

**WORKPLACE ENVIRONMENT AND EMPLOYEE PERFORMANCE IN
KENYA COMMERCIAL BANK, NAIROBI COUNTY, KENYA**

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DECLARATION

I hereby declare that this research project is wholly original with no submissions to any other universities for the purpose of earning a degree.

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DEDICATION

My deepest gratitude goes to God who has provided all that was needed to complete this project and the program for which it was undertaken for. There was never lack or want. I appreciate the support of my entire family.

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DEFINITION OF TERMS

Employee Performance	It is how an employee carries out their job responsibilities and completes the necessary tasks. It informs about their output's effectiveness, quality, and completion rate.
Physical Environment	It includes all physical elements, including noise, open-plan office layouts, flexible team work spaces, and furniture. It also includes all environmental elements, including lighting, air quality, and ambient circumstances like lighting and air quality.
Policies Environment	It encompasses employees conditions of employment derived from human resources policies, industrial unions and negotiated agreements with unions and employees.
Psychosocial Environment	It pertains to interpersonal and social interactions such as work condition, role congruity and social support that influence behavior and development in the workplace.
Work Life Balance	It is an equilibrium state in which an individual prioritizes their personal and professional duties equally such as work-family balance, extracurricular activities and leave policy.
Workplace Environment	Refers to the elements like psychosocial, physical environment, environment policies environment and work life balance that are in workplace setting.

LIST OF ABBREVIATIONS & ACRONYMS

ANOVA	Analysis of Variance
HR	Human Resources
KCB	Kenya Commercial Bank
KU	Kenyatta University

ABSTRACT

In Kenya, commercial banks are facing high employee turnover, absenteeism, as well as significant losses brought by employee laxity due to poor working situations which is attributed to the workplace environment within the Kenya commercial bank. The general objective was to assess the association between workplace environment and employee performance in KCB Head Office, Nairobi County. Precisely, the study examined the influence of psychosocial environment, physical environment, policies environment as well as work life balance on employee performance in KCB. Theories used in this study include person-environmental fit, Maslow hierarchy of need, social exchange, spillover as well as Herzberg two factor theories. Moreover, this research utilized descriptive research method. The study targeted 159 employees in human resources, finance and accounting, marketing, operations, research and development and information communication technology at KCB head office. The study used the census method to choose respondents. Hence, sample size was 159 participants. Primary data was utilized in the study. A structured questionnaire was selected instrument for data collection. A pilot test was conducted to examine the questionnaires validity and reliability. With use of the SPSS version 23.0 software, descriptive statistics such as percentages, mean, standard deviation, and frequencies were used to examine the quantitative data that was obtained. Data was displayed in form of prose. The information obtained from the open-ended questions was then analyzed utilizing narrative analysis. Moreover, to assess the strength of association between variables, the researcher performed a correlation analysis. The association between work environment and employee performance was examined using multiple regressions at KCB Head Office in Nairobi County. The study found that physical environment, psychosocial environment, policies environment and work life balance had positive statistical significant influence on employee performance in KCB. On physical environment, the study concluded that the bank's physical environment is good because all the rooms are well ventilated with enough space and good lighting and there is positive relationship among the employees. On psychosocial environment, the study concluded that the employees are provided with a clear defined roles and responsibilities which motivate them in their workplace and there is good support from the supervisors. On policies environment, the study concluded that the bank encourages discussions among its employees concerning their working hours and assurance of security in their job roles. On work life balance, the study concluded that a good work life balance can help employees feel more in control of their working lives, which can lead to increased productivity. On physical environment, the study recommended that the bank should provide some relaxing chairs or lounges for staff use and make sure there is enough break-out space for taking breaks throughout the day. On psychosocial environment, the study recommended that the management should make sure that each employee has regular access to their manager. On policies environment, the study recommended that the management should develop and enforce strong policies and procedures to improve workplace culture and protect itself from lawsuits. On work life balance, the study recommended that the bank should provide flexible and remote working options and encourage managers to prioritize productivity over hours.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees are essential asset for a company and one sign of a strong company is one that looks out for its staff (Bhatti, 2018). This is frequently accomplished by checking up on their working surroundings because employees spend their lives working at their place of employment (Mattson, Melder & Horowitz, 2016). Thus, their emotional and cognitive states, concentration, conduct, actions, and capabilities are affected by work environment. It greatly affects staff engagement and performance. The organization's capability to retain high performance levels and, by extension, performance of an organization is greatly influenced by workplace environment (Sullivan, Baird & Donn, 2017).

The term "workplace environment" can be used to describe anything that is available in a workplace that influences how employees carry out their duties. It consists of both internal and external elements that could affect a person's work ethics and, consequently, how well they function at work (Bell, 2018). Employee performance and the work environment are closely related. The office environment has a big impact on how productive, happy, and healthy people are. Employee morale and job happiness are heavily influenced by the workplace, which has an impact on how well they perform (Hasan, Moin & Pasha, 2019).

Employee morale, job satisfaction, comfort, comfort level, and productivity are all directly impacted by the workplace environment. A suitable, friendly, and welcoming work environment improves employees' physical and mental capacity to complete their everyday routines (Assaf & Alswalha, 2018). Unsuitable and unattractive work environments contribute to employee inefficiencies by creating stress at work.

Additionally, an undesirable work environment prevents people from reaching their full potential, which increases their stress at work (Bell, 2018).

Any organization's performance from its employees is its lifeblood. The efficiency of a company's personnel significantly affects how successful it is overall. Employees who go above and beyond frequently influence the organizations' effectiveness significantly (Awan & Tahir, 2017). Raising employee performance is among the company's top priorities. Workplace environment has an impact on employee behavior. Actually, the environment in which people work and their surroundings have the biggest impacts on how successfully they perform (Chotikamankong, 2019).

In the globally competitive business world, firms cannot afford to waste employees' potential. According to workplace research by international method firm Gensler, 90% of American workers believe that improved workplace design as well as layout improves their performance, competitiveness and productivity of the organization (Gensler, 2016). Nonetheless, only 5 percent of employees believe that workplace fosters innovation. Moreover, the survey finds that top-performing businesses have more productive workplaces than businesses on average.

Al-Anzi (2016) conducted a regional study of workers at various organizations in Tanzania. According to the survey, 90% of workers said that the environment at work had an impact on their attitudes and productivity. Organizations are more concerned with giving employees the atmosphere and office layout they need to feel comfortable and increase productivity as a result of their increased need for personal control and comfort. Because of this, each workplace has specific furniture, lighting, heating, noise control,

and other company policies that govern the lives of employees at that particular organization.

Commercial banks in Kenya are going through enormous changes that are difficult to handle with current working practices and employee expectations. Kenya commercial bank is creating a conducive workplace environment, with the aim of improving their employee performance (Karugu, 2016). It is contrary to the study's background which seek to examine the nexus between workplace environment and employee performance in KCB Head Office in Nairobi County.

The support of the supervisor, relationship with coworkers, job safety and security, working hours, and the desire for respect are some aspects of workplace environment that have impact on performance (Raziq & Maulabakhsh, 2017). Job safety and security for the employees should be strictly maintained at the workplace in order to create a conducive working environment and versatile working circumstances. This is among the most important aspects of the work environment. The three components of the working environment are the physical, the social, and the mental environment (Jain and Kaur 2018). In order for employees to focus on their work and be more productive, the business would provide a pleasant working condition.

An employee's performance may be impacted by their immediate environments. All of those disruptions could cause health problems for the employees, which would reduce their performance (Dawal & Taha, 2018). Ariani (2017) asserts that the practical layout and aesthetics of the workplace ultimately contribute to higher performance and happier workers. Haynes (2018), orate that workplace environment is a concrete factor that affects how well workers relate to their jobs. Additionally, how well workers behave and

carry out their duties as well as their physical, emotional and mental state are all influenced by the working environment (Oyetunji, 2018).

1.1.1 Employee Performance

Performance, according to Armstrong (2016), is the creation of quantified goals. Performance includes both what people accomplish as well as how they accomplish it. Sultana, Irum, Ahmed, and Mehmood (2012) defined performance as the accomplishment of particular activities in comparison to preset requirements of correctness, completeness, speed and cost. A person's performance has significant effect on both the firm as a whole and the people who work there.

Employee performance is the final results of their effort, skill, as well as task perception (Platt, 2018). Performance of employees is essential to the success and outcomes of organizations. Although numerous factors influence employee performance, the office environment distinguishes itself as one of the most critical ones. It is the primary multi-faceted aspect meant to accomplish results and is related to the planned objectives (Sabir et al., 2016). A positive work environment ensures staff members' welfare and enables them to devote all of their energies to their tasks, which may lead to better performance (Taiwo, 2019).

Employee performance, according to Platt (2018), is a function of effort, aptitude, and task perception. An individual's motivation, aptitude, and involvement opportunities affect their performance levels (Armstrong, 2016). Armstrong argues that aptitude and motivation both affect performance. Despite the fact that there are many elements that affect an employee's performance, the workplace environment has a significant effect on their inspiration and, as a result, their production. Stup (2013) provides a list of several

traits that support excellent employee performance. The physical environment, tools, decent work, performance requirements, performance appraisal, and a defective system are a few examples of these aspects. Moreover, personnel must make sure that employees' tasks are accomplished within the allotted time in order to meet corporate goals and maintain standards of performance. The authors have measured performance in terms of attainment of particular roles against predesigned standard of accuracy, cost, completeness and speed. This study will evaluate performance using efficiency, work quality and completion rate.

1.1.2 Workplace Environment

The interrelationship between employees and the workplace environment make up the term "workplace environment" (Kohun, 2018). This environment is made up of the physical space, the immediate surrounds, the professional relationships, the culture, the resources, the behavioral norms, and the place of employment (Kohun 2018), and all these factors all have an effect on how employees carry out their jobs. Employee performance is impacted by workplace environment quality, which in turn affects an organization's competitiveness. Making the workplace appealing, pleasant, satisfying, and inspiring for employees is a key component of efficient working environment management. This will instill a feeling of purpose and pride in the employees' work (Humphries, 2015). Employees are often satisfied when they feel their immediate environment; emotional and physical conditions are in line with their responsibilities (Farh, 2017). To what extent employees integrate with the immediate workplace environment determines their error levels, innovativeness and efficiency, partnership, absenteeism, and eventually, their retention.

The physical work environment summarizes the workspace, ventilation, lighting, acoustics of the office and natural light access. The physical work environment contributes to both the functional and aesthetic aspects; the office's interior design and ambiance enhance employee skill and demand higher output. Additionally, the temperature and comfort level have an impact on employees' health. The way that employees' workstations are set up in an office environment leads them to think in highly constrained ways. The physical layout of the workspace greatly influences how the workers carry out their duties (Al-Omari & Okasheh, 2017). The physical workplace has an impact on how people interact, complete tasks and how they are handled at an organization (O'Neill, 2017).

Psychosocial working environment include workplace interactions, individual work and how it affects employees, organizational conditions, and organizational culture. Additionally, it includes interactions between environment and organizational circumstances, the tasks and their content, an individual's effort, working conditions and the qualities of both the worker and their family members (Vischer, 2018). The working environment, role consistency, and social support from managers are all examples of the psychosocial environment (Bakker & Demerouti, 2018).

Policies environment include organizational human resources policies as well as employment requirements for staffs resulting from industrial tools and agreements reached with workers and also unions (Vischer, 2018). Work-life balance describes how much time a person spends on their jobs and other facets of their lives. Maintaining healthy work-life balance minimizes stress and protects against burnout in place of work (Sundstrom, 2014). Employees that have better work life balance are more committed to their employers, more satisfied with their jobs, more successful in achieving their goals,

and happier with their families. Work-life balance lowers absenteeism and tardiness, increases performance, and decreases turnover (Joo & Lee, 2017).

Half of the employees' lives is spent at work, which influences their capacity for performance significantly. An improved physical work environment will improve productivity by enhancing staff performance (Challenger, 2018). Having a respectful work environment that supports staff involvement and fosters high performance culture that promotes innovation is good business (Kohun, 2014).

Because they are in a good position to draw in and keep trained workers, businesses that are thought of as good places to work are likely to have competitive edge. This is an important factor to take into account given the competitive job environment nowadays. It's more likely that a happy work atmosphere will lead to lower employee turnover, lesser fraud cases, safety procedures, easier recruitment and retention of qualified personnel, and greater employee welfare (Cunneen, 2016). "People are organization's most essential asset," is a message that almost all high-performing banks stick to (O'Neill, 2017).

1.1.3Kenya Commercial Bank

Kenya Commercial Bank (KCB) is in Kenya's capital city of Nairobi which is home to the financial services company. The Central Bank of Kenya, the country's banking watchdog, has granted it a license to operate as a commercial bank. The agency banking approach has also been used by the bank. Its goal is to increase efficiency while expanding market share in order to become the go-to provider of financial solutions in Africa and beyond. Its goal is to make customers' lives simpler in order to support their

advancement, and its vision is to become Africa's chosen provider of financial solutions with a global reach (KCB, 2020).

The founding principles of KCB Bank are inspiration, simplicity, and friendliness. Kenya Commercial Bank has made care to always have leaders who share its beliefs and who work to instill those values throughout the company through their leadership and subject matter expertise. As evidence of their dedication to moving the bank forward and in keeping with its goal of achieving global reach, the KCB Bank has continued to expand across borders (KCB, 2020).

1.2 Statement of the Problem

Employees typically have expectations and will want to have work environment that enables them to complete their tasks as effectively as possible. Hence, lack of social support, poorly designed workstations and excessive noise can adversely affect employee efficiency, work quality and also lead to increased absenteeism in the organization (Smith, 2019).

Commercial banks must establish an environment at work where staff members enjoy what they do, feel their contributions are valued, and are adequately rewarded so they may perform to their full capacity (Heath, 2016). Kenya Commercial Bank has invested a lot in planning, creating, and eventually hiring qualified staff. When it comes to maximizing individual performance, the physical layout and architecture of an office inside a bank's immediate work environment is crucial. Poorly constructed workstations, subpar furnishings, a lack of aeration, insufficient lighting, and disruptive behavior have a negative impact on employee performance (Becker, 2016).

Empirical studies done include, Nanzushi (2017) studied the effect of physical environment which include, reward, leadership style, training and development as well as work life balance on employee performance in telecom companies. Oyewole and Popoola (2019) investigated how consciousness, job satisfaction, family and job conflict, and stress affected the performance of library staff in Nigeria. Ogiamien and Izuagbe (2016) explored the impact of organizational culture and commitment on personnel job performance in South-South Nigeria private university libraries. These studies show conceptual gaps.

In Nakuru town, Gitahi and Maina (2015) studied whether workplace environment influences commercial banks employees' performance. The study concluded that psychosocial features had strongest relationship with employee performance. Abdinoor and Bula (2017) conducted research on how the workplace environment affected commercial banks' performance in Kenya's Garissa County. The workplace plays a crucial part in creating positive work environment and motivating individuals to complete their given tasks according to the study. McGuire and McLaren (2019) assessed effect of the physical environment on call center employees' dedication. These studies show empirical gaps.

Kamanja (2020) investigated the impact of the workplace on staff engagement in Kenya's Central Government Ministries, specifically in Meru County. Nanzushi (2015) investigated how work environments at mobile telecommunications companies in Nairobi City County affected workers' performance. These studies show contextual gaps. This research sought to fill the contextual gap by investigating the nexus between workplace environment and employee performance in Kenya Commercial Bank Head Office, Nairobi County.

1.3 Objective of the Study

1.3.1 General Objective

This study general objective was to explore the relationship between workplace environment and employee performance in Kenya Commercial Bank Head Office in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study's specific objectives were:

- i. To evaluate the influence of physical environment on employee performance in KCB Head Office in Nairobi City County, Kenya.
- ii. To evaluate the influence of psychosocial environment on employee performance in KCB Head Office in Nairobi City County, Kenya.
- iii. To evaluate the influence of policies environment on employee performance in KCB Head Office in Nairobi City County, Kenya.
- iv. To evaluate the influence of work life balance on employee performance in KCB Head Office in Nairobi City County, Kenya.

1.4 Research Questions

This research answered below questions:

- i. How does physical environment influence employee performance in KCB Head Office in Nairobi City County, Kenya?
- ii. How does psychosocial environment influence employee performance in KCB Head Office in Nairobi City County, Kenya?

- iii. How does policies environment influence employee performance in KCB Head Office in Nairobi City County, Kenya?
- iv. How does work life balance influence employee performance in KCB Head Office in Nairobi City County, Kenya?

1.5 Significance of Study

The results would be essential to KCB human resources managers. They would get to understand influence of workplace environment on employee performance. Moreover, this would assist them to have strategies on enhancing the workplace environment to enhance employee performance. The results would be important to the policy makers as they would get more insights on how workplace environment influence employee performance. This would help them in coming up with policies that would ensure that employee work environment meets the set standards to enhance their performance. The researchers and academicians would gain more knowledge on workplace environment influence on performance of employee. The study would provide information that can be employed as future reference study.

1.6 Scope of the Study

The study objective was to investigate the relationship between workplace environment and employee performance in KCB Head Office, Nairobi City County, Kenya. The specific goal was to investigate the influence of psychosocial environment, policies environment work life balance and physical environment on employee performance. Moreover, the researcher targeted human resources, finance and accounting, marketing, operations, research and development and information communication technology at

KCB head office, Nairobi City County. Structured questionnaires were utilized to obtain data. The study was performed from February 2022 to September 2022.

1.7 Limitations of the Study

Some respondents declined to complete the questionnaires as a result of the participants' anxiety that their competitors may learn the information they were about to share. They were assured that the information will be treated confidentially. Another issue was a lack of time because the respondents' hectic work schedules prevented them from collecting the primary data outside of working hours. The respondents were allowed enough time. Fear of victimization on part of the respondents was also noted. The respondents were assured that this was for academic purpose only. Some respondents were not willing to provide information required because they were afraid of victimization by their supervisors. The respondents were assured of anonymity.

1.8 Organization of the Study

The first chapter of this project included the background information, research objective, problem statement, research questions, limitations, significance and scope of the study. The second chapter comprised of theoretical framework, summary of literature conceptual framework and empirical literature. The third chapter entailed research method, study population, sampling method, data collection tools, techniques of data collection, pilot testing, data analysis and presentation and ethical issues. The fourth chapter highlighted findings and discussions and fifth chapter highlighted the summary, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section encompasses review of literature on nexus between workplace environment and employee performance. Specifically, it presents empirical and theoretical review, summary of related literature and conceptual framework.

2.2 Theoretical Review

The researcher used person-environmental fit theory, Maslow hierarchy of need theory, spillover theory, Herzberg two factor theory and social exchange theory.

2.2.1 Person-Environment Fit Theory

The above theory was anchored by (Schneider 1987). According to the fit theory, people have a natural desire to blend in with their surroundings and seek out circumstances that resemble their own features. People try to fit in since they typically value consistency and lessen uncertainty, have desire to belong, and want to be happy and satisfied with their lives. Fit enhances interpersonal interactions and helps people understand other people's conduct (Yu 2013).

The theory emphasizes the interaction between a person's traits and his or her environment, where a person not only impacts but also is affected by the environment. A person's motivation, behavior, and overall physical and mental health can all be affected by how compatible they are with their environment.

This theory shows the compatibility between individuals and their environment. The work physical environment can affect an individual's health and also work behavior. This theory therefore, assists in describing the influence of physical environment on employees' performance.

2.2.2 Maslow's Hierarchy of Needs Theory

In 1943, Maslow developed the above theory. Maslow developed the theory based on conception of need, which states that people are influenced by a variety of needs that are arranged in a hierarchy. The argument contends that whilst an unfulfilled need can spur action, a satisfied need cannot (Ramlall, 2004). An individual will attempt to satisfy their most fundamental needs first. After physiological demands have been met, they are not any more motivator. Moreover, the person goes to the following level. Moreover, physical safety is one type of safety that may be required, along with protection from job loss and income loss due to illness. Necessities of society recognize that a sense of group identity is something that most people seek. To have one's efforts recognized is essential for having respect. It shows how many people make an effort to win the respect and admiration of others.

This theory shows that employees seek to satisfy different needs. This makes them feel motivated to carry out their duties. Employees seek a safe work conditions and also social support from the organization. Hence, this theory explains about effects of psychosocial environment on employee performance.

2.2.3 Social Exchange Theory

Homans (1961) proposed the above theory and posits that if employees' sense fair treatment from the organization, they are likely to reciprocate the same. The employee and employer enter into a relationship which they both perceive would be beneficial to them. Both parties approach it consciously but as the relationships continue to develop and grow, trust and commitment comes in. Through such interactions, repayment rules are agreed and the actions of one party are repaid by the other party. As a result, both parties strive for fair engagements.

According to the theory when an organization has good human resource policies and negotiated agreement with employees and unions, there will be fair engagements between the organization and employees. Organization policies that prove beneficial to employees would influence their commitment and productivity in the organization. The theory predicts behavior in organizations by describing the elements and process by which people engage in a relationship, the values of human resource policies and union negotiations are important to employees. This theory assists in describing the effects of policies environment on employee performance.

2.2.4Spill over Theory

Aldous (1969), Staines (1980), Piotrkowski (1979) as well as Crouter (1984) are among proponents of spill-over theory (Guest, 2002). The spillover theory is predicated on the asymmetric open boundaries between family and the job. It is focused on matters pertaining to family life and work. The family microsystem and work microsystem can overlap under certain circumstances, according to the spillover theory. The spillover of energy, behavior, and time will be detrimental if the interaction between work and family are tightly time and space-structured. A positive overflow is experienced every time flexibility is in existence so that the employee can combine and also overlap home and professional duties in place as well as time, which is essential for achieving a healthy, balanced life.

According to Guest (2012), factors in both the home and workplace environments affect work-life balance. The culture at work, demands at home, and demands at work are examples of contextual determinants. Individual determinants entail work orientation, degree to which a person's place of residence or place of employment serves as the center of their interests in life, as well as their age, stage in their career, and gender. It is possible

to be objective and impartial about how work and life are balanced. Working hours and uncommitted time are two instances of objective indicators. Conversely, subjective indicators show instances of balance or imbalance. Balance can be achieved when people balance their home and professional lives, or when one of the two take precedence. The connection between employee performance and work-life balance is explained by this theory.

2.2.5 Herzberg Two-Factor Theory

This theory was formulated by Frederick Herzberg (1959) who discovered two groups of factors—hygiene and motivation factors—that affect how people act at work and their standards of performance (Robbins & Judge, 2013). While motivational elements are inherent and increase employee happiness, hygiene factors are extrinsic aspects that prevent an employee from being unsatisfied. The theory is that improving the workplace inspires employees to produce better work. For some people, meeting minimal wage standards or other lower-level workplace criteria, such as safe and comfortable working conditions, is insufficient. People instead attempt to satisfy fundamental psychological needs pertaining to achievement, acclaim, accountability, advancement, and the nature of employment.

Higher level requires intrinsic or incentive components ought to be given in order to motivate employees. According to the outcome for businesses utilizing this approach, while addressing external or sanitary concerns will prevent personnel from acting on their dissatisfaction, it won't motivate them to work harder for better performance. Organizations should prioritize supplying intrinsic or motivating elements for employees (Robbins, 2012).

According to the presented study, the two-factor theory recognizes that the workplace environment frequently affects job performance (Michael & Combs, 2012). In an effort to boost employee motivation and foster job performance, the theory advises employers to increase employees' motivation in the workplace. This theory assists in exploring the influence of workplace environment and employee performance.

2.3 Empirical Review

2.3.1 Physical Environment on Employee Performance

In Sri Lanka, Premarathne (2020) explored the influence of physical environment on employee performance in the garment sector. The goal of this study was to investigate how employees' physical working environments affected their performance on the job. 150 employees from the Sri Lankan district of Anuradhapura were chosen at random as the sample. Structured questionnaire will assist in the data collection. The data analysis employed univariate, bivariate, and multivariate techniques. SPSS was utilized to conduct the analysis. The descriptive data showed that several businesses in the garment sector do not have a favorable physical environment. Furthermore, outcomes showed that physical environment and its supporting variables positively and significantly impacted employees' performance on the job. The results of this study, however, cannot be applied to Kenya because it was carried out in Sri Lanka. However, this study took place in Sri Lanka, the results cannot be generalized to Kenya.

Al-Omari and Okasheh (2017) looked into how the physical environment affected work performance. They studied 85 personnel at an engineering firm in Jordan, and their findings showed that the main work environment characteristics that have an adverse effect on job performance are situational constraints made up of elements including noise,

office furniture, ventilation, and light. However, this study focused in companies in Jordan, the findings cannot be applied to commercial bank in Kenya.

The impact of physical environment on a company's productivity was examined by Saidu in 2021. All 70 personnel of Nigeria Central Bank, Jalingo Branch, who are permanent employees, made up the study's population. To create a sample frame of 60, the probability sampling technique was used. The data gathering tool was a verified and reliability-tested. The foundation for data analysis was a frequency and percentage table presentation of the collected data. The results showed that a large physical work area boosts employee productivity. Employee productivity rises in a setting where appropriate equipment is readily available. Finally, research demonstrates that a culture of open communication at work boosts worker productivity. However, this study focused in public organization in Nigeria, the findings are not applicable to commercial bank in Kenya.

In Nairobi County, Kenya, Nanzushi (2017) assessed whether work environment influences employee performance in mobile telecommunications industry. The study's goal was to determine how laborers' performance was impacted by the working environment at mobile phone firms in Nairobi City County. 250 people from Airtel, 400 from Telkom and 976 from Safaricom, made up target population. A semi-structured questionnaire was utilized to collect the study's initial data. Data were evaluated with descriptive statistics. The study found that factors such as the physical workplace, incentives, management/leadership approach, training and development opportunities, and work-life balance all had an effect on employee performance. The management style and promotions in the employees' organizations were found to be unsatisfactory.

However, the environment factors in this study included reward, leadership style, as well as work-life balance which are different from those of the current study.

The relationship between physical environment and employee commitment in call centers was examined by McGuire and McLaren (2019). Moreover, the research goal was to assess how physical environment affected employee commitment. 65 front-line call center employees answered a questionnaire based on previously verified measures. The statistical analysis confirmed that the relationship between physical environment and employee commitment is mediated by employee well-being. However, the researcher focused on employee commitment other than employee performance.

Temessek (2019) examined the degree to which people's perceptions of the employment environment met their social, extrinsic, and intrinsic demands, as well as their motivation for working with the company. According to the study, if employers provide their staff with a supportive environment, they will be extremely satisfied, show a high degree of loyalty to the business, and have lower turnover rates. However, this study failed to indicate whether environment influences employee performance.

2.3.2 Psychosocial Environment on Employee Performance

In Nigeria's federal colleges, Oyewole and Popoola (2019) investigated how psychosocial factors affected library staff members' performance on the job. The study used a correlational survey research approach. The 195 library employees were all covered by the total enumeration approach. Data were gathered using a questionnaire with the tags self-concept, work-family conflict, job satisfaction, job stress, and job performance of library workers scale (SWJJLS). The results showed a significant interaction between independent factors (self-perception, work-family tension, job satisfaction, and stress at

work) and library staff performance at work. It was discovered a significant relationship between self-concept, job satisfaction, work-family conflict, and stress on library staff members' job performance. However, the researcher focused on education institutions, findings are not applicable to banks.

Ogiamien and Izuagbe (2016) investigated how organizational and psychological factors affected staff productivity in South-South Nigerian private university libraries. The study looked at organizational and psychological elements as potential predictors of staff effectiveness in private university libraries. Descriptive research technique was used by the researcher. In total, 83 respondents from 8 South-South Nigeria private universities made up study's population. The study's findings demonstrated that organizational factors—specifically, organizational culture and commitment—are more strongly associated with employees' job performance in South-South Nigerian private university libraries compared to psychological variables (self-esteem and work motivation). However, the focus of this study was universities, the findings are not applicable to banks.

In Nandi County, Kenya, Koskei (2021) examined the nexus between psychological climate and employee performance within the government ministries. The research design used was explanatory. The sample size of 144 employees was selected by employing stratified random sampling from target population, which consisted of the 240 employees from the ministries in Nandi County. To obtain primary data, structured questionnaire was deployed. Study findings established that the psychological climate influences job performance positively and significantly. This study adopted an explanatory design whilst this study uses descriptive research approach.

In Mwatate Sub-County of Kenya Wanjala (2018) researched whether socio-psychological environment affected teachers' dedication to their jobs in public elementary schools. The target population which deployed a descriptive research method included 315 instructors and 63 head teachers from the region's 63 public primary schools. Data was obtained via questionnaires and processed using appropriate descriptive statistics. There existed significant correlation between working environment and of job dedication level. This study focused on education institutions; the findings cannot be generalized to banks.

In Huduma Centre in Nyeri County, Kagwi (2018) assessed whether psychosocial factors influences employees' performance. A sample of forty eight employees working at 21 operating desks and one customer care desk at Huduma Centre-Nyeri County was researched using a descriptive research design. The respondents' information was gathered utilizing questionnaires. The results showed that workplace psychosocial factors influence the people, companies, industries as well as countries success. It was discovered that workplace psychosocial factors greatly influenced how well the firms performed. However, the researcher focus was on Huduma Centre whilst this study is about KCB.

2.3.3 Policies Environment on Employee Performance

In North East Nigeria, Funminiyi (2018) explored the effect of workplace environmental elements on employee loyalty. This study evaluated the effect of workplace environmental elements on employee commitment. Adopting a survey approach, the study's primary data were obtained by distributing a series of questionnaires to 205 management, supervisor, and non-management staff members of the chosen manufacturing enterprises in the states of Adamawa, Bauchi, and Gombe, respectively. The findings demonstrated a favorable correlation between employee productivity and

feedback, and that incentives have a positive impact on employees' commitment. However, this research was limited on employee commitment whilst this study will be on employee performance.

Duru and Shimawua (2017) studied whether work environment influences employee productivity in Edo State Nigeria. This study determined whether nature of workplace contributed to employee tardiness, absenteeism, and low productivity. The results demonstrated that providing employees with a pleasant work environment will significantly improve their morale, productivity and a sense of belonging. A healthy work environment boosts productivity, which helps the organization grow.

Manhotoma et al. (2018) studied reward systems, policy design, communication, and working hours while examining HR policies on employee performance at two hotels in Botswana. The investigation came to the conclusion that the two hotels' current HR practices were ineffective since they did not improve employee performance. However, it was highlighted that hotel A had better and more established HR rules than hotel B, which required to enhance incentive and recognition-related regulations. They added that workers ought to be involved in creating policies and consulted when choices are being made that affect them. Employees at both hotels were generally displeased with the policies because they believed they hampered the organizations' goals and decreased productivity. The study examined hotel industry, The banking industry cannot be used to extrapolate the results.

In Kenya, Ogwora (2019) focused on perceived relationship between of HR policies and employee performance in Elgon tea factory within Transzoia County. All 107 factory employees who participated in the survey were given a descriptive evaluation. For the

study variables and demographic information, descriptive statistics were calculated. The research results showed a connection between employee performance and training and development policies. It was statistically significant because the connection was positive and moderate. The results show statistically significant relation between reward policy and employee performance, which is a moderately positive association. This study assessed manufacturing firm, the findings are not applicable to banks.

2.3.4 Work Life Balance on Employee Performance

Preena and Preena (2021) studied whether work-life balance influences employee performance in shipping company located in Sri Lanka. Questionnaires were employed to gather primary data for a quantitative research. Books, journals, and articles were utilized to gather the study's secondary data. Data analysis comprised descriptive and also inferential statistics. A significant link between employee performance and work-life balance was discovered. Then, the regression analysis verified that work-life balance influenced employee performance significantly. The study was performed in Sri Lanka; the results are not generalized to this study.

Harter and Arora's research from 2017 suggests that a company that implements work-life balance will have a high degree of employee happiness, which transfers into their engagement and retention. Employees appreciate working in environments where their employer has put in place procedures that allow them to lessen conflicts between their personal and professional lives. Employees will be able to manage their demands from work and home by establishing flexible workplace conditions. Women who are mothers and workers are extremely attracted to the job, so employers must develop rules that cater to the needs of all employees. This study examined employee satisfaction while this study will examine employee performance.

Ngozi (2017) conducted research on employee performance and work-life balance in commercial banks within Lagos State. This study used descriptive survey research approach, and Taro Yamane's formula yielded sample size of 262 from population of 759. Results found that employee capability to provide services efficiently and Effectively is influenced by leave regulations, consequently work-life balance policies are essential for raising employee productivity. This research focus was on commercial banks in Nigeria, the findings cannot be generalized to KCB.

Annan (2020) researched on whether work-life balance influences employee performance. Seventy five workers of Ghana Audit Service in Cape Coast were surveyed using a pre-planned questionnaire as part of the study's correlational research methodology assumption. The responses were examined utilizing the linear regression, independent sample test, mean, standard deviation, and independent sample procedures. The study found that stress, work overload, and erratic work schedules are contributing to an unbalanced work-life balance. Additionally, it was observed that employee performance is significantly impacted by work-life balance. Additionally, it was demonstrated that there exists no appreciable differences between the work-life balance of men and women on the audit staff. This study adopted correlational research method whereas this research uses descriptive research method.

In Kenya, Abdulkadir (2018) assessed work-life balance effect on employee performance using descriptive research method. The research in Cabinet Affairs Office gathered 70 respondents using a simple random sample procedure. Semi-structured questionnaire was employed to obtain main data. The research found that employee performance in the Cabinet Affairs Office was impacted by work-family considerations. Additionally, it was discovered that demands of the job interfered with family life. The study also showed that

many workers had to adjust their schedules in order to fulfill their family obligations due to the high demand of the job. Employees were overly stressed due to the lengthy workdays, and many of them were also stressed out about their jobs because of a lack of organizational support. This study's emphasis was on the public sector, the findings are not generalizable to banks.

Mwangi (2016) looked into how work-life balance affected workers' productivity in public sector organizations. Descriptive research was deployed in the research. Study's sample included 106 Supreme Court personnel who worked in Nairobi office. Utilizing structured questionnaires, data was gathered. To analyze data, descriptive statistics were employed. The study discovered that family leave and flexible work schedules have a beneficial impact on employee productivity. Work-life balance made it possible for employees to balance their obligations at work and at home, which increased employee loyalty and productivity. The ability to improve job performance as well as employee empowerment and motivation were shown to be benefits of flexible work arrangements. Family leaves give workers the opportunity to take a specific amount of time from work to focus on personal matters while also strengthening their loyalty to the company. The study focus was public sector; the results cannot be generalized to banks.

2.4 Summary of Reviewed Literature and Research Gaps

Table 2.1 Summary of Reviewed Literature

Authors	Objectives	Results	Gaps	Study Focus
Al-Omari and Okasheh (2017)	The effect of physical environment on job performance in Jordan Engineering company	The primary work environment conditions with adverse effect on job performance entail situational constraints, which are made up of elements including noise, office equipment, ventilation, and light.	Contextual gap: This study focus was on job performance in Engineering company in Jordan	To ascertain the nexus between workplace environment and employee performance in KCB
Saidu (2021)	Workplace physical environment and employees' productivity in public organization in Nigeria.	Employee productivity is increased by a large physical workspace.	Conceptual gap: This study focus was employee productivity in public organizations in Nigeria.	To assess whether workplace environment influenced employee performance in Kenya Commercial Bank
Nanzushi (2017)	Effect of workplace environment on employee performance in Nairobi City County mobile telecommunication firms.	Work environmental that affected employee performance include work-life balance reward, style of leadership, physical environment factors, and training and development.	Contextual Gap: Focus was on telecommunication firms within Nairobi	The study focus is on Kenya Commercial Bank

McGuire and McLaren (2019)	Impact of the physical environment on call center staff commitment.	The relationship between physical environment and employee dedication is mediated by health of the workforce.	Conceptual gap: this study assessed employee commitment	The focus of this research is on performance of employee in KCB
Ogiamien and Izuagbe (2016)	The effect of organizational and psychological components on staff performance in South-South Nigerian private institutions of higher learning	Organizational factors (organizational culture and organizational commitment) are stronger correlates of job performance	Contextual gap: This study focused on universities; the findings are not generalizable to banks.	The current study focus is on Kenya Commercial Bank
Koskei (2021)	The impact of the psychological environment on worker performance in Nandi County government ministries	Psychological climate has significant positive effect on job performance.	Methodological gap: the study used an explanatory research method	The researcher adopted descriptive research method.
Kagwi (2018)	The relationship between psychosocial factors and employees' performance in Nyeri County Huduma Centre.	Psychosocial workplace aid to individuals, companies, groups and country's success.	Contextual gap: This study assessed Huduma Centre while this study is about KCB	The current study focus is on Kenya Commercial Bank
Duru and Shimawua	Impact of the workplace on	Employee morale and	Contextual gap: This study examined employee	This study assessed

(2017)	worker productivity at Transport Services in Benin, Nigeria's Edo State.	performance will be greatly improved if a favorable work environment is given.	productivity	employee performance
Manhotoma <i>et al.</i> (2018) interrogated	HR procedures for two hotels in Botswana regarding employee performance	The two hotels' HR practices were ineffective since they didn't help the staff perform better.	Contextual gap: This study focused on employee performance at two hotels in Botswana	This study examined employee performance in KCB
Ngozi (2017)	To assess whether work life balance influences performance of employee in Lagos States' commercial banks	leave policy motivate employee ability to effectively and efficiently deliver services	Contextual gap: This study examined commercial banks in Nigeria	The study is concentrated on Kenya Commercial bank
Annan (2020)	worklife balance and employee performance in Ghana Audit Service.	work-life balance influence employee performance significantly	Methodological gap: The researcher adopted correlational research method.	This study used descriptive research method
Abdulkadir (2018)	Work-life balance and employee performance	Employee performance at the Cabinet Affairs Office was impacted by work-family primacies.	Contextual gap: The researcher examined public sector.	The study focused on Kenya Commercial bank
Mwangi (2016)	The work-life balance and worker productivity in public sector organizations.	Employees were found to be empowered and motivated by flexible work arrangements,	Conceptual gap: This study assessed productivity of employees in government firms	The research focus is on employee performance in Kenya Commercial Bank

		which helped them perform better on the job.		
Ogwora (2019)	Effect of HR practices on workers' performance at the Elgon tea industry in Transnzoia County	Employee performance and reward policy revealed a moderately positive connection that was statistically significant.	Contextual gap: This study's core concern was on Kenyan tea manufacturers' employee performance.	The current study's core concern is on Kenya Commercial Bank employees' performance.
Oyewole and Popoola (2019)	The psychosocial components and work performance of the library workers in Nigerian federal colleges.	Self-concept, job satisfaction, work-family conflict, and work pressure all had a considerable impact on how well library staff performed their jobs.	Contextual gap: This study focused on job performance of Nigerian library personnel.	The current study's core concern is on Kenya Commercial Bank employees' performance.
Preena and Preena (2021)	Work-life balance and employee performance in Sri Lanka shipping company	There existed strong positive relation between work-life balance and employee performance.	Contextual gap: The study examined performance in Sri Lanka shipping company	This study examined employee performance in KCB
Premarathne (2020)	The physical environment and workers' performance in Sri Lanka's textile industry.	Work performance of employees has been significantly and positively impacted by the physical working environment and its	Contextual gap: This study assessed garment sector	This study focus is on Kenya Commercial Bank

		subfactors.		
Wanjala (2018)	The effect of the workplace's social psychological environment on teachers dedication to their jobs in Kenya's public schools within Mwatate Sub-County	The degree of job dedication and working environment were significantly correlated.	Conceptual gap: This study focused on work environment and teachers commitment	This study assessed the nexus between workplace environment and employee performance in KCB

2.5 Conceptual Framework

This is comprised of a wide range of basic theories and concepts that aid in the appropriate identification of the problem under investigation, the framing of research questions, and the selection of relevant studies. Figure 2.1 shows conceptual framework

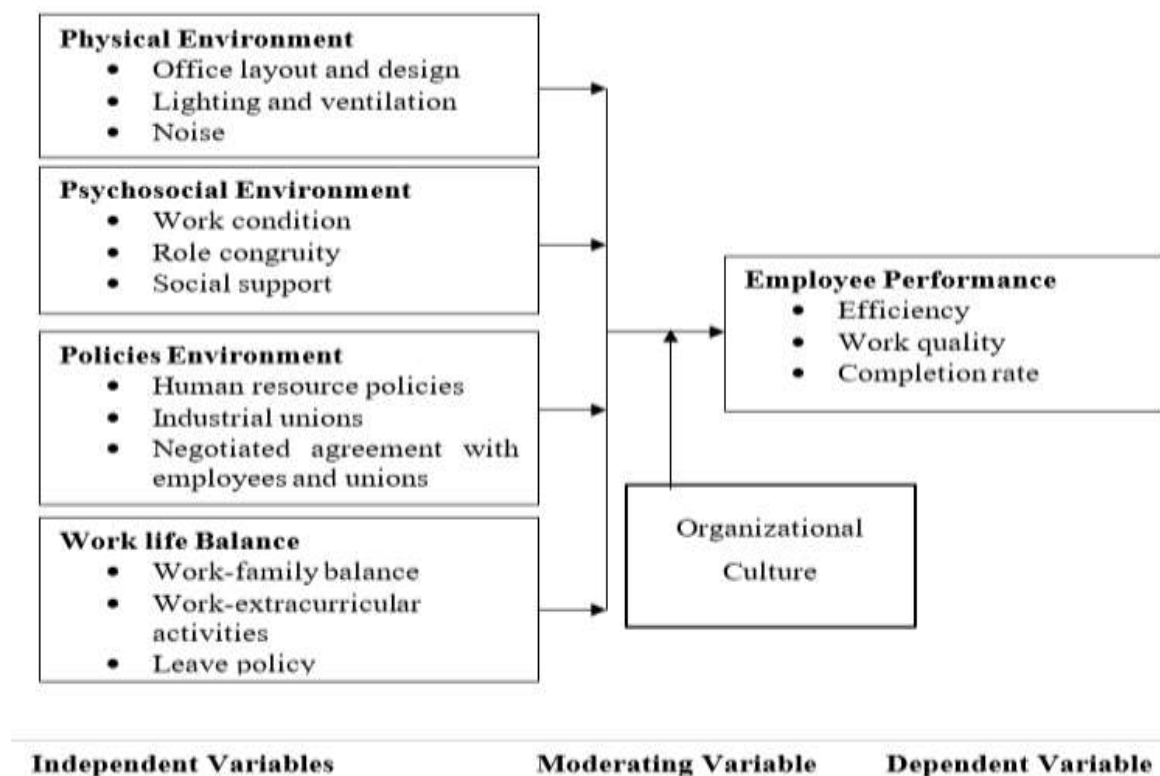


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section will discuss study's methodology. This include; study population, the sampling method, the data collection methods, the data collection techniques, the pilot test, data analysis, presentation and ethical issues.

3.2 Research Design

This is the strategy for choosing the type and source of information to be employed to respond to research question (Creswell, 2013). Descriptive research method was employed in this research. According to Creswell (2013), thus design addresses what, who and how a phenomenon, which is the study subject. This assertion was afterwards supported by Berg (2009), who noted that descriptive research provides for the generalizability and flexibility of the findings and is supposed to give statistical information. This research design was suitable since it allowed researcher to analyze facts and also assists in in-depth understanding of research problem.

3.3 Target Population

The target population is the entire collection of units for which conclusions from study should be drawn. The research was done at KCB head office within Nairobi City County. Moreover, the study targeted 159 employees in human resources, finance and accounting, marketing, research and development, information communication technology and operations departments at KCB head office. Employees in this department are chosen because they have relevant information on workplace environment.

Table 3.1 Target Population

Category	Population	Percent
HR Department	24	15%
Finance and Accounting Department	38	24%
Marketing Department	27	17%
Research And Development Department	21	13%
Information Communication Technology Department	20	13%
Operations Department	29	18%
Total	159	100%

Source: HRM Records (2021)

3.4 Sampling Size and Sampling Technique

A list of sampling units from which study sample might be chosen is known as a sampling frame (Creswell, 2013). Sampling frame was the list of 159 staffs at KCB head office in Nairobi County. The study's sample size was determined via the census approach. A census is an endeavor to construct a list of every component of a group and to evaluate one or more of their characteristics. Given that it provides precise data on all or most study population components, a census enables totals for unusual demographic groups or tiny geographic areas. Hence, study sample size was 159 participants.

3.5 Data Collection Instruments

The researcher utilized primary data. Structured questionnaire were utilized in this research. Structured questionnaires help in collecting quantitative data. Data is obtained from open ended questions. Structured questionnaire were used because it is affordable to gather the data and can be mass produced, gathering a huge amount of data that represents a sizable portion of the target population, allowing results to be generalized.

With a focus on addressing the research questions, the questionnaires were designed as per research objectives. Moreover, this study used Likert scale question methods. Using a positive or negative scale, respondents indicated their agreement level with a statement or question using a Likert scale, which provided five options for responses. There were closed-ended questions to enable realistic recommendations.

3.6 Data Collection Procedure

The study acquired an introductory letter and research authorization from Kenyatta University and NACOSTI respectively. Each participant in the study received a personal questionnaire from the researcher. To ensure all questionnaires distributed were received, the researcher took care and control to do so. To this end, the researcher kept a record of all questionnaires distributed and returned.

3.7 Reliability and Validity of Research Instrument

A pilot test was done as part of the study to validate and pretest the questionnaire. Testing the questionnaires' reliability and validity was the goal of the pilot study. 15 people, or 10% of the study population, was chosen as a pilot group from the target population by the researcher to assess the validity of the research instrument. The actual study did not use the pilot data.

3.7.1 Validity Test

The issue of whether a measurement captures what it is intended to capture is addressed by validity (Zikmund, 2013). The validity key issues as per Nix and Chen (2013), are whether data is accurate and relevant, and how much we may draw from the results. In this study, it was raised if the questionnaire accurately evaluated the variables and whether the questions were appropriate and aligned with the study's goal. This study used

content validity. Moreover, the researcher sought the experts' opinion in this study field. The experts assessed the content in the questionnaire. This helped in improving the questionnaire before data collection.

3.7.2 Reliability Test

Reliability is characterized as the degree to which equipment produce reliable outcomes after repeated Trials, according to Mugenda & Mugenda (2008). For reliability analysis, the Cronbach's alpha was determined utilizing SPSS. The alpha coefficient with a value between 0 and 1, can be used to describe validity of components taken from dichotomous or scales with multiple points. A higher number indicates a more reliable scale. 0.7 was deemed to be an acceptable reliability coefficient by Schindler and Cooper (2008). Table 3.2 provides the reliability test findings.

Table 3.2 Results of Reliability Tests

Variable	Cronbach's Alpha Value	Remarks
Physical environment	0.616	Reliable
Psychosocial environment	0.702	Reliable
Policies environment	0.750	Reliable
Work life balance	0.741	Reliable
Aggregate score	0.702	Reliable

Source: Pilot Study (2022)

The findings in Table 3.2 indicate the 0.7 threshold was met by all the variables while the overall reliability was 0.702 which was evidence that the questionnaires were reliable

3.8 Data Analysis and Presentation

Data was assessed for completeness and edited. With the application of SPSS version 23.0, quantitative data were examined via descriptive statistics. Data was presented using prose form. The information gathered from the open-ended questions was put to the test using narrative analysis.

To determine strength of relation between variables, the study performed a correlation analysis. Moreover, to assess the connection between work environment and employee performance at KCB Head Office in Nairobi County, numerous regression analyses were conducted. Regression equation in this study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y=dependent variable (employee Performance), β_0 =regression constant, $\beta_1, \beta_2, \beta_3$ and β_4 =coefficients of independent variables,

X_1 =Physical environment,

X_2 =psychosocial environment,

X_3 =Policies environment

X_4 =Work life balance

To determine significance level of established model, ANOVA will be employed.

3.9 Ethical Considerations

The information was handled confidentially because it was sensitive information. Without revealing their identity, the respondents gave information for this study. Information on the respondent was not communicated in any way; it was just written down. The respondents received a guarantee that their information would be handled carefully. This

motivated people to offer correct information. Nowhere in the study instrument the identities of the study participants emerged. No participant in the study was coerced into providing information by the researcher; all study participants were requested to provide information voluntarily. The researcher sought respondents consent by signing consent form. The study analyzed the data as obtained from the field.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The study's findings are presented in this chapter and they are organized in sub-sections based on the study objectives. These sections include; response rate, respondent demographics, descriptive statistics, and inferential statistics.

4.2 Response Rate

The questionnaires were disseminated to a sample size of 159 employees who were obtained from 6 departments of the Bank. The following is the presentation of response rate in Table 4.1.

Table 4.1 Response Rate

Category	Frequency	Percentage
Number of questionnaires returned	148	93.1
Number of questionnaires not returned	11	6.9
Total	159	100

Source: Research Data (2022)

Table 4.1's findings demonstrate that the questionnaires that were administered and returned accounted for 148(93.1%) and those which were not returned accounted for 11(6.9%). The researcher determined that the overall response rate of 93.1% was satisfactory and appropriate to continue with the data analysis as claimed by Fincham (2016), who asserts that a response rate of 75% or above is sufficient for simplifying results to the target population.

4.3 Demographic Information of the Respondents

The demographic information of the respondents was analyzed based on gender, duration of working with the organization and department in Table 4.2.

Table 4.2 Demographic Information of the Respondents

Category	Sub-category	Frequency	Percentage
Gender	Male	81	54.7
	Female	67	45.3
	Total	148	100
Duration of working with the organization	1-5 years	24	16.2
	6-10 years	85	57.4
	Above 11 years	39	26.4
	Total	148	100
Department	Human Resources Department	21	14.2
	Finance and Accounting Department	36	24.3
	Marketing Department	26	17.6
	Research and Development Department	21	14.2
	Information Communication Technology Department	19	12.8
	Operations Department	25	16.9
	Total	148	100

Source: Researcher (2022)

The results as presented in Table 4.2, most 81(54.7%) of the respondents were male and 67(45.3%) accounted for female respondents. Therefore, it was concluded that the study took gender balance into consideration due to the fact that male and female workers have different perspectives on the workplace.

The respondents with the longest duration of working with the organization was found to be 6 to 10 years as represented by 85(57.4%) of the respondents, 39(26.4%) above 11 years and 24(16.2%) between 1 to 5 years. This suggested that the respondents had a diverse range of experiences with the organization and a deeper awareness of the work environment.

Majority 36(24.3%) of the respondents were from the finance and accounting department, 26(17.6%) marketing department, 26(16.9%) operations department, 21(14.2%) research and development department and human resources department respectively. This shows that the study had good representation of respondents from every department. Therefore, the study could collect rich data concerning the workplace environment on employee performance in Kenya Commercial Bank, Kenya.

4.4 Descriptive Statistics Results

Descriptive statistics, such as the Mean (M) and Standard Deviation, were used to analyze the quantitative data (SD). The following sections summarize the results.

4.4.1 Physical Environment

The results of descriptive statistics on physical environment are exhibited on Table 4.3.

Table 4.3 Physical Environment

Assertions	M	SD
The office workstations enable me to perform my task efficiently	3.84	1.293
The office team workstations enable us to work together to achieve set goals	4.10	0.790
The office has an adequate working space which enable me to work efficiently	4.56	0.562
In the organization natural light along with	4.15	0.829

supplemental light makes it easier for me work efficiently with less eyestrain.

In the office, there is good flow of air, this enhances my concentration 4.66 0.542

The office environment is free from noise which enables me to perform my tasks efficiently 3.33 1.732

Source: Research Data (2022)

The results as presented in Table 4.3 implies that the respondents strongly agreed with the statement that in the office, there is good flow of air, this enhances my concentration (M=4.66, SD=0.542) and that the office has an adequate working space which enable me to work efficiently (M=4.56, SD=0.562). The results agree with Al-Omari and Okasheh (2017) study that looked into how the physical environment affected work performance and findings showed that the main work environment characteristics that have an adverse effect on job performance are situational constraints made up of elements including noise, office furniture, ventilation, and light.

The respondents agreed on the assertions that in the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain (M=4.15, SD=0.829), the office team workstations enable us to work together to achieve set goals (M=4.10, SD=0.790) and that the office workstations enable me to perform my task efficiently (M=3.84, SD=1.293). The finding agrees with Kenya, Nanzushi (2017) study that assessed whether work environment influences employee performance in mobile telecommunications industry in Nairobi County. The study found that factors like the environment of the workplace, incentives, management/leadership style, training and development, and work-life balance all had an effect on workers' performance.

The respondents point to to moderate on the statement that the office environment is free from noise which enables me to perform my tasks efficiently (M=3.33, SD=1.732). The results are in contrary to the conclusions of Saidu (2021) study that examined the impact of the physical environment on a company's productivity. The results showed that a large physical work area boosts employee productivity. Employee productivity rises in a setting where appropriate equipment is readily available.

4.4.2 Psychosocial Environment

The descriptive statistics on psychosocial environment are exhibited in Table 4.4

Table 4.4 Psychosocial Environment

Assertions	M	SD
The flexibility of the work schedule in the organization enables me to balance work and family	4.42	1.184
The organization duties and responsibilities are clearly provided which enables me to execute my duties as required	4.63	0.865
In the organization I am assigned tasks that fit my skills	4.01	1.636
In the organization I am placed in work teams that we have similar skills	4.54	0.819
In the organization I am provided with supervisor support in my duties	4.56	1.477
In the organization we help each other in our duties	4.44	1.000
The organization provide feedback on my performance	4.47	0.993

Source: Researcher (2022)

The results as exhibited in Table 4.4 demonstrated that the respondents strongly agreed with the statement that the organization duties and responsibilities are clearly provided which enables them to execute their duties as required (M=4.63, SD=0.865), In the

organization they are provided with supervisor support in their duties (M=4.56, SD=1.477) and that in the organization they are placed in work teams that they have similar skills (M=4.54, SD=0.819). The results support the conclusions of Ogiamien and Izuagbe's (2016) study that demonstrated that organizational factors specifically, organizational culture and commitment are more strongly associated with employees' job performance in South-South Nigerian private university libraries compared to psychological variables.

The respondents agreed that the organization provide feedback on their performance (M=4.47, SD=0.993), in the organization they help each other in their duties (M=4.44, SD=1.00), the flexibility of the work schedule in the organization enables them to balance work and family (M=4.42, SD=1.184) and that in the organization they are assigned tasks that fit their skills (M=4.01, SD=1.636). The finding is in line with Oyewole and Popoola (2019) study that assessed how psycho-social factors affected library staff members' performance on the job in Nigeria's federal colleges. The results showed a significant interaction between independent factors (self-concept, work-family conflict, job satisfaction, and job stress) and library staff performance at work.

4.4.3 Policies Environment

The results of descriptive statistics on policies environment are as prescribed on Table 4.5.

Table 4.5 Policies Environment

Assertions	M	SD
In the organization I was hired in a free and fair process	3.86	1.630
In the organization I have been trained in different areas	4.22	1.428
In the organization I have rewarded for good performance	4.31	1.466

In the organization we are organized in a trade union	4.54	1.025
In the trade unions we champion equal rights and equal pay	4.59	1.549
Negotiated agreement defines my terms of employment	4.10	1.193
Through negotiated agreement I secured regular work hours and protections against unjust dismissals, layoffs and disciplinary actions	4.64	0.850

Source: Researcher (2022)

Table 4.5's findings demonstrate that the respondents strongly agreed with the statement that through negotiated agreement they secured regular work hours and protections against unjust dismissals, layoffs and disciplinary actions (M=4.64, SD=0.850), in the trade unions they champion equal rights and equal pay (M=4.59, SD=1.549) and that in the organization they are organized in a trade union (M=4.54, SD=1.025). The findings agree with Ogwora (2019) study that focused on perceived relationship between of HR policies and employee performance in Elgon tea factory within Transzoia County in Kenya. The research results showed a connection between employee performance and training and development policies.

The respondents agreed that in the organization they have rewarded for good performance (M=4.31, SD=1.466), in the organization they have been trained in different areas (M=4.22, SD=1.428), negotiated agreement defines their terms of employment (M=4.10, SD=1.193) and that in the organization they were hired in a free and fair process (M=3.86, SD=1.630). The findings agree with Funminiyi (2018) study that explored the effects of workplace environmental elements on employee loyalty. The findings confirmed a favorable correlation between employee productivity and feedback, and that incentives have a positive impact on employees' commitment.

4.4.4 Work Life Balance

The descriptive statistics on work life balance are exhibited on Table 4.6.

Table 4.6 Work Life Balance

Assertions	M	SD
The organization offers flexible hours hence I am able to attend to personal matters	3.97	1.345
The organization provides me with part-time work services	3.67	1.359
Work-life balance assists me to reduce stress and prevent burnout in workplace	4.51	1.608
The organization provides me mentorship programmes as part of extracurricular activities	4.58	1.238
In the organization I am provided with a leave policy	3.77	1.599
I am entitled to at least 15 days leave annually	4.76	1.515

Source: Research Data (2022)

Table 4.6's findings demonstrate that the respondents strongly agreed with the assertion that they are entitled to at least 15 days leave annually (M=4.76, SD=1.515), the organization provides them mentorship programmes as part of extracurricular activities (M=4.58, SD=1.238) and that work-life balance assists them to reduce stress and prevent burnout in workplace (M=4.51, SD=1.608). The results concur with Mwangi (2016) study that looked into how work-life balance affected workers' productivity in public sector organizations. The study discovered that family leave and flexible work schedules have a beneficial impact on employee productivity.

The respondents agreed that the organization offers flexible hours hence they are able to attend to personal matters (M=3.97, SD=1.345), in the organization they are provided with a leave policy (M=3.77, SD=1.599) and that the organization provides them with

part-time work services (M=3.67, SD=1.359). The finding agrees with Abdulkadir (2018) study that assessed work-life balance effect on employee performance. The research found that employee performance in the Cabinet Affairs Office was impacted by work-family considerations.

4.4.5 Employee Performance

The descriptive statistics on employee performance are exhibited on Table 4.7.

Table 4.7 Employee Performance

Assertions		
My work efficiency in the organization has increased	4.01	1.487
My work quality in the organization has improved	3.73	1.415
My work completion rate in the organization has increased	3.52	1.530
My service delivery within the organization has improved	3.70	1.441

Source: Research Data (2022)

Table 4.7's findings demonstrate that the respondents agreed on the assertions that their work efficiency in the organization had increased (M=4.01, SD=1.487), their work quality in the organization had improved (M=3.73, SD=1.415), their service delivery in the organization had improved (M=3.70, SD=1.441) and that their work completion rate in the organization had increased (M=3.52, SD=1.530). Humphries (2015) indicate that employee performance is impacted by workplace environment quality, which in turn affects an organization's competitiveness. Making the workplace appealing, pleasant, satisfying, and inspiring for employees is a key component of efficient working environment management. This will instill a feeling of purpose and pride in the employees' work. In addition, O'Neill (2017) observes that the physical workplace has an impact on how people interact, complete tasks and are managed in an organization.

4.5 Inferential Statistics Results

Inferential statistics were utilized to describe the data, draw inferences from them, and come to conclusions. This was done using correlation analysis and regression analysis.

These are presented as follows:

4.5.1 Correlation Analysis

The correlation analysis was done to uncover relationships between variables. The results are exhibited in Table 4.8.

Table 4.8 Correlation Analysis

	Physical environment	Psychosocial environment	Psychosocial environment	Policies environment	Work life balance	Employee performance
Physical environment	Pearson Correlation Sig. (2-tailed) N	1 148				
Psychosocial environment	Pearson Correlation Sig. (2-tailed) N	.238* .124 148	1 148			
Policies environment	Pearson Correlation Sig. (2-tailed) N	.701** .034 148	.452 .005 148	1 148		
Work life balance	Pearson Correlation Sig. (2-tailed) N	.492** .007 148	.619* .096 148	.700 .364 148	1 148	
Employee performance	Pearson Correlation Sig. (2-tailed) N	.660* .000 148	.711** .001 148	.834 .000 148	.753 .001 148	1 148

Source: Researcher (2022)

Table 4.8's results demonstrate that the correlation of physical environment was 0.660 with a p-value 0.000 which was less than 0.05 indicating that there is strong positive linear relationship between physical environment and employee performance. The results agree with Premarathne (2020) research on the influence of physical environment on performance of employees in the garment sector in Sri Lanka. The results showed that physical environment and its supporting variables positively and significantly impacted employees' performance on the job.

The correlation coefficient for psychosocial environment on employee performance was 0.711 demonstrating that these variables had a very strong positive linear relationship. The findings agree with Wanjala (2018) study that researched whether socio-psychological environment affected teachers' dedication to their jobs in public elementary schools in Mwatate Sub-County of Kenya. The study revealed that there existed significant correlation between working environment and of job dedication level.

Pearson's r value for the correlation for policies environment was 0.711 which indicated a very strongly influence on employee performance. The finding agrees with Duru and Shimawua (2017) who studied whether work environment influences employee productivity in Edo State Nigeria. The results demonstrated that providing employees with a pleasant work environment will significantly improve their morale and productivity.

The work life balance variable had a Pearson's r value of 0.753 on employee performance which demonstrates a substantial correlation between variables. The finding concur with Preena and Preena (2021) who studied whether work-life balance influences employee

performance in shipping company located in Sri Lanka and a significant link between employee performance and work-life balance was discovered.

4.5.2 Regression Analysis

Regression analysis was carried out for the purpose of quantifying how one variable will change in relation to another one. The results are presented in Table 4.9, 4.10 and 4.11.

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.709	.698	.118

Source: Researcher (2022)

Table 4.9's findings suggest that the value of adjusted R square was at 0.698 representing a 69.8% which is the extent to which employee performance at KCB was influenced by physical environment, psychosocial environment, policies environment and work life balance. This implies that unresearched factors also play a role in 30.2% of employee performance at KCB.

Table 4.10 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.574	4	25.394	172.748	.001
	Residual	21.109	144	.147		
	Total	122.783	148			

Source: Researcher (2022)

Since the significance value, .001 is less than 0.05, reflected significance of the model which was a clear show that how physical environment, psychosocial environment,

policies environment and work life balance influenced the employee performance. The F statistical value computed at a 5% level of significance was 172.748 which was above statistical mean value at 25.394. This shows that the model could be used for further statistical analysis.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.117		4.863	.001
	Physical environment	.712	.218	1.281	3.266	.000
	Psychosocial environment	.614	.401	2.091	1.531	.002
	Polices environment	.809	.154	4.370	5.253	.000
	Work life balance	.793	.234	1.002	3.389	.001

Source: Researcher (2022)

Table 4.11's findings show that, holding physical environment, psychosocial environment, policies environment and work life balance constant, employee performance in KCB would be 0.569. It was observed that, a unit in increment in physical environment would lead to the increment in employee performance in KCB by a factor of 0.712. A unit increment in psychosocial environment would lead to the increment in employee performance in KCB by a factor of 0.614, a unit in increment in policies environment would lead to the increment in employee performance in KCB by a factor of 0.809 and a unit in increment in work life balance would lead to increment in employee performance in KCB by a factor of 0.793.

Hence, the resulting regression equation:

$$Y=0.569 + 0.712X_1 + 0.614X_2 + 0.809X_3 + 0.793X_4$$

Whereby: Y=Employee performance

 X₁= Physical environment

 X₂= Psychosocial environment

 X₃= Policies environment

 X₄= Work life balance

The study established that the t-value of physical environment was 3.266 with a p-value of 0.000>0.005. This indicated that physical environment had a positive statistical significant influence on employee performance in KCB. The results agree with McGuire and McLaren (2019) study that examined the relationship between physical environment and employee commitment in call centers and the statistical analysis confirmed that the relationship between physical environment and employee commitment is mediated by employee well- being.

The study also discovered that the psychosocial environment had a statistically significant positive impact on employee performance in KCB with a t-value of 1.531 with a significance value of 0.002 which is below 0.05. The result agrees with Koskei (2021) study that examined the nexus between psychological climate and employee performance within the government ministries in Nandi County, Kenya. The study findings established that the psychological climate influences job performance positively and significantly.

The policies environment was established to have a positive statistical significant influence on employee performance in KCB with a t-value of 5.253 with a significance

value of 0.000 which is below 0.05. The results concur with Funminiyi (2018) study that explored the effects of workplace environmental elements on employee loyalty in Nigeria. The findings demonstrated a favorable correlation between employee productivity and feedback.

The study found that the influence of work life balance on employee performance in KCB was positively significant since the resulting t-value was at 3.389 with a significance value of 0.001 which is below 0.05. The finding agrees with Preena and Preena (2021) studied whether work-life balance influences employee performance in shipping company located in Sri Lanka. The regression analysis verified that work-life balance influenced employee performance significantly.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter addresses the summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary

The study general objective was to investigate the relationship between workplace environment and employee performance in KCB Head Office in Nairobi City County, Kenya. Workplace environment was measured in terms of physical environment, psychosocial environment, policies environment and work life balance. Questionnaires were utilized to gather data from workers in the human resources, finance and accounting, marketing, research and development, information communication technology and operations departments at KCB head office. Descriptive and inferential statistics were utilized to analyze the data. Below is the summary of the findings:

The first study's objective was to establish the effect of physical environment on employee performance in KCB Head Office in Nairobi City County, Kenya. Physical environment had a statistically significant beneficial effect on employee performance in KCB. A unit increment in physical environment leads to the increment in employee performance in KCB by a factor of 0.712. There is good flow of air, this enhances my concentration, the office has an adequate working space which enable me to work, they had a statistically significant beneficial effect on efficiently with less eyestrain and that the office team workstations enable us to work together to achieve set goals.

The second study's objective was to assess the impact of psychosocial environment on employee performance in KCB Head Office in Nairobi City County, Kenya. The psychosocial environment had a positive statistical significant influence on employee performance in KCB. A unit increment in psychosocial environment leads to the increment in employee performance in KCB by a factor of 0.614. The organization duties and responsibilities are clearly provided which enables them to execute their duties as required, in the organization they are provided with supervisor support in their duties and that in the organization they are placed in work teams that they have similar skills, the organization provide feedback on their performance and in the organization they help each other in their duties.

The third study's objective was to ascertain the effect of policies environment on employee performance in KCB Head Office in Nairobi City County, Kenya. It was established that the policies environment had a statistically significant beneficial effect on employee performance in KCB. A unit increment in policies environment leads to the increment in employee performance in KCB by a factor of 0.809. Through negotiated agreement they secured regular work hours and protections against unjust dismissals, layoffs and disciplinary actions, in the trade unions they champion equal rights and equal pay and that in the organization they are organized in a trade union.

The fourth study's objective explored the effect of work life balance on employee performance in KCB Head Office in Nairobi City County, Kenya. The research revealed that the impact of work life balance on employee performance in KCB was positively significant. A unit increment in work life balance leads to the increment in employee performance in KCB by a factor of 0.793. The employees are entitled to at least 15 days leave annually, the organization provides them mentorship programmes as part of

extracurricular activities and that work-life balance assists them to reduce stress and prevent burnout in workplace.

5.3 Conclusion

On physical environment, the study concluded that the bank's physical environment is good because all the rooms are well ventilated with enough space and lighting and positive correlation exists amongst the employees. The physical environment of the bank is healthy providing recreational opportunities and allowing the employees to take part in activities they value.

On psychosocial environment, the study concluded that the banks' employees are provided with a clear defined roles and responsibilities which motivate them in their workplace and there is a good support from the supervisors. There is a collaborative and supportive work environment where employees are able to enhance their skills. The employees are given feedback on their work performance and work within a flexible time.

On policies environment, the study concluded that the bank encourages discussions among its employees concerning their working hours and assurance of security in their job roles. There is a trade union that fights for the employees' rights. The employees' terms of employed are clearly negotiated and positive agreement achieved. By outlining what is acceptable and unacceptable at work, the policies assist employers in managing staff effectively and clarify and reinforce the standards expected of employees in all their professional dealings.

On work life balance, the study found that a healthy work-life balance can make workers have a better sense of their working career, which can result in higher productivity, lower

incidence of illness and absenteeism, a contented, less stressed manpower, workers feel appreciated and that one's personal and/or family lives are meaningful, resulting in improved in staff mental health and well-being, more committed workers, improved staff devotion, commitment, and motivation, employees who are less inclined to engage in dangerous behavior, and employees who are less likely to become depressed.

5.4 Recommendations

On physical environment, the study recommended that the bank should provide some relaxing chairs or lounges for staff use and make sure there is enough break-out space for taking breaks throughout the day. The bank should add indoor plants for better health because they act as excellent air filters, removing toxins and enhancing air quality. To give employees a sense of control over their working environment, the air conditioning system should enable them to make adjustments in accordance with their needs and not to a centralized system.

On psychosocial environment, the study recommended that the management should make sure that each employee has regular access to their manager. The bank should encourage social support and friendly relations among employees so as to monitor effectively how employees experience their social situation at work. There should be clarity to roles, tasks and expectations to reduce stress and create a sense of security in the workplace. The bank should also ensure a clear and open communication to create a work environment where employees feel safe enough to raise difficult questions.

On policies environment, the study recommended that management should create and implement strict policies and procedures in order to enhance workplace culture and safeguard itself from lawsuits. The creation of policies in the workplace should be guided

by proper review of the bank's mission statement, vision and values. The bank should specify what the policy is intended to achieve, why it was formed, who it pertains to, what constitutes permissible and unethical conduct, what the consequences of defying the policy are, and when it was last updated.

On work life balance, the study recommended that the bank should provide flexible and remote working options and encourage managers to prioritize productivity over hours. Encourage staff to take rests, go for exercises, or even operate in various areas of the building; provide break-out areas or extra workstations for staff to utilize. Examine the assignment of duties to ensure that individuals have manageable workloads. Allow employees to give back while working in order to make them feel good about themselves and their workplace.

5.5 Suggestions for Further Studies

The current study focused on the relationship between workplace environment and employee performance in KCB Head Office in Nairobi City County, Kenya. Workplace environment was measured in terms of physical environment, psychosocial environment, policies environment and work life balance. Consequently, the research recommends that additional studies be done that concentrate on other workplace environment factors that have not been researched but which, according to the regression results, account for 30.2% of employee performance at KCB. In addition, the study context was Kenya Commercial Bank (KCB). Therefore, further studies can be done focusing on employee performance in other commercial banks.

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APPENDICES

Appendix I: Questionnaire

Section A: Demographic characteristics

1. Specify your gender

Female () Male ()

2. Specify the duration of working in the organization

1-5 years ()

6-10 years ()

Above 11 years ()

3. Indicate your department

Human Resources Department ()

Finance and Accounting Department ()

Marketing Department ()

Research and Development Department ()

Information Communication Technology Department ()

Operations Department ()

Section B: Physical Environment

Indicate your agreement level on below statements in regard to influence of physical environment on employee performance in KCB Head Office, Kenya. Using scale:

1 \mapsto *Strongly Disagree*, 2 \mapsto *Disagree*, 3 \mapsto *Neutral*, 4 \mapsto *Agree*, 5 \mapsto *Strongly Agree*

Assertions	1	2	3	4	5
The office workstations enable me to perform my task efficiently					
The office team workstations enable us to work together to achieve set goals					
The office has an adequate working space which enable me to work efficiently					
In the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain.					
In the office, there is good flow of air, this enhances my concentration					
The office environment is free from noise which enables me to perform my tasks efficiently					

In your view, what is the effect of physical environment on employee performance?

.....
.....
.....

Section C: Psychosocial Environment

Indicate your agreement level on below statements in regard to the influence psychosocial environment on employee performance in Kenya Commercial Bank Head Office, Nairobi City County.

Assertions	1	2	3	4	5
The flexibility of the work schedule in the organization enables me to balance work and family					
The organization duties and responsibilities are clearly provided which enables me to execute my duties as required					
In the organization I am assigned tasks that fit my skills					
In the organization I am placed in work teams that we have similar skills					

In the organization I am provided with supervisor support in my duties					
In the organization we help each other in our duties					
The organization provide feedback on my performance					

In your view, what is the influence psychosocial environment on employee performance?

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Section D: Policies Environment

Indicate your agreement level on below statements regarding the impact of policies environment on employee performance in KCB Head Office.

Assertions	1	2	3	4	5
In the organization I was hired in a free and fair process					
In the organization I have been trained in different areas					
In the organization I have rewarded for good performance					
In the organization we are organized in a trade union					
In the trade unions we champion equal rights and equal pay					
Negotiated agreement defines my terms of employment					
Through negotiated agreement I secured regular work hours and protections against unjust dismissals, layoffs and disciplinary actions					

In your view, what is the effect of policies environment on employee performance?

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Section E: Work Life Balance

Indicate your agreement level on below statements in regard to the work life balance and employee performance in KCB Head Office, Nairobi County.

Assertions	1	2	3	4	5
The organization offers flexible hours hence I am able to attend to personal matters					
The organization provides me with part-time work services					
Work-life balance assists me to reduce stress and prevent burnout in workplace					
The organization provides me mentorship programmes as part of extracurricular activities					
In the organization I am provided with a leave policy					
I am entitled to at least 15 days leave annually					

In your view, what is the relation between work life balance and employee performance?

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Section F: Employee Performance

Specify your agreement level on below statements in regard to employee performance in Kenya Commercial Bank Head Office, Nairobi City County, Kenya.

Assertions	1	2	3	4	5
My work efficiency in the organization has increased					
My work quality in the organization has improved					
My work completion rate in the organization has increased					
My service delivery in the organization has improved					

THANK YOU

Appendix II: Time Plan

Month /Activity	July 2022	August 2022	September 2022	October 2022
Proposal Writing				
Corrections				
Data Collection				
Data Analysis				
Project Writing				
Submission of Project				

Appendix III: Budget

Item	Cost (Kshs)
Traveling expenses	8,000
Computer/typing services	4,800
Printing and Photocopying of proposal	6,000
Data analysis	10,000
Printing and Photocopying of Project	8,000
Miscellaneous	5,000
Total	41,800