

**THE EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE
PERFORMANCE IN THE MOBILE TELECOMMUNICATION FIRMS IN
NAIROBI CITY COUNTY**

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DECLARATION

This research project is my original work and has not been presented for the award of a degree or any other qualification in any other university or institution.

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

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DEDICATION

To the love of my life and husband Dan Anyago Odundo for his love, support and the faith he had me. To my loving children Laetitia, Levin and Liesel for their patience throughout my MBA program.

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ABBREVIATIONS AND ACRONYMS

A	Agree
AET	Affective Events Theory
D	Disagree
Freq	Frequency
KES	Kenyan Shillings
SA	Strongly Agree
SD	Strongly Disagree
SDev	Standard Deviation

ABSTRACT

The work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and all inclusive workplace environment will boost the employees' performance hence boosting the organizational performance. The objective of the study was to investigate the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. The total number was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total of 164 employees. Descriptive research design was adopted for the study. The researcher used stratified random sampling technique in selecting the employees. The study used primary data which was collected by use of semi structured questionnaire. Data was analysed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. From the findings, the study concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommends that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The working conditions of employees should also be improved to motivate employees to work. The limitations of the study were that the researcher had limited time and resources to be able to do a more comprehensive research across the country. The researcher recommends further studies to be carried out across the country for a broader perspective on the relationship between employee performance and work environment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance (Heath, 2006). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles et al., 2004). They also stated that having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively (Chandrasekar, 2011). She adds that factors of workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees' performance either towards the negative outcomes or the positive outcomes.

The study is grounded on the Two Factor Theory (Herzberg, 1986). Herzberg came to a conclusion that the aspects of the work environment that satisfy employees are different from the aspects that dissatisfy them. The theory points out that improving the environment in which the job is performed motivates employees to perform better. The other theory is Weiss and Cropanzano's Affective Events Theory (AET) which explains the link between internal influences and their reactions to incidents that occur in their work environment that affect employee performance, organizational commitment and job satisfaction (Phua, 2012).

Kenya's Mobile Telecommunication Sector has grown significantly over the last few years. The Mobile Telecommunication Sector contributes over KES 300 billion and up to a further KES 100 billion from intangible benefits to consumers. It employs almost 250,000 people in Kenya. Mobile Network Operators have undertaken civil works such as contributing to the electricity roll out (Williams et al., 2011). The Mobile Telecommunication Sector is very dynamic; there is cut throat competition in the sector. Employees on the other hand are faced with issues concerning their work environment especially their working hours due to shifts and lack of mobility in the workplace in terms of promotions. This is also coupled with other work environment related challenges that might cause them to underperform.

1.1.1 Work Environment

According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation subsequently performance. Work environment can be thought of simply as the environment in which people work (Briner, 2000) as such; it is a very broad category that encompasses the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity). He adds that it also encompasses broader organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g. local labor market conditions, industry sector, work life balance)

Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Chandrasekar (2011) asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. The workplace environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment boosts employees' performance.

Employees in many organizations are encountering with working problems related to workplace environmental and physical factors. It has been argued by Pech and Slade (2006) that employee disengagement is increasing and it has become important to make workplaces that positively influence workforce. Employees' comfort on the job, determined by workplace conditions and environment, has been recognized as an important factor for measuring their productivity (Leblebici, 2012). In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees' pay packet with the assumption that it is proportionate to performance (Heath, 2006). Organizations deemed as a positive place to work will have a competitive edge over the others.

1.1.2 Employee Performance

Armstrong (2006) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieve but how they achieve. Performance defined by Sultana et al. (2012) as the achievement of specified tasks against predetermined or

identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks. Frese and Sonnentag (2001) opined that an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

Platt and Sobotka (2010) assert that employee performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). He perceives performance as a function of ability and motivation. There are a number of factors that affect employee performance, the workplace environment impacts most their level of motivation hence their performance. Stup (2003) describes several factors towards the success of employees' performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others. He adds that, to have a standard performance, employers have to get the employees task done on track so as to achieve the organizational goals.

1.1.3 The Mobile Telecommunications Sector in Kenya

The Mobile Telecommunications sector has transformed the way in which businesses operate. The mobile penetration has more than doubled in all regions of the world since 2005. The Telecommunications Sector in Kenya was liberalized in 1999 with the licensing of two mobile operators at that time, Safaricom Limited and Celtel Kenya (currently Airtel Networks Kenya Limited). Since then, the subscription has been growing steadily helping the Government to generate more revenues and create job opportunities (<http://www.cck.go.ke/resc/research.html>). The current mobile operators in Kenya are given as Safaricom Limited, Airtel Networks Kenya Limited, Essar Telecom Kenya Limited and Telkom Kenya Limited (Orange).

Kenya's mobile sector has grown significantly over the last few years. Competition has increased with the introduction of additional mobile network operators. This has contributed to an increased 96% mobile coverage. In 2011 the mobile communications sector contributed over KES 300 billion and up to a further KES 100 billion from intangible benefits to consumers. Estimates indicate that in 2011 the mobile communications sector as a whole employed 250,000 people in Kenya. The mobile telecommunications sector increased the productivity of the economy by providing services such as a mobile banking, mobile agriculture and mobile

education. It has contributed to a number of social projects in Kenya's rural areas; mobile networking often leads to the development of roads and electricity. Mobile Telecommunications Sector is vital sector of the Kenyan economy (Williams et al., 2011).

1.2 Research Problem

There are many factors that affect the performance of employees in organizations. Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). Providing a good workplace environment increases employee performance in organizations (Shikdar & Shawaqed, 2003). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working and achieving. Work environment comprises the totality of forces and influential factors that are currently or potentially contending with the employees' activities and performance. According to Chandrasekar (2011) there are key factors in the workplace environment that could give a great impact towards the motivation and performance level. The business environment is becoming very competitive, dynamic and complex. Management should therefore find ways to ensure that workplace environment is conducive enough to enable employee performance in order to remain competitive.

In the Mobile Telecommunications Sector, there is cut throat competition; the employer is faced with the challenge of attracting, retaining and motivating the employees. These employees are faced with a myriad of problems in relation to their work environment. This is especially in terms of the working hours, mobility at the workplace and compensation. In order to reach their organizational peak performance, the mobile companies must be able to create a workplace environment where employees are motivated to work. Boles et al. (2004) state that when employees have physical and emotional desire to work, then their performance shall be increased.

Empirical studies done include Gitahi (2014) who looked at the Effect of Workplace Environment on Performance of Commercial Banks Employees in Nakuru Town and the findings showed that psychosocial aspects are an important factor in boosting the performance of employees than the physical workplace factors and work life factors. Naharuddin and Sadegi (2013) did a study on Factors of Workplace Environment that Affect Employees' Performance: A case of Miyazu Malaysia. The findings showed that only supervisor support is not significant towards the employees' performance while job aid and physical workplace environment had a

significant relationship towards employees' performance. Amusa et al. (2013) studied Work Environments and Job Performance of Librarians in Public Universities in South-West Nigeria. The findings revealed that there is significant correlation between work environment and job performance in libraries.

To the researcher's knowledge, these studies conducted do not establish the effect of work environment on employee performance in the Kenyan context and the study on banks in Nakuru cannot be said to be inclusive of all sectors of the Kenyan economy. The studies do not also exhaustively discuss the factors of workplace environment that affect employee performance. This study seeks to answer the research question, what is the effect of workplace environment on employee performance in the Mobile Telecommunications Firms in Nairobi City County?

1.3 Research objective

The objective of the study is to establish the effect of workplace environment on the performance of employees in the Mobile Telecommunications Firms in Nairobi City County.

1.4 Value of the Study

The study will enable management in the mobile telecommunications companies to find ways to create an enabling workplace environment to employees in order to motivate them to perform. It will enlighten the managers on the various workplace environment factors that may affect employee performance and hence the necessary improvements.

Policy makers in the Telecommunications Sector will obtain knowledge about the aspects of workplace environment that affect performance. They will therefore get a head start on formulating the appropriate policies that enhance favorable working environments.

The study will add to existing literature on workplace environment and the factors that impact employee performance. Scholars in Human Resource practice can use the study as reference for further research on the topic or related topics. The study will also help in developing existing theories by coming up with new dimensions in which the theories should be viewed. Through explanation of the existing theories, the study will enhance continuation of these theories.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical framework upon which this study is grounded. Various factors of the workplace environment that affect employee performance have been explored. The chapter also reviews literature from other scholars on similar studies.

2.2 Theoretical Foundation of the study

Many theories have been advanced to explain the link between workplace environment and employee performance. The study is grounded on two theories i.e. The Two Factor Theory and The Affective Events Theory.

2.2.1 Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies. However, the two factor theory can be said to be a truly outstanding specimen

for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behaviour. However due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings.

2.2.2 Affective Events Theory

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance.

According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

2.3 Workplace Environmental Factors

The workplace environment comprises of various factors that are imperative determinants of employee performance (Lambert, 2001). These factors may positively or negatively contribute to achieving maximum employee performance

2.3.1 Physical Workplace Environmental Factors

Ismail et al. (2010) opine that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment

factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Vischer, 2007). The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance.

The comfort level and temperature also substantially influence health of employees. Niemela et al. (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how the employees perform their tasks (Al- Anzi, 2009). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much distraction. According to McCoy and Evans (2005) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships at work. All in all, the physical work environment should support the desired performance. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees.

2.3.2 Workplace Reward

Rewards can be financial and non-financial (Luthans, 2000) and they can be utilized positively to enhance performance of employees. Rewards can also be intrinsic or extrinsic. Intrinsic rewards are inherent in the job itself along with what the employee enjoys as a result of successfully completing a task or attaining his projects. Extrinsic rewards on the other hand are external to the task of the job, like pay, work condition, fringe benefits, security, and contract of service

A reward package can influence employee performance; it can help to increase employee performance by enhancing employee skills, knowledge and abilities in order to achieve organizational objectives (Ajila and Abiola, 2004). Studies have revealed that if an organization fails to reward employees, it will decrease employee performance and that an efficient reward

system can be a good motivator but inefficient reward system can lead to demotivation of employees in terms of low performance, internal conflicts, absenteeism, high turnover, lack of commitment and loyalty and lateness (Heng, 2012). Organizations therefore need to set up efficient reward systems that enhance employee performance leading to attaining organizational goals.

2.3.3 Management / Leadership Style

The developments and changes made by individuals and group are associated with the presence of a leader. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Storey (2004) asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles. These components of transformational leadership provide high performance and impact highly on employee satisfaction.

There is also pragmatic oriented leadership which emphasizes on leadership of equality between the leaders and subordinates. All members of the organization have equal and same law, information and perspective and the role of the leader is facilitating the formation of the organization (Duckett and Macfarlane, 2003). This kind of leadership is most successful. Successful leadership is therefore very vital for the effectiveness of any organization and employee performance. Leadership style affects a range of factors such as job satisfaction, performance turnover intention and stress and so contributes to organizational success. Managers need therefore to adopt appropriate leadership behavior in order to improve employee performance.

2.3.4 Training and Development

Armstrong (2006) states that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Tzafirir (2005) asserts that training is an important element in producing the human capital. It provides employees with the skills, abilities and knowledge required by the post. The objective of training is to achieve a change in the behaviour of those trained. This means that the trainees shall acquire new

manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals.

Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2006). Training need is any shortfall in employee performance, or potential performance which can be remediated by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Employee performance may be seen as the result of congruence between training and development and organizational goal.

2.3.5 Work Life Balance

Work life balance may refer to one of the following: organizational support for dependent care, flexible work options and family or personal leave (Estes and Michael, 2005). Work life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work (Armstrong, 2006). By so doing, they reconcile the competing claims of work and home by their own needs as well as those of employers. Work life balance policies can lower absence and help tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities.

Many researchers have agreed on important role of work life balance as it is related with employees' psychological well-being and overall sense of harmony in life (Clark, 2000). Balanced work-life is associated with increased job satisfaction and organizational commitment. Employees' work life experiences deepen their role-related engagement which is related to organizational performance improvement.

2.4 Factors that Affect Employee Performance

There are many factors that affect employee performance at the workplace. These factors can affect performance of employees individually and collectively. They can also have either positive or negative impact on employee performance.

2.4.1 Motivation

Dessler (2001) defines motivation as the intensity of a person's desire to engage in some activity. Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be measured in monetary terms e.g. salary and benefits, promotion and

disciplinary. Extrinsic motivation has immediate and powerful effect but does not last long. Intrinsic motivation refers to external factors e.g. responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivation lasts longer since they are concerned with quality of working life. Nel et al. (2001) assert that a motivated person has the awareness of specific goals that must be achieved in specific ways; therefore his efforts are directed at achieving such goals.

According to Mullins (2006) motivation is a key ingredient in employee performance and productivity. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it.

2.4.2 Organizational Culture

Organizational culture is a system of shared beliefs about what is important, what behaviors are important and about feeling and relationships internally and externally (Purcell et al., 2003). It can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and accepted future organizational behaviors and norms.

Bullach et al. (2012) posit that the effects of organizational culture can be summarized as; knowing the culture of an organization allows employees to understand both the organization's history and current methods of operations. Secondly, organization culture can foster commitment to the organization's philosophy and values. Thirdly, organizational culture, through its norms, serves as a control mechanism to channel behaviors towards desired behaviors and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

2.4.3 Organizational Commitment

Organizational commitment is a situation whereby an employee is in line with a specific organization as well as with the goals and wishes to maintain membership in the organization

(Robbins and Judge, 2001). Studies have shown relationship between organizational commitment was significantly associated with productivity in Auto Component Industry. Riketta (2002) pointed out that the organizational commitment has a great impact on almost all behaviors related to the organization like; staying with organization, attendance and performance.

Organization commitment corresponds with important factors such as improvement of working efficacy, job movement reduction, and more satisfaction both in organizational and professional levels (Elias, 2005). Related studies have shown that higher levels of commitment in employees result in more satisfaction and motivation and decrease the probability of leaving the organization (Huang, 2006). Furthermore organization commitment probably affects working behaviors of employees such as their observable attitudes, the judgments of ending, and their involvement in professional groups. Organizational commitment corresponds with positive behaviors which are useful for the organization. A committed employee tends to keep on his membership and shows tremendous effort not because of his own advantage but for the belief that he must act in this manner because that is what is expected of him.

2.5 Workplace Environment and Employee Performance

Various studies have been carried out on workplace environment as a factor that determines employee performance. In his study, Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He also analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2003) in her study found out that workplace environment plays a big role in increasing employees' performance. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees'

productivity. Khan et al. (2011) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance.

Hameed and Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Aisha et al. (2013) in their study "Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance" found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Creswell (2008) defines methodology as the systematic theoretical analysis of the methods applied to a field of study. This chapter therefore discusses various components of methodology that was used in the study. These include the research design, target population, data collection procedures and data analysis.

3.2 Research Design

Descriptive research design was used in collecting data from the respondents. The design is preferred because it is concerned with answering questions such as who, how, what, which, when and how much. This design uses both qualitative and quantitative data analysis. A descriptive study was carefully designed to ensure complete description of the situation, making sure that there was minimum bias in the collection of data and reduce errors in the interpretation of the data.

3.3 Population of Study

Target population refers to the entire group of individuals or objects to which a research is conducted on. A target population usually has varying characteristics e.g. different ages, different genders, varying education backgrounds etc. It's thus the group about which the researcher wishes to draw his research conclusions from.

The target population of this study was all employees of Safaricom Limited, Airtel Networks Kenya Limited and Telkom Kenya Limited (Orange) based at the headquarters. They were a total of 976 for Safaricom Limited, 400 for Telkom Kenya Limited and 250 for Airtel Networks Kenya Limited.

3.4 Sample Size and Sample Design

Stratified random sampling procedure was used to arrive at the sample of employees who took part in the study. The researcher classified the employees into strata based on the job cadres. To arrive at the sample of the study, the researcher considered 10% of the total number of employees. This is in conformity with Mugenda and Mugenda (2003) who postulated that at least 10% of the accessible target population is appropriate for statistical reporting

Table 3.1: Sample Size

Strata	Total Population	Sample Size	Round off
		10% of Total Population	
Airtel			
Top Management	15	1.5	2
Middle level	100	10	10
Low Level	135	13.5	14
Safaricom			
Top Management	11	1.1	1
Middle level	178	17.8	18
Low Level	787	78.7	79
Telkom			
Top Management	11	1.1	1
Middle level	22	2.2	2
Low Level	367	36.7	37
Totals	1626		164

3.5 Data Collection

Primary data was used and it was obtained through semi-structured questionnaire. This method allows for the respondents to receive the same set of questions in exactly the same manner. According to Mugenda and Mugenda (2003) open-ended questions are simple to formulate and flexible. The questionnaire had part A that consisted of the general information about the employees. Part B- F consisted of information on Factors of Workplace Environment and their effect on Employee Performance

3.6 Data Analysis

Descriptive statistics which includes frequencies, mean, standard deviation and percentages was applied to establish patterns and trends for easy understanding and interpretation of the findings. Data collected was reported using frequency tables, pie charts and bar charts.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section covers data analysis, results, response rate, demographic characteristics of the respondents and discussions of the study in reference with the research objective and research methodology.

4.2 Response Rate

A total of 164 questionnaires were issued. Out of these questionnaires 130 were returned duly completed. This represents 79.2% response rate. This was considered a representative sample for further studies according to Mugenda and Mugenda (2003) who report that a rate of 50% and above is acceptable.

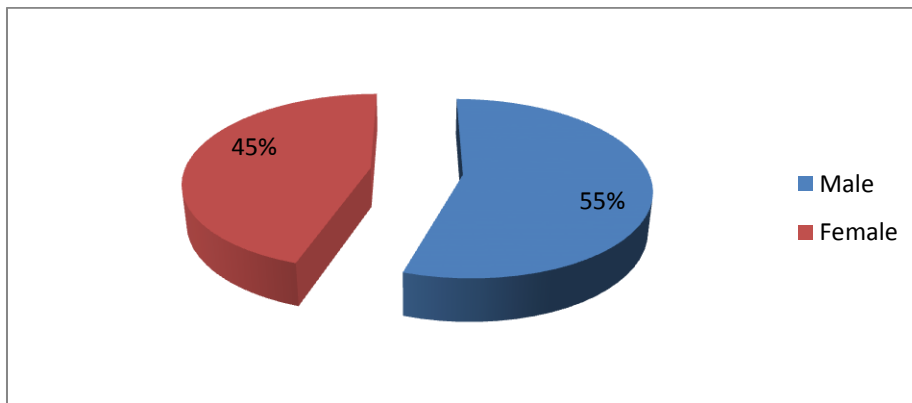
4.3 Demographic Characteristics

This section sought to identify the demographic characteristics of the respondents. The demographic characteristics considered in the study were gender, age and job role.

4.3.1 Gender of Respondents

The study sought to identify gender composition of the respondents to determine the extent of gender disparity and to ensure that the study was representative. The results are presented in Figure 4.1

Figure 4.1: Respondents' Gender



The results show that 55% were male while 45% were female. The study had almost equal ratios of males and females.

4.3.2 Respondents' Age

The researcher sought to establish the age of the respondents to ensure that the view of different age range was taken into consideration. The results are presented in Table 4.1

Table 4.1: Respondents' Age

Age (Years)	Frequency	Percentage
Below 30 Years	42	32.3 %
30 – 39 Years	49	37.7 %
40 – 50 Years	30	23.1 %
51 – 60 Years	9	6.9 %
Total	137	100

As indicated in Table 4.1, 32.3% were below the age of 30 years; 37.7% were in the age bracket 30 – 39 years while 23.1% were between 40 – 50 years of age. 6.95 were in the age bracket of 51 – 60 years. This was indication that most of the respondents were below the age 40 years.

4.3.3 Length of Service in the Firms

The study sought to determine the length of service of the respondents to establish whether they had attained adequate experience to provide accurate and reliable information. Table 4.2 outlines the results.

Table 4.2: Length of Service in the firm

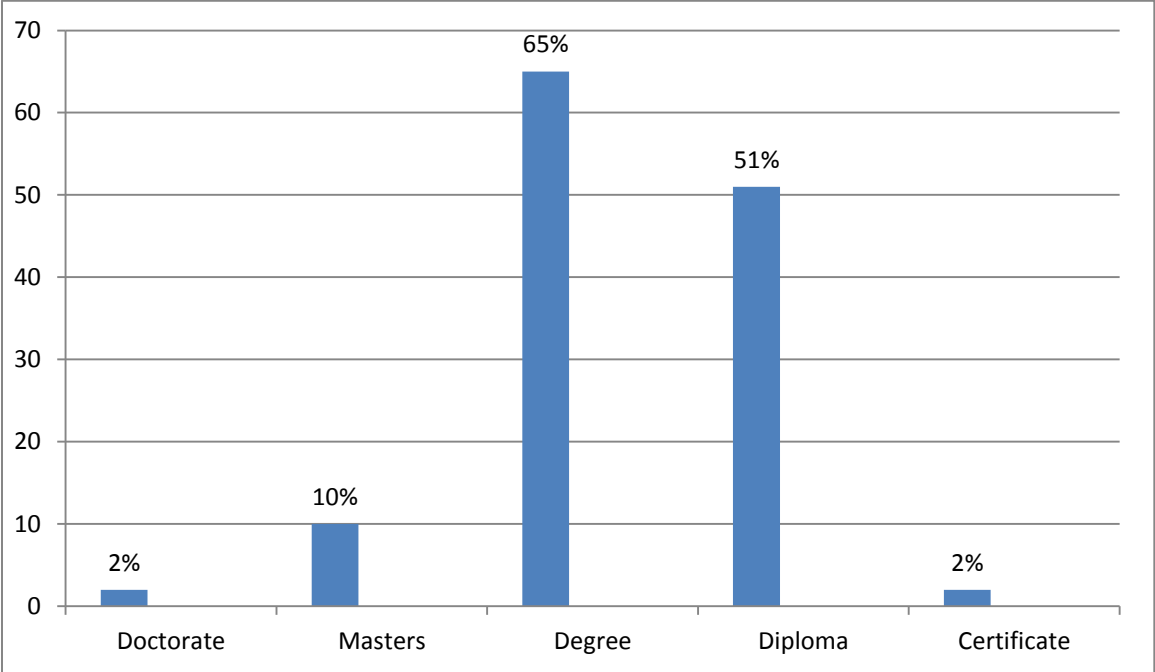
Years worked	Frequency	Percentage
Below 5 Years	9	6.9%
6 – 10 Years	40	30.8%
11 – 15 Years	61	46.9%
16 – 20 Years	11	8.5%
Over 20 Years	9	6.9%
Total	130	100%

The results show that 6.9% of the respondents had worked with the firms for less than 5 years; 30.8% of the respondents had worked for the firms between 6 – 10 years. 46.9% of the respondents had worked for the firms 11 – 15 years; 8.5% of the respondents between 16 -20 years and 6.9% had worked for more than 20 years.

4.3.4 Highest Level of Education

The researcher sought to establish the level of education of the respondents. The level of education encompasses knowledge and skills which enabled the researcher to understand the perception levels of the respondents. Figure 4.2 shows the results.

Figure 4.2: Level of Education



From the findings 65% of the respondents had degree; 51% had diploma; 10% had masters; 2% had doctorate degrees and 25% had certificate level of education. It was concluded that a majority of the respondents had degrees and diplomas.

4.3.5 Level of Employment

The study sought to establish the level of employment of the respondents at the workplace. This can help establish a relationship between the role of the respondents and levels of performance. Table 4.3 shows the results

Table 4.3: Level of Employment

Level of Employment	Frequency	Percentage
Top Management	2	1.5%
Middle Management	23	17.7%
Low Level	105	80.8%
Total	130	100%

From the results in Table 4.3, 1.5% was in top management; 17.7% in middle management and 80.8% in low level. This is in line with the population distribution of the study which showed that majority of the population is in low level.

4.4 Workplace Environment Factors That Affect Employee Performance

The respondents were asked to select the rate that best deemed their workplace environment in relation to their performance. The Likert-type scale was used to rate their responses on a 4 – point scale ranging from 4 = Strongly Agree to 1 = Strongly Disagree.

4.4.1 Physical Workplace Environment

The researcher sought to determine whether the physical workplace environment had an effect on the employees' performance. The findings are provided in Table 4.4 below

Table 4.4: Physical Workplace Environment

Statements	SA Freq (%)	A Freq (%)	D Freq (%)	SD Freq (%)	Mean	SDev
My furniture is comfortable enough to enable me perform my jobs without getting tired.	70(53.9)	55(42.6)	3(2.3)	2(1.5)	3.48	0.62
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	50(38.4)	60(46.2)	8(6.2)	12(9.2)	3.14	0.89
I am happy with my office space and arrangement.	80(61.5)	40(30.8)	4(3.1)	6(4.6)	3.50	0.77
A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.	70(53.9)	50(38.5)	8(6.2)	2(1.5)	3.45	0.68

The results in Table 4.4 indicate that the respondents strongly agreed that furniture was comfortable enough to enable them to perform their jobs (Mean =3.13); undisturbed work environment devoid of noise made the employees perform better at their job (mean = 3.013). The findings show majority of the respondents strongly agree that a better work environment with enough space and lighting would make them better perform at their job (mean =3.13). In all the cases it should be noted that the physical work environment can spur employees, performance.

4.4.2 Reward

The researcher sought to determine whether reward had an effect on employees' performance. Table 4.5 below outlines the results

Table 4.5: Reward

Statements	SA Freq (%)	A Freq (%)	D Freq (%)	SD Freq (%)	Mean	SDev
My organization provides opportunities for promotion for high performing employees.	30(23)	70(53.9)	15(11.5)	15(11.5)	2.88	0.89
Financial support for learning programs motivates me to perform better at work.	60(46.2)	60(46.2)	10(7.7)		3.38	0.62
I am compensated fairly for the work I do.	40(30.8)	50(38.4)	30(23.1)	10(7.7)	2.92	0.92
My organization provides incentives that generally support my work.	70(53.9)	35(26.9)	15(11.5)	10(7.7)	3.27	0.94

From the above results, the respondents agreed that the firms provided opportunities for promotion for high performance (Mean = 2.88). a big percentage strongly agreed and agreed that financial support for learning programs motivated them perform better at work (in both cases that percentage was 60% with a mean = 3.38). The respondents agreed that they were fairly compensated for work done (mean = 2.9). Majority of the respondents strongly agreed that the firms provided incentives that generally supported their work (Mean = 3.27). The analysis indicates that incentives, wages paid and other rewards were satisfactory hence encouraging the employees to better perform their duties. This is confirmed by the standard deviations that are all below 1 (range from 0.62 – 0.94).

4.4.3 Management and Leadership Style

The study sought to determine the effect of management and leadership style on employee performance. Every manager uses a particular leadership style which impacts on the employees' morale hence performance. The findings are presented in Table 4.6

Table 4.6: Management and Leadership Style

Statements	SA Freq (%)	A Freq (%)	D Freq (%)	SD Freq (%)	Mean	SDev
My manager role models high standards for quality performance.	60(46.2)	65(50)	2(1.5)	3(2.3)	3.4	0.64
Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.	10(7.7)	20(15.4)	60(46.2)	40(30.8)	2	0.88
Management involves staff decision making .	10(7.7)	5(3.8)	100(76.9)	15(11.5)	2.08	0.67
I am able to contact senior management or work hand in hand with my superior at the workplace.	40(30.8)	80(61.5)	4(3.1)	6(4.6)	3.18	0.70

From the above findings, the respondents agreed that their managers role modeled high standards of quality performance as indicated by the response rate (60% and a mean =3.4). However they disagreed that their mangers gave them a clear picture of the direction of the organization (Mean = 2). This can highly affect the motivation of the employees hence affecting their performance. Majority of the respondents also strongly disagreed that management involved them in decision making on ways to improve performance (Mean = 2.08); respondents were also able to contact management or work hand in hand with their superiors (Mean = 3.18). The analysis implies that management did not give a clear picture of the future of the organization which can highly impact performance but also the management style is flexible enough to allow good communication between the superiors and other employees hence encouraging performance.

4.4.4 Training and Development

Respondents were asked to indicate their degree of agreement or disagreement on statements relating to training and development with respect to employee performance. Results are shown in Table 4.7

Table 4.7: Training and Development

Statements	SA Freq (%)	A Freq (%)	D Freq (%)	SD Freq (%)	Mean	SDev
My organization provides training and development to the employees.	70(53.9)	50(38.4)	8(6.2)	2(1.5)	3.45	0.68
My organization helps me identify my training and development needs through performance appraisals.	50(38.4)	70(53.9)	10(7.7)		3.31	0.61
The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.	60(46.2)	50(38.4)	12(9.2)	8(6.2)	3.25	0.86

From the findings, the respondents agreed strongly that their organization provided training and development to do their work well (Mean =3.45). They also agreed that their organization helped them identify training and development needs through performance appraisals (Mean =3.31). The respondents also agreed that their organization monitored all the training and development plans to ensure employee performance (Mean = 3.24). This analysis implies that the mobile telecommunications firms encourage training and enhances performance of the employees.

4.4.5 Work-life Balance

Work-life balance contributes to employee performance. The respondents were asked to indicate their agreement or disagreement to statements on work life balance in their organizations. Table 4.8 shows the results

Table 4.8: Work-life Balance

Statements	SA Freq (%)	A Freq (%)	D Freq (%)	SD Freq (%)	Mean	SDev
I am able to balance work priorities with my personal life.	40(30.8)	70(53.9)	8(6.2)	12(9.2)	3.06	0.86
My organization provides flexi- time to be able to balance my work and personal life.	20(15.4)	20(15.4)	50(38.4)	40(30.8)	2.15	1.03
My organization recognizes the need for leave in order to give employees time off work to relax and attend to personal issues.	70(53.9)	40(30.8)	10(7.7)	10(7.7)	3.31	0.91

The findings show that the respondents agreed that they were able to balance work priorities with their personal life as indicated by a mean = 3.06; they however disagree that their organizations provide flexi- time to enable them balance work and personal life (Mean =2.15). They strongly agreed that they were given leave to attend to personal issues (Mean = 3.31). The analysis can therefore be interpreted that work life balance is of great importance to performance of employees because when they are able to balance work and personal life, employees can focus and perform better.

4.5 Discussion of Results

Employees are the most important asset to the organization. The success of an organization highly depends on its employees' performance. Whatever affects employees' performance will affect the organizational performance. Findings from the study show that elements of the physical workplace environment play an important role in positively influencing the employees' performance. The study showed that furniture comfortability, undisturbed work environment devoid of noise and a spacious office with enough lighting would boost the employees' performance. These results were consistent with McCoy and Evans (2005) who found out that elements of physical work environment need to be proper so that the employees would not be

stressed while doing their work. Stress affects the performance of employees in that they are not able to perform to the expected standards.

In regards to workplace rewards, the study found out employees were satisfied with the reward system of their organization, though the non-financial reward needs to be beefed up. The study also found that fair compensation and incentives promoted employee performance. These results reflect the findings by Ajila and Abiola (2004) that a reward package can influence employees' performance; it can help to increase performance by enhancing employee skills, knowledge and abilities. Findings on the management and leadership style style showed that management encouraged high performance through role modeling. However the study revealed that management did not give a clear picture of the organization's future and did not involve employees in decision making. These results show that management style of an organization can affect employees' performance. If the the employees are involved in decision making and are given a clear picture of the future of the organization, they will be motivated to perform better at work. The findings correspond with Storey (2004) who found out that transformational leadership style which is composed of ideals, influence, inspirational motivation provides high performance of employees.

The study also found out that the organizations valued training and development by ensuring that they monitored all plans regarding training and development. Training and development opportunities were also availed to employees. This is consistent with Tzafirir (2005) who found out that training is an important element in producing the human capital, it provides employees with the skills, abilities and and knowledge required to perform their tasks. Finally the study sought to determine the effect of work life balance on employees' performance. The findings revealed that the respondents were able to balance their work priorities with their personal life. However their organizations were not flexible enough to allow them balance their personal life and work. It was found that the organizations recognized the need to attend to personal issues. The findings revealed the need to reconcile the competing claims of work and home. Clark (2000) found out that a balanced work life is associated with increased job satisfaction and organizational commitment which in increases employees' performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusion, limitations and recommendations of the study. It also highlights suggestions for further research.

5.2 Summary of the Research Findings

The results of the study show there is gender parity in the organizations. The study had almost equal ratios of males and females; males 55% and female 45%. This shows that the organizations do not discriminate upon gender in their employment. A sizeable number are between the ages of 40-50 years, at this age majority of them take matters of performance seriously because they want to build their careers and as well as prepare for their retirement. Academically, majority of the respondents have a degree, they therefore have the skills, knowledge and capability to perform their duties. This also indicates that mobile telecommunication firms hire qualified employees; this will ensure better performance of at work.

The study found out that employees' performance was influenced by several work environment factors. The researcher found out that employees were satisfied with their physical work environment aspects like furniture, spatial layouts, lighting and noise levels. These aspects of the physical work environment help improve employees' performance. They also felt that a better physical physical work environment would encourage them perform better. The reward system of the mobile telecommunications firms tends to be more financial than non-financial. They provide promotion opportunities for high performance. This in itself is a motivation for increased employee performance. Majority of the respondents feel that they are fairly compensated for the work they do. However it should be noted that pay is only an extrinsic motivator to work; a comprehensive compensation package that is all inclusive motivates employee performance.

The results on management and leadership style show that management role modeled high performance. However they do not involve employees in decision making making in the organization. Involvement of employees in decision making would make them more responsible to perform. It also makes the employees feel appreciated thus enhancing commitment of

employees to their work. The mobile telecommunications firms know the importance of training and development. They have provided training and development opportunities to its employee. This would enable them attain the required skills and knowledge to do their work. The findings also revealed that the employees were able to balance their work and personal life. The organizations however were not flexible enough to enhance work life balance. From the analysis, a conducive work environment enhances employee performance.

5.3 Conclusion

The most important resource for an organization is the human resources who are the employees. They make sufficient contribution to an organization; attention should therefore be paid to them. Organizations can only realize their goals and objectives through its employees' performance. Employees will strive to perform when they feel that their immediate environment state corresponds with their obligations. The type of work environment in which they operate will determine whether they perform or not, it's through their performance that organizational performance can be realized. The workplace conditions will determine the employees' comfort to work and boost their performance.

Employees' performance is deemed as a function of ability and motivation. From the study it can be concluded that the reward package contributes a lot to employees' motivation to work. The employees want to be recognized for their work through fair compensation. Fair compensation will motivate employees to work harder and improve their performance. The reward systems at mobile telecommunications firms are financial and extrinsic. The employees have few opportunities for mobility the organization.

Management styles can highly influence performance of employees, from the study, the limited chances in decision making could highly affect employees' performance. However, the employees appreciate the effort their organizations put through training and development in order to attain the desired skills and knowledge needed to perform their duties. From the study findings, it can be concluded that for an organization to have a competitive edge over others, it must provide a positive work environment in which all factors that influence employee performance are in tandem with their obligation.

5.4 Recommendations

The study findings support the Two Factor Theory which points out that the environment in which the job is performed motivates the employees to perform better. The study recommends that mobile telecommunications firms need to set in place better reward systems that motivate the employees to work. Following dissatisfaction in that management and leadership style by respondents, the firms should come up with transformational leadership styles encompassed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration. This leadership style would motivate employees to work.

The firms should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions. Improving the working environment will increase employee will increase employee performance. When the work environmental supports are sound, employees are better equipped to do what is expected of them. Through this, they will achieve organizational goals. Employee performance should be given serious attention by the mobile telecommunications firms. Since the work environment is at the core of influencing employees' performance, these organizations should work hard at availing every needed resource in making sure that the work environment supports their employee performance.

5.5 Limitations of the Study

The study has certain limitations. The selection of work environment factors that influence employee performance is not exhaustive. There may be other factors that may influence employee performance that might provide more insight on employee performance. The used factors might not provide a clear image of the relationship between work environment factors and employee performance.

Another limitation to the study is the vast nature of the mobile telecommunication firms across the country. The researcher would have wished to carry out the study across the country but that was not possible due to constraints in time, finances and other related resources. The study also limited itself to information and details that could be discussed without compromising any part of the firms' business aspects due to the competitive and dynamic nature of the industry. However these limitations did not affect data collected for study.

5.6 Suggestions for Further Studies

Due to limited time and resources, this study was restricted to only Nairobi City County. It is important for further studies to be carried out across the country for a broader perspective on the relationship between employee performance and work environment. A replication of this study in other contexts like the public sector would demonstrate the significance of work environment and employee performance in general.

Future researchers would further review existing literature on relation between work environment factors and employee performance. This would enable them identify more work environmental factors not covered in this study for insight.

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APPENDICES

Appendix I: Questionnaire

The questions have been divided into sections based on the objectives of the study. Section A asks about the general information about the employees. Section B- Section asks questions on the research objective.

SECTION A- Personal Information

Please tick the appropriate box that corresponds with your answer.

1. What is your gender?

Female

Male

2. What is your age?

Below 30 years

30 – 39 years

40 – 50 years

51 – 60 years

3. How long have you worked with your current employer?

Below 5 years

6 – 10 years

11 – 15 years

16 – 20 years

Over 20 years

4. What is your level of education?

Certificate

Diploma

Degree

Masters

Doctorate

5. What is your level of employment?

Top management

Middle management

Low level

SECTION B- Work Environment and Employee Performance

Physical Environment and Employee Performance

1. My furniture is comfortable enough to enable me perform my jobs without getting tired

Strongly agree

Agree

Disagree

Strongly disagree

2. My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.

Strongly agree

Agree

Disagree

Strongly disagree

3. I am happy with my office space and arrangement.

Strongly agree

Agree

Disagree

Strongly disagree

4. A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.

Strongly agree

Agree

Disagree

Strongly disagree

SECTION C – Reward and Employee Performance

5. My organization provides opportunities for promotion for high performing employees.

Strongly agree []

Agree []

Disagree []

Strongly disagree []

6. Financial support for learning programs motivates me to perform better at work.

Strongly agree []

Agree []

Disagree []

Strongly disagree []

7. I am compensated fairly for the work I do.

Strongly agree []

Agree []

Disagree []

Strongly disagree []

8. My organization provides incentives that generally support my work.

Strongly agree []

Agree []

Disagree []

Strongly disagree []

SECTION D – Management/ Leadership Style and Employee Performance

9. My manager role models high standards for quality performance.

Strongly agree []

Agree []

Disagree []

Strongly disagree []

10. Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.

Strongly agree []

Agree

Disagree

Strongly disagree

11. Management involves staff decision making.

Strongly agree

Agree

Disagree

Strongly disagree

12. I am able to contact senior management or work hand in hand with my superior at the workplace.

Strongly agree

Agree

Disagree

Strongly disagree

SECTION E – Training/ Development and Employee Performance

13. My organization provides training and development to the employees

Strongly agree

Agree

Disagree

Strongly disagree

14. My organization helps me identify my training and development needs through performance appraisals.

Strongly agree

Agree

Disagree

Strongly disagree

15. The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.

Strongly agree

Agree

Disagree

Strongly disagree

SECTION F – Work life Balance and Employee Performance

16. I am able to balance work priorities with my personal life.

Strongly agree

Agree

Disagree

Strongly disagree

17. My organization provides flexi- time to be able to balance my work and personal life.

Strongly agree

Agree

Disagree

Strongly disagree

18. My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.

Strongly agree

Agree

Disagree

Strongly disagree