conditions. Physical conditions such as dust, fumes, and noise may pose a great danger to NGAO employees which in turn affect their performance. It also adds to their level of stress given the unsafe working conditions.

The results affirm the need to improve and maintain health and safety in the workplace. Employees maximize productivity of the workplace if they find that the human resource department is concerned about their plight. Health and safety programmes are managerial responsibilities which if not checked affects productivity and performance of employees. It has the potential to increase organizational outputs in the public sector and company profits in the private sector. OHS interventions in the public sector show that implementing

health and safety practices drives higher the performance of state agencies. Trade unions have been agitating for better employee workplace but if the changes to health and safety are ingrained in organizational mission and vision, then the entity automatically realizes stronger bottom-line results. The workers will not only increase their productivity but they will be satisfied in their work roles as well.

The results of the study also increase the understanding and management of workplace illness and injury due to proper documentation of hazards. As mentioned earlier, employees have the ability to work productively if they are supplied with conducive work environment, proper tools and equipment as well as functioning communication system. High rates of workplace injuries are associated with social and economic costs including litigation and compensation. Compensation costs can be very high which reduces the economic outputs of the organization. With low level of stress and fatigue, employees are capable of improving their performance. It is possible to be undertaken without adding more roles or tasks to employees or even forcing them to work longer hours. In the public sector, especially the Kenyan National Government Administration Office, OHS outcomes are of significant importance. The public service will not only think of increasing the workforce but also in ensuring supply of good working conditions. It involves extensive research on educational programmes, clinical care of employees and use of preventive measures and drills on health and safety.

The results recognize that employee performance is higher when occupational health and safety of employees is improved. The OHS practices arouse physical and emotional concerns among employees who seek to have desirable workplaces. The study results are

consistent with those of Sawe (2013) and Oluoch (2015) who showed that higher organizational outputs are achieved when employees are assured of physically and emotionally safe work environments. Human performance in an organizational setting is a subject of health and safety practices. Good OHS practices promote employee psychological well-being and reduce instance of absenteeism. When employees perceive the organizational climate as suitable, they are capable of raising their performance. Therefore, reducing health and safety risks has the potential to create better relationships and higher employee performance. This shows that human resource managers at NGAO should delve into the safety culture and the safety climate to lower compensation costs and further improve organizational performance.

The findings of the study indicate a strong positive relationship between internal organizational communication and employee performance ($r = 0.731, p = .000$). The findings show that with increased effectiveness of internal organizational communication, there is increase likelihood of improvement in employee performance. The regression model also shows that internal organizational communication is positively associated with employee performance ($\beta = 0.344, p < 0.05$). The results were consistent with the findings of Mokaya *et al.* (2013) and Muasya (2020) who showed that effective internal organizational communication promotes employee performance. The study identifies communication as a critical element required for effective collaboration and functioning of employees. If the organization has proper communication and seamless flow of information, employees are better placed to make decisions and increase their participation in organizational activities. The study shows that effective communication channels are in

agreement with discretionary efforts of management, organizational climate and the quality of information shared.

The results highlight the importance of oral communication as well as face-to-face communication within the public sector department. The results agree with those of Titang (2013) that effective internal communication was essential for better employee performance. It was observed that when communication structures are effective and adequate, employees tend to perform highly. This includes use of participatory meetings and online platforms, urgent communication sharing and internal communication platforms such as emails, phone calls and short messaging services. Often, decision-making processes are complicated by poor communication among co-workers or breakdown in communication in a bureaucratic structure. The results show that the Kenyan NGAO has the opportunity to improve performance of its employees by increasing internal communication capabilities.

The results of the study reinforce the view that internal communication allows for better employee engagement and adoption of noble organizational goals and strategies. The organizational culture if inculcated on good communication, collaboration, and interpersonal relationships will help to build better employee performance. Employee behavior is shaped by how the organization responds to their issues, and if proper feedback is always given, the employees will perform to their best. The flow of information within the organization is pertinent in decision making and in the achievement of organizational goals. This is because regular communication instils values and shapes attitudes of employees towards work roles and tasks. It shows if NGAO has a good process of

exchanging information, employees will be better off in managing their schedules and delivering greater outputs to the citizens.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an overview of the summary with regard physical work conditions, occupational health and safety and internal organizational communication. It draws conclusions and makes recommendations based on the findings and the discussions. The recommendations are made to the effect of assisting NGAO and employees to improve performance and realize higher organizational outputs.

5.2 Summary of the Findings

The study sought to establish the effect of physical work conditions, occupational health and safety and internal organizational communication on employee performance. The study sampled 103 NGAO employees in Nandi County. The results of the study showed there were more males 65(71.4%) compared to females 26(28.6%). This indicated that employment at the NGAO office in Nandi County was dominated by male employees. Chiefs were the most dominant group 66(72.5%), and was closely followed by assistant county commissioners 20(21.3%) and deputy county commissioners at a distant third at 5(5.5%). Majority of the employees had been employed for more than 10 years, were aged 36-49 years and married.

5.2.1 Physical Working Conditions and Employee Performance

The findings of the showed a strong positive relationship between physical work conditions and employee performance ($r = 0.748, p = .000$). This showed that as physical conditions of an employee improve, there will be a corresponding increasing their performance. The model showed that physical conditions positively affected the employee performance ($\beta =$

0.494, $p < 0.05$). The null hypothesis was rejected and the alternative hypothesis accepted that physical conditions affected positively the performance of the National Government Administrative Officers in Nandi County.

5.2.2 Occupational Health and Safety and Employee Performance

The results also showed a strong positive relationship between occupational health and safety and employee performance ($r = 0.612, p = .000$). The relationship showed that with improvement in occupational health and safety of employees, their performance also improves. The regression model also shows that OHS was positively associated with employee performance ($\beta = 0.232, p < 0.05$). The null hypothesis was rejected and the alternative hypothesis accepted that OHS is associated with positive performance of National Government Administrative Officers in Nandi County.

5.2.3 Internal Organizational Communication and Employee Performance

The findings indicated a strong positive relationship between internal organizational communication and employee performance ($r = 0.731, p = .000$). The findings show that with increased effectiveness of internal organizational communication, there is increase likelihood of improvement in employee performance. The regression model showed that internal organizational communication was positively associated with employee performance ($\beta = 0.344, p < 0.05$). The null hypothesis was rejected and the alternative hypothesis accepted that OHS affected the performance of National Government Administrative Officers in Nandi County positively.

5.3 Conclusion

5.3.1 Physical Working Conditions and Employee Performance

The results show that physical conditions influence employee morale and satisfaction which ultimately affects how they perform their roles. The results also show that improvements in workplace conditions could significantly increase the performance of employees as seen from the lenses of comfort, morale, satisfaction and concentration. Since work schedule reflect daily routines, the workplace environment has the potential to raise the bar of employee's mental and physical capabilities. Successful organizations have found a way of taking care of their employees in terms of abilities, behavior, and emotional states which are largely influenced by the physical work environment. Given that that the physical work environment contributes immensely to the productivity of the employee, it is also a suitable parameter to promote the productivity of the organization.

A good workplace environment should take care of cleanliness, temperature, noise, air quality and workplace layout. Mental abilities if well secured and inculcated, reduced the instances of work-related stress and human errors arising from execution of roles. These parameters are also drivers of job engagement which offer comfort, aesthetics and flexibility among employees. They help improve the working capacity and the physical as well as mental well-being of employees. It is important that the Kenyan public administration and coordination of national government offices have properly designed and user-friendly work environments. Hence, employee physical environment should be enhanced so as to create a healthy workplace and good social relations. Not only will employees get satisfied and raise their working spirit, but they will also increase their levels of satisfaction.

5.3.2 Occupational Health and Safety and Employee Performance

The results indicate that OHS is an issue of monumental concern to organizational managers as it significantly affects productivity. Weak OHS practices are attributed to workplace accidents, injuries and deaths which attract heavy compensation and ruin the reputation of the organization. While accidents can be unpredictable and unintentional, they can be prevented by creating safe working conditions and procedures that emphasize on employee health and safety. OHS had significant influence on employee performance and is a major issue in the contemporary work environment where employees are increasingly becoming aware of their health and safety. It is expected of the organization with tools, equipment and physical assets to pose a threat to health and safety given the level of hazards. The prevalence of environmental hazards and risks in the workplace has significant impact on employee in terms of work-related stress and injuries. Accidents and injuries arise from both unsafe work behaviors and work conditions. Physical conditions such as dust, fumes, and noise may pose a great danger to NGAO employees which in turn affect their performance.

OHS interventions in the public sector show that implementing health and safety practices drives higher the performance of state agencies. Trade unions have been agitating for better employee workplace but if the changes to health and safety are ingrained in organizational mission and vision, then the entity automatically realizes stronger bottom-line results. It also adds to their level of stress given the unsafe working conditions. Health and safety programs are managerial responsibilities which if not checked affects productivity and performance of employees. It has the potential to increase organizational outputs in the public sector and company profits in the private sector. The results affirm the need to

improve and maintain health and safety in the workplace. Employees maximize productivity of the workplace if they find that the human resource department is concerned about their plight. The workers will not only increase their productivity but they will be satisfied in their work roles as well.

5.3.3 Internal Organizational Communication and Employee Performance

The results of the study showed that effective internal organizational communication promotes employee performance. The study identifies communication as a critical element required for effective collaboration and functioning of employees. The organizational culture if inculcated on good communication, collaboration, and interpersonal relationships will help to build better employee performance. Employee behavior is shaped by how the organization responds to their issues, and if proper feedback is always given, the employees will perform to their best. If the organization has proper communication and seamless flow of information, employees are better placed to make decisions and increase their participation in organizational activities. The study shows that effective communication channels are in agreement with discretionary efforts of management, organizational climate and the quality of information shared. regular communication instils values and shapes attitudes of employees towards work roles and tasks.

The results of the study reinforce the view that internal communication allows for better employee engagement and adoption of noble organizational goals and strategies. The flow of information within the organization is pertinent in decision making and in the achievement of organizational goals. The results highlight the importance of oral communication as well as face-to-face communication within the public sector department.

When communication structures are effective and adequate, employees tend to perform

highly. This includes use of participatory meetings and online platforms, urgent communication sharing and internal communication platforms such as emails, phone calls and short messaging services. Often, decision-making processes are complicated by poor communication among co-workers or breakdown in communication in a bureaucratic structure. The results show that the Kenyan NGAO has the opportunity to improve performance of its employees by increasing internal communication capabilities.

5.4 Recommendations

The following recommendation are made to align with the findings of the study regarding workplace physical conditions, occupational health and safety and internal organizational communication. The recommendations are intended to help NGAO managers and public officers improve employee performance.

The study recommends NGAO head office to increase the level of resource and funding of offices of its employees at the county level to increase their performance. The employees at the county level include assistant-chiefs, chiefs, assistant county commissioners and the county commissioners.

The county NGAO staff should ensure proper lighting, electronic gadgets, tools and equipment are availed to make their work easier. Provision of these goods and services will enhance their morale, satisfaction and concentration. Since work schedule reflect daily routines, the workplace environment will potentially raise the bar of employee's mental and physical capabilities.

NGAO officers at county level, especially the human resource department, should take stock and reassess the prevalence of environmental hazards and risks in the workplace.

They should recognize the impact they have on employee in terms of work-related stress and injuries.

NGAO head office may need to determine the trends in accidents and injuries arise from both unsafe work behaviors and work conditions in all the counties in Kenya. It is also important to create safe storage for hazardous chemicals, tools and equipment that may pose health risks to NGAO employees and other staff.

NGAO head office should provide communication gadgets and other electronic media to its officers including the assistant chiefs. This may include mobile phones and computers for proper communication and seamless flow of information. The employees will be better placed to make decisions and increase their participation in organizational activities.

NGAO department should conduct frequent surveys and research to understand the effectiveness of communication channels it currently exploits. It should help showcase effective communication channels that agree with discretionary efforts of management, organizational climate and the quality of information shared. If NGAO has a good process of exchanging information, employees will be better off in managing their schedules and delivering greater outputs to the citizens.

5.5 Suggestions for Further Studies

The suggest areas that may require further inquest to understand employee performance within the context of NGAO. The current study established the association between physical work conditions, occupational health and safety, and internal organizational communication and employee performance.

Future research may expand the study to include three counties and make comparative studies which could use independent samples. This expanded study will not only increase the sample size but allow for comparative analysis of these variables.

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APPENDICES

Appendix I: Questionnaire

Introduction

This questionnaire collects information on the effects of work conditions on the performance of NGAO in Nandi County in Kenya. This study will consider any information you give as confidential and will be used for academic purpose only. Kindly do not indicate your name as you embark to complete each section of the questionnaire as required.

Consent

Do you agree to participate in this study voluntarily?

Yes No

Participant's signature _____ Date _____

Section A: Bio-data of respondents

Kindly tick the box that is appropriate to you

1. What is your gender? Male Female
2. What is your current designation in NGAO?
3. How many years have you been employed in National Government Administration Office?
0 – 5 years 6 – 10 years More than 10 years

4. What is your highest academic qualification?

Certificate [] Diploma [] Bachelor Degree [] Postgraduate []

Other(s) (Specify) _____

5. What age category do you fall?

18 – 25 years [] 26 – 35 years [] 36 – 49 years [] 50 – 60 years []

6. What is your marital status?

Single [] Married [] Widowed [] Divorced []

Kindly tick the following Likert scale for the response you feel as the most appropriate

Where 5 – Strongly Agree, 4 – Agree, 3 – Don’t know, 2 – Disagree and 1 – Strongly Disagree

7. Rate the effect that physical conditions have on the performance of National Government Administrators in Nandi County

Statements		5	4	3	2	1
a.	The office seats are comfortable and the office furniture provide adequate convenience and movement for higher work performance					
b.	Office space arrangement optimizes walking space and flexibility to improve performance					
c.	NGAO have sufficient technological tools and equipment such as computers and printers, air conditioners, smartphones and tablets to improve employee performance					
d.	Computers have updated software, backups and security for better performance					

e.	Office environment citizen-friendly with enough seats for administrators and clients for better performance					
f.	Sufficient parking and storage spaces for staff equipment and tools, equipment and vehicles employee data increases performance					
g.	The office has proper lighting and ventilation for improved performance					

8. To what extent do you agree with the following statements regarding how the Occupational Health and Safety affects the performance of National Government Administrators in Nandi County?

	Statement	5	4	3	2	1
a.	Public administration has elaborate OHS policies to boost employee performance					
b.	There is adequate personal protective equipment, awareness and drills for staff to boost performance					
c.	The office building has adequate washrooms, hand-washing points, clean drinking water to guarantee healthy and safe working environment					
d.	Regular health and safety trainings and workshops are undertaken to boost performance					
e.	There is sufficient protective gear and security personnel to prevent workplace injuries among NGAO when undertaking					

	difficult operations such as FGM, cattle rustling and illicit brews etc.					
f.	Cultural beliefs of residents are consistent with health and safety advocated by the NGAO					
g.	NGAO positively believe in conventional health and safety procedures and policies that are communicated					
h.	NGAO are covered effectively under healthcare insurance and other legally mandated benefits					

9. To what extent would you agree with the following statements regarding internal organizational communication?

Statement		5	4	3	2	1
a.	Team building via social networking encouraged for better employee performance					
b.	Urgent announcements conducted via social networks boosts performance					
c.	Staff appreciation and reward for positive feedback improves employee performance					
d.	Staff recognized for contributing new ideas improve employee performance					
e.	There is high participation of administrators in distress activities, meetings, events and seminars due the efficiency of communication					

f.	NGAO have room for participation in decision making that boosts their performance					
g.	There are regular staff meetings to enhance policy implementation and consensus in					
h.	The national government administrative officers easily communicate and express themselves to their bosses and to the citizens					

10. Performance of national government administrative officers

Where 5 – Strongly Agree, 4 – Agree, 3 – Don’t know, 3 – Disagree and 1 – Strongly Disagree

		5	4	3	2	1
a.	The current work environment enables employees to meet their targets and goals easily					
b.	Employees perform better and achieve greater work efficiency under positive work environment					
c.	The organizational communication system and structure enhances open communication and regular feedback					
d.	NGAO are adaptable and decisive in their actions and directives					
e.	NGAO have greater stress management, values service to citizens and possess qualified approach to diversity					

f.	NGAO have developed interpersonal and organizational skills through positive work environment					
g.	NGAO are driven by initiative and persevere in difficult circumstances and situations					
h.	NGAO are up-to-date with information and disseminate relevant information easily to colleagues and citizens					

Appendix II: Project timelines

Year	2021	2021/22	2022	2022
Milestone	Oct - Nov	Dec - Jan	Feb –Apr	May- Jun
Concept paper ideation				
Drafting Thesis Proposal				
Defence of Thesis Proposal				
Data collection & permit				
Data analysis				
Submission of final Thesis report				
Defence of Thesis				
Amendments and documentation				

Appendix III: Project Budget

Items	Cost (Kshs)
Travelling and Accommodation	18,000
Telephone Calls and Messaging	8,300
Printing and Binding	13,000
Miscellaneous	6,000
Total	45,300

Appendix IV: Research Authorisation



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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Internal Memo

FROM: Dean, Graduate School

DATE: 12th May, 2022

TO: Kaloki Rosemary Mwikali
C/o Public Policy and Administration Dept.

REF: C153/OL/NKU/28490/2019

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 4th May, 2022 approved your Research Project Proposal for the M.PFA Degree Entitled, "Effect of Working Conditions on Performance of Public Administrators in Kenya: A Case of National Government Administrative Officers in Nandi County."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in black ink, appearing to be 'E. Mutua'.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL






c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Weldon Ng'eno
C/o Department of Public Policy and Administration
Kenyatta University

EM/inn

Appendix V: NACOSTI Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
RefNo: 118440	Date of Issue: 23/May/2022
RESEARCH LICENSE	
	
This is to Certify that Miss. Rosemary mwikali Kaloki of Kenyatta University, has been licensed to conduct research in Nandi on the topic: EFFECT OF WORKING CONDITIONS ON PERFORMANCE OF PUBLIC ADMINISTRATORS IN KENYA: A CASE OF NATIONAL GOVERNMENT ADMINISTRATIVE OFFICERS IN NANDI COUNTY for the period ending : 23/May/2023.	
License No: NACOSTIP/22/17598	
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