

**EFFECT OF PERCEIVED WORKPLACE ENVIRONMENT ON
EMPLOYEE PERFORMANCE AT COMMUNICATION AUTHORITY OF
KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT,
UNIVERSITY OF NAIROBI**

2018

DECLARATION

To the very best of my understanding this research project is my original work and has not been presented for any degree award in this or any other University.

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Signed.....Date.....

DEDICATION

I dedicate this project to my loving wife Isabella and our lovely children Alvin Blessing and Angel Zoey Imani for their understanding and support during time I was working on my Master of Science in Human Resource Management.

ACKNOWLEDGEMENT

I thank Almighty and Sovereign God for enablement, Endurance and Strength evident throughout the period I undertook this Project, were it not for His provisions and soundness of mind I could not have achieved these miles.

My appreciation too goes to my project supervisor Dr. Florence Muindi and my project Moderator for their timely guidance and positive corrections, I must admit this has been one of my most humbling and beneficial learning process.

Finally, Special thanks to Communication Authority of Kenya (CA) Management for fast tracking data collection authorization process and allowing for data collection from its employees without much restrictions.

ABBREVIATIONS

AET	Affective Events Theory
TWA	Theory of Work Adjustment
CA	Communication Authority of Kenya
WLB	Work- Life Balance
SDev	Standard Deviation

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ABSTRACT

Workplace environment constitutes of several and distinguishable variables besides the intrinsic aspects of work that influences employees' performance at a given point in time. An enabling workplace environment will lead to improved employee performance. The main objective of this study was to determine the effect of perceived workplace environment on the performance of employees at CA by soliciting responses from 120 of its employees selected through stratified sampling method and drawn from senior management levels, mid-levels and non-managerial levels. This study made use of primary data collected via use of semi-structured questionnaire, the data collected then descriptively analyzed into frequencies, mean scores, standard deviation and percentages. Findings from this study revealed Management and Leadership Styles as having the strongest relationship on the performance of employees at the Communication Authority of Kenya followed by Physical Workplace environment which comprises of Furniture Comfort, Noise-free and Office space designs one largely impacting on their performance. The three other workplace environment variables under consideration in this study namely Organizational Culture, Teamwork and Work Life Balance equally had a positive relation with employee performance with WLB deemed to least impact on employee performance at CA. The study highly recommends that CA Management looks into its Organizational Culture and consider undertaking a robust culture change initiative alongside other activities such as team building to boost teamwork and trust among its employees so as to enhance employee performance levels. The study recommends too that the immediate working conditions of employees such as office space and comfort of workplace furniture be enhanced to boost performance of employees. Additionally, Views of the employees should be sought and considered in decision making besides devolving powers to the lowest units in the organization. Lastly, CA to consider establishing day care centers for the nursing mothers at their workplace for this will go a long way in providing psychological satisfaction to nursing mothers hence motivate them to perform better. The main limitation of this study was time available for the researcher to carry out the study hence the researcher recommends further studies across other state-owned entities in Kenya to enable corroboration of the findings arrived in this study and their applicability to other entities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The push by stakeholders for organizations to put in place mechanisms to enhance employee performance at work for a long period of time has always been perceived as a preserve of the for-profit-organizations, the reality has though dawned on organizations of varying nature and size that the immediate and long-term success of any organization rises and falls on the employee performance which has led to rise of workplace environment agenda as one of the most important business consideration in the 21st century. According to Frese and Sonnentag (2000) the effects of individual employee performance go beyond the organization as a unit and individual employees working in it hence it is for the ultimate good of the organization and individual employees therein to have every employee perform at best.

Besides nature of work, most of the factors that critically affect individual employee performance are individual employee efforts, ability and perception of task (Platt and Sobotka, 2010). According to Armstrong (2012), employee performance is a factor of motivation which is a factor of employee immediate workplace environment, opportunity to participate and individual employee capability. Stup (2003) pinpoints workplace environment as one of the factors that drive employee performance. As the business landscape becomes increasingly volatile, uncertain, complex and ambiguous it is imperative for organizations of all sizes and nature to make concerted efforts in ensuring that the workplace environment is conducive so as to foster employee performance and productivity. Providing employees with a favorable working environment will results in increased employee performance (Shikdar and Shawaged, 2003).

This study was anchored on the Theory of Work Adjustment and Affective Event Theory. In describing the relationship between individual employees and the immediate workplace environment in which they work, Theory of Work Adjustment (TWA) conceptualizes work as an employee-work environment interaction which demands continuous efforts of individual employee and the working environment to satisfy one another's needs. A fact well supported by McGuire (2009) who spells out the importance of recognizing the synonymous relationship that exists in the workplace environment between the human factor and the organization. TWA suits

this study as employees tend to give as much as they perceive they get from their immediate workplace environment. On the other hand Affective Event Theory as fronted by Weis and Cropanzano (1996) attempts to explain how different incidents at the employee's immediate work environment affect individual employee's performance, commitment to the organization and job satisfaction. According to Briner (2000) the AET weighs in on workplace incidents other than work's intrinsic characteristics lead to various emotional and behavioral responses as exhibited by individual employee ultimately impacts on employee wellbeing and performance

Communication Authority of Kenya fairly represents workplace environment-employee performance related challenges that most state owned corporations and agencies are faced with owing to its size and expanse scope of its mandate as regulatory Authority for the communication sector in Kenya. As a state-owned corporation like many other Communication Authority of Kenya is haggling with issues to do with performance management of its employees, Culture change from non-performance oriented to performance oriented culture which calls for a number of changes in both management and leadership styles and approaches adopted.

1.1.1 Concept of Perception

Perception is defined by Berelson and Steiner (1964) as a complex process that human beings use in creating important conceptualization and rational picture of the world around them and it entails selection, organizing and interpretation of prompts around them. In the workplace setting the process by which an employee becomes aware of others, objects, qualities and relations is what Hilgard et al (1979) defines as perception. Different persons exposed to similar sensory stimuli may interpret their experiences, situations and their feelings towards the prompt different from one another for reasons. The way persons interpret their experiences towards a given sensory stimuli which may not necessarily be similar is what Otara (2011) defines as perception.

A number of occurrences within workplace environment from organization culture to leadership and management styles adopted by managers, relations among employees to conduciveness of the immediate employee work environment are subject to employees' perception and interpretations. It is much easier to accomplish meaningful tasks at workplace when both

subordinates and their supervisors perceptions towards quality, levels and schedules of work is positive and greatly similar than when their perceptions are strongly different.

1.1.2 Workplace Environment

Ivancevich et al, (2008) define workplace environment as a set of workplace properties such as organizational culture, teamwork, management and leadership styles responsible for influencing employee behavior. These include but not limited to workplace environment indicators such as Organizational Structure, Leadership, Teamwork, Lighting and ventilation, Work Life Balance and physical workplace set up. According to Briner (2000) workplace environment is every dimension that forms part of the employees' involvement with the work itself. El-Zeny (2013) asserts that workplace environment plays a significant role towards individual employee's performance and productivity. A view corroborated by Chandrasekar (2011) who opines that workplace environment has the ability to positively or negatively affect employees' level and quality of performance.

Tripathi (2014) cites culture, physical setting and employee's immediate working conditions as among key pointers of workplace environment. Other workplace environment indicators include quality of human interactions within the workplace set up, work processes and procedures, quality of supervision, culture of the organization and room for personal development. Chandrasekar (2011) further states that workplace environment possesses key factors that greatly impacts on employee motivation and hence performance levels.

1.1.3 Employee Performance

Employee performance refers to successful execution of specific tasks as assigned and which must be aligned to the overall organization strategy measured against pre-set key performance indicators such as cost, time, accuracy, completeness, and speed (Sultana et al, 2012). According to Saeed and Asghar (2012) employee performance is a measure of effectiveness and efficiency with which an employee executes a task and that has a positive effect on the attainment of organizational goals. Employee performance is the sum-total of job-related activities undertaken by an employee in alignment with the overall organizational goal.

According to Armstrong (2012) employee performance management entails development of quantifiable objectives made possible by having effective systems for performance measurement

in place to provide framework for improving performance levels of employees through the agreement of performance expectations and the formulation of performance development plans. Inferring from Armstrong (2012)'s definition of employee performance it is in order to conclude that not every activity undertaken by an employee in the workplace amounts to performance- the how of executing the activity and how aligned the activity is to the overall business strategy are critical considerations.

1.1.4 Communication Authority of Kenya (CA)

Established by the Kenya Information and Communication Act of 1998 but whose operations began in 1999, the Communication Authority of Kenya is a state-owned company whose mandate is mainly to manage the country's frequency spectrum and numbering resources as well as facilitating the development and management of a national cyber security framework with a stretched scope that covers Telecommunications, Electronic Commerce, Multi-media, broadcasting, courier services and Cyber security. Additionally, the Communication Authority of Kenya is responsible for the licensing of all communication industry systems such as telecommunications, postal, courier and broadcasting. Finally, CA is tasked with the responsibility of facilitating the development of e-commerce in Kenya.

1.2 Research Problem

It is an indisputable fact in the corridors of Human Resources Management that the workplace environment in which employees work has a highly significant bearing on the execution of tasks and performance of employees. Positive workplace environment enhances both physical and emotional desires of employees which further leads to increased employee performance (Boles et al, 2004). A positive immediate work environment enhances employee performance whereas a negative work environment leads to employees withholding their discretionary efforts as they perceive the immediate workplace environment as not at equilibrium with their obligations (Farh, 2012).

Communication Authority of Kenya has made significant strides compared to other state owned corporations on matters workplace environment management. Compared to other state owned corporations Communication Authority scores highly among its peers when it comes to physical outlook of its head-office, office floor plans and provision of employee enabling tools. Communication Authority is one of the leading state corporations that have heavily invested in

employee wellness programs- having one of the very best employee wellness and fitness centers based at their head-office. Communication Authority is not left behind too on matters Work-Life Balance, now making efforts to ensure that it has a nursing crèche and day care unit to cater for nursing mothers to ensure that nursing mothers can take care of their little ones at the same time giving their very best for the organization.

Lankeshwara (2016) study links favorable workplace environment to improved quality of performance by employees at the Brandix Intimate Apparel. Despite this finding the limited approach to work environment that it takes by considering only job aid tools, physical work environment and Supervisor support as opposed to broader assessment of leadership and management styles brings into light a possible gap for further studies which include an assessment of the impact other workplace environment indicators such as Organizational culture, team work and the emerging Work Life Balance Variables may have on employee performance.

A study carried out by Al-Omari and Okasheh (2017) aimed at assessing the sway-in effect that workplace environment has on job performance of employees in Engineering Company concluded that workplace environment factors such as noise coming from conversations of workers at office, discomfort of seats at workplace, poor ventilations and lighting at the workplace setting lead to decline in performance of employees. This study too assessed mundane workplace environment factors which have been addressed extensively by enactment of the OSHA (2007), WIBA (2007) and other statutory provisions in the Kenyan context. Hence the findings of this study are of minimal value in the 21st Century Workplace Context. Though Itumbiri (2013) research study established existence of a positive relationship between working environment and performance of employees at the Redeemed Integrated Development a relatively unknown Unit whose study findings cannot be generally applied to state corporations due to differences in nature of business.

Another study carried out by Nanzushi (2015) in an attempt to establish the effect that workplace environment has on employee performance whose target population was employees from the three main players in mobile telecommunication in Nairobi City County, the findings established that the workplace has significant effect on employees performance, with a positive workplace environment contributing positively to an employee's performance. Gitahi et al (2015) in their

study whose target population was commercial banks operating in Nakuru town undertaken with the objective of establishing the extent to which employees' performance is affected by workplace environment successfully established that psychosocial factors were most important influencers of employee performance. Due to the largely visible difference in working conditions that employees working in banks are subjected to relative to other sectors, the results of this study alone cannot be reliably used to inform organizations in diverse sectors unless the findings are corroborated by findings of other studies carried out in other workplaces.

To the researcher's knowledge, the above highlighted studies' findings fail to the test of general applicability in the context of state owned corporations and to greater extent applicability in the Kenyan context as most of the variables under study as in the case of Al-Omari and Okasheh (2017) study have been overtaken by the process of time. The other four studies as stated failed to exhaustively assess workplace environment factors that affect employee performance as they by design chose to focus on a limited subset of workplace environment variables. This study hence aims at filling the knowledge gap existing by finding answers to the research question; what is the relationship between Effect of perceived workplace environment and the employee performance at the Communication Authority of Kenya?

1.3 Objective of the Study

The objective of this study was to determine the Effect of perceived workplace environment on employee performance at the Communication Authority of Kenya.

1.4 Value of the Study

The study findings of this research will enable management in state owned corporations in Kenya gain immeasurable insights into critical dimensions of the workplace environment regarded as most significant by employees hence guide management to refocus company initiatives and practices to address the critical areas highlighted by the study.

Policy makers in the state-owned corporations, the government will be informed by this studies on which areas need new policy formulations and reviews in order to make workplace environment in state owned corporations favorable to its employees hence spur employee performance and economic growth

As regards to contribution of this study to the existing body of knowledge, undoubtedly this research will positively contribute to available literature on workplace environment and the perceived factors that impact employee performance and towards further development and continuation of The existing body of theories by revealing new angles through which existing theories can be looked at.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section comprises of a detailed analysis of past research studies conducted purposely to establish existence of any relationship between workplace environment on performance of employees in an organization set up. This chapter seeks to help the researcher understand what other researchers have done and the methodologies employed in their researches. This part hence covers in details the theoretical foundation on employee performance and workplace environment constituents and how each element of workplace environment affects employee performances.

2.2 Theoretical Foundation

This study is informed by Affective Events Theory and Theory of Work Adjustments whose details are discussed herein.

2.2.1 Affective Events Theory (AET)

Advanced by Weiss and Cropanzano (1996), Affective Events Theory examines the relationship between the internal influences of employees and their respective responses to various occurrences that take place in their workplace environment which affect in return their levels and quality of performance, organizational citizenry and job satisfaction. According to the Affective Events Theory positive or negative incidents that occur at workplace have ability to significantly impact on employees' job satisfaction whose effect results into lasting reactions evidenced job performance, loyalty and commitment to the company and job satisfaction.

The Affective Events Theory has had substantial acceptability with proponents of its findings such as Ashton and Ashkanasy (2005) agreeing to the very pillars of the AET which postulates that workplace incidences lead to affective responses in employees which in turn influence workplace cognition and behaviors. It is best suited in explaining how different initiatives undertaken by the organization affect the employee's immediate working environment and their possible resultant effect on the individual employee's job performance, satisfaction and organization citizenry. Affective Events Theory's strength is in its ability to be both empirically and theoretically tested at Micro-level attitudes and behaviors within the organization. However this micro level perspective is also its undoing as the theory is not able to explain effect of extra-organizational environment on employee performance.

2.2.2 Theory of Work Adjustment (TWA)

The theory of Work Adjustment (TWA) as advanced by Dawis and Lofquist (1984) proposes an interaction between the employee and the work environment. TWA postulates that the seeking of correspondence between individual employee and the work environment is a basic human motive. According to Eggerts (2008) correspondence is a reciprocal process between the workers' satisfaction- which can be defined as an employee being satisfied with the work he/she does and the employer's satisfaction with individual employee's performance (Satisfactoriness). According to Dawis (2005) in the equation between the various fit types within an organization, satisfaction and satisfactoriness plays an ultimate mediation relationship.

TWA is viewed by many scholars and theorists as highly empirically right a perception attributed to its basis that is founded on a well-accepted experimentally based stimulus-response model and secondly, operationalization of its testable propositions through extensive instrumentation. According to Hackett et. Al (1991) TWA has had minimal criticisms leading to its uncontested perception by many scholars as one of the dominant vocational behavior theory. According to Swanson and Schneider (2013) TWA is perhaps the dominant theory in explaining employee-Work Environment a view supported by Dawis (2005). TWA according to Dawis (2005) offers strategies which clients adopt to improve their work circumstances. TWA though has inability to explain how both the employee and environment adjusts so as to satisfy one another as its visible weakness.

2.3 Elements of Workplace Environment

Workplace environment is defined as the totality of interrelationships that occur between the employees and the workplace in which they perform their tasks Kohun (2002). According to Heath (2006) workplace environment is multifaceted and constitutes of work environment as physical location, Organizational Culture, Working relations, Work Location, Procedures, Policies, rules among others as key constituents of work environment that influences employee performance. Other elements that constitute work environment and that are of interest to this study are, Work-Loads, team-building, leadership styles, Physical set up and Work-Life-Balance practices within an organization. According to Vischer (2008) making workplace environment

conducive should be a topmost agenda for any organization as it provides significant support to the employees in executing their tasks.

2.3.1 Physical Workplace Environment

Physical workplace is defined by Amir (2010) as an area within the organization that is designed and configured so that an organization's goals and objectives could be attained. Workplace environment indicators include but not limited to office layout, furniture arrangements, floor plan/configurations, lightings and ventilations as critical constituents of an organization's workplace environment that impact on employee performance. According to Challenger (2000) office layout and design impressions play a critical role in symbolically connoting an organization's images and meanings besides connoting how employees are to be engaged. According to Doman (2008) both the informal and formal seating arrangements play a critical role in facilitating or otherwise employee interactions within the work environment. For example, seats arranged in back-to-back design tend to discourage social interactions among employees (Doman, 2008). According to McCoy and Evans (2005) physical elements play significant role in facilitating the employees to have their work done and also in developing networks and relationships at work which eventually lead to improved employee performance.

According to Brill (2000) it is possible for an organization to improve an employee's performance in the regions 5-10% by instituting various improvements of the physical workplace environment; improving elements such as office comfort, office floor configurations so as to enhance inter-employee social interactions and relations. Amir (2010) considers office layout and office comfort as two most important elements of physical environment when compared to all other elements that constitutes an organization's physical workplace, a proposition agreed upon by McGuire and McLaren (2009) who view office layout and design as critical physical environment elements that impact employees' behavior at workplace most.

2.3.2 Management / Leadership Style

Igbaekemen (2014) defines leadership as an art of influencing people so they can willingly and out of their own discretionary efforts strive towards achieving set goals for the organization's good. Leadership is simply interpersonal influence directed and exercised in a situation leading to attainment of specific goals as set by the organization. In workplace environment leadership is a critical factor able to create passionate atmosphere that employees can freely thrive in and also

incubate a culture founded on values and performance (Alghazo and Al-Anazi, 2016). Hurduzue (2015) opines that it is the responsibility of effective leadership to develop an organization's employees both individually and collectively to attain excellence in performance. A perceived supportive relationship of the immediate supervisor/manager by the employees tends to lead to increased commitment by employees leading to higher performance and satisfaction (Gagnon and Michael, 2004).

Gharibvand (2012) extracts critical elements that constitute effective leadership as Communication; Relationship between the leader and followers; Training and Guidance that employees receive from their superiors. Other constituent elements of leadership include but not limited to decision making approach, approachability of the leaders, Autonomy granted to employees, Trust levels that the superiors have on the employees and Power Delegation. According to Maxwell (2002) whereas the ancient workplace was highly made up of who embraced a top-down approach in decision making approach, the 21st century workplace leader empowers others to be leaders and understands the place of facilitative leadership, its techniques, challenges and benefits to the modern workplace environment. Leadership Styles that embrace ideals such as collaboration, facilitation, consultation, positive influence, inspiration, positive relations, intellectual stimulations, individualized consideration and not one-size-fits-all thinking as Storey (2004) states have a higher chance of effectiveness in the 21st century workplace environment as they form part and parcel of an enabling working environment.

Duckett and Macfarlane (2003) posits that pragmatic leadership styles that are founded on the principle of equality between the leader and employees and the role of the leader is facilitative rather than dictatorial directing are more likely to succeed in getting the best of their employees and hence lead to improved organizational performance. Melling and Little (2004) state that high-handed and power-hungry leadership styles act as a source of negative energy at workplace hence create workplace environment that does not foster individual employee performance. According to Khan, et al. (2015) leadership styles such as autocratic leadership that seek to retain as much decision making powers as possible, and delegating minimal leads to killing employee innovation and creativity as they feel their contribution is of no value leading to disengagement, low job satisfaction, low commitment and minimal organizational citizenry. (2007) characterizes Laissez-faire style of leadership by unwillingness of the leaders to be actively involved in the daily operations of the

organization affairs. According to Monzani (2015) Laissez-faire approach is a recipe of increased chaos in the workplace hence a great contributor to an unhealthy work environment which is toxic to employee performance improvement. In conclusion therefore, styles of leadership adopted by the management considerably affect job satisfaction, workplace stress levels, performance turnover intention among other critical organizational success factors.

2.3.3 Organizational Culture

Trieci and Beyer (1993) define Organizational Culture as a representation of an organization's ideologies together with all other forms of its manifestations which can be through Narration, language, symbols and other activities. Wilkins and Ouchi (1983) state the value of organizational culture as one of helping an organization to effectively implement its strategies. Organizational culture can be viewed as bond that enjoins both manager and employees working towards a common goal of ensuring effective implementation of an organization's strategic goals and whose absence will negatively affect employee performance. Robert and Angelo (2008) links the role of organizational culture on the workplace social system by stating that organizational culture promote stability of social system in an organization whose impact reflects the degree to which employees perceive the work environment as positive and reinforcing or otherwise.

Paschal (2016) states that strong organizational culture makes it easy for employees to communicate openly and allows its employees to effectively participate decision making process. Purcell et al. (2003) view organizational culture as a shared belief system on what are important, behaviors that are important to the organization and more importantly the relationships of an organization's employees within and without the workplace environment. According to Bullach et al. (2012) an enabling organizational culture helps employees to understand organizations current methods of operations, increase employees' commitment to the organization, its values and philosophies and last but not least the organizational culture serves as a behavior guiding tool.

2.3.4 Work Life Balance (WLB)

The concept of WLB is founded on the notion that an employee's paid work should not be seen as conflicting and competing with priorities in the personal space of an employee rather the two (Personal life and paid work) should complement each other (Doherty, 2004). Thorne (2011) defines Work-Life-Balance practices as any type of working condition or benefit that an organization engages formally or informally in an effort to minimize paid work viz-a-viz family/personal life conflicts. According to Muindi, Nzulwa and Muinde (2015) WLB practices play a critical role in enhancing employees' autonomy to strike balance between work and personal demands. An effective complementary relationship between an employee's paid work and personal life not only benefits the employee through increased control in regards to time and place of work (Thomas and Ganster, 1995) but also leads to reduced work-family conflicts as adduced by (Kossek and Ozeki, 1998). Additionally, WLB benefits the organization at large as it leads to increased job satisfaction, enhanced engagement and organizational commitment which are key ingredients to optimal employee performance.

WLB practices can be designed along the following main domains; Time, Place, Employee Statutory entitlements and Organizational setting (Muindi, Nzulwa and Muinde, 2015). WLB initiatives centered on organizational setting which includes but not limited to work arrangements, study and compassionate leaves, child and dependent care (Bardoel et al, 1998). Organizations can also initiate WLB programs guided by employee entitlements as stipulated in the employment Act 2007 and other statutory provisions and other laws of the land. WLB practices can also be designed around time leading to such initiatives as Flexi-Time; Compressed work Hours; Part-time work Hours and annualized hours. An organization can also architect its WLB practices based on place/ alternative work location leading to such initiatives as tele-working. Another domain around which an organization can craft its WLB practices is around the Job modification leading to such initiatives and policies on Job redesigning and job sharing. An employer can also design its WLB practices based on Benefits domain resulting in such initiatives as leave provisions; employee assistance programs, wellness programs and dependent care.

2.3.5 Teamwork

The term team is defined by Salas et al (1992) as a set of two or more people, distinguishable from each other and who interdependently, from time to time and adaptively cooperate and work towards attainment of organization's goals, vision and mission as assigned to each of the employees individually in executing a given task within a given timeline. According to Scarnati (2001) teamwork is a synergistic process which leads to ordinary people achieving extraordinary results. For teamwork to be able to effectively achieve its common goal through knowledge sharing and skills, it must be anchored on a cooperative environment (Harris and Harris, 1996).

According to Froebel and Marchington (2005) by working in a team, employees enhance their skills, knowledge and abilities which are essential for improved employee performance. Conti and Kleiner (2003) views greater participation, challenge and feeling of accomplishment as among benefits arising out of teamwork.

According to Septiani and Gilang (2017) team work is characterized by; Cooperation defined as willingness and ability of various members of a team working together rather than individually, agility and flexibility of members of a team to accommodate other team members' views and sharing of resources amongst each other. Coordination manifested via efficiency and harmony with which team members perform tasks as assigned , Communication which entails free-flow of information among team members taking into consideration channels and language of communication at work, Comforting exhibited through the support given by team members to other employees in maintaining positive and healthy psychological state and how often team members empathize with their colleagues, on if employees offer psychological comfort and confidence to their colleagues at work and finally Conflict resolving evidenced by the effectiveness with which the team members are skilled and empowered to resolve conflicts arising within a team and other work-related disagreements.

2.4 Employee Performance Measures

Every organization has specific set of objectives that are in place to steer the business entity to its desired future. Vance and Paik (2006) define the process of transforming an organization's strategic objectives into action, monitoring progress and rewarding results as performance management. Grahams and Bannet (2009) asserts that performance management as a process should link with the business's key processes such as organization's business strategy and

employee development. According to David (2011) there is no better indicator of performance management than performance measurement. A method through which measuring how tasks are performed at the workplace is referred to as performance measurement (Busco, Ribacconi and Scapens, 2006). Performance measurement's sole purpose according to Griffith (2003) is to enhance employees' motivation, avail timely provide feedback to employees on how they are faring on relative to set performance goals, offer basis for fairness in the structure of the organization and benefits and incentives allocation, ensure equal opportunities to all employees these include opportunities for recognition for exemplary performance and for promotions. It is important for performance measurement systems to ensure accuracy and efficiency of performance measurement as this forms basis of accurate performance and potential reviews of employees (Fletcher and Bailey (2003).

According to Rudman (2003) employee performance measurement entails time bound assessment of tasks completed and employee accomplishments relative to agreed goals which according to Kazan, Pekkanli and Catal (2012) should possess SMART features. Quality of Accomplishment, compliance with the organization's policies, procedures and standards and costs involved in accomplishing the tasks are also key performance measures (Kuvaas, 2006). Effectiveness and regularity with which performance of an employee is measured and monitored are among critical hallmarks of effective performance management (Anderson, 2003). Rudman (2003) highlights the value of timely recognition of the accomplishment in performance measurements as recipe for motivation and improved employee performance. Kuvaas (2006) introduces another critical aspect to employee performance which is employee's perceived level of control at the workplace and how it determines one's level of performance and motivation to achieve the predetermined goals.

2.5. Workplace Environment and Employee Performance

A study done by Naharuddin and Sadegi (2013) examined workplace environment factors that affect employee performance at Miyazu Malaysia using a descriptive study design and survey questionnaire as data collection method. Settling on the sample population of 200 whose responses were sought was arrived at through use of stratified sampling technique. The study findings revealed mixed insights into the workplace environment indicators that have effect on the performance of employees. Of the three independent variables under study (Job Aid, Physical

Work Environment and Role of Supervisor), only Job aid and physical work environment had significant impact on employee performance with Supervisor's role scoring the least. Al-Omari and Okasheh (2017) studying on how various workplace environment variables impact on employee job performance a case of engineering company in Jordan concludes that employee job performance is a function of employee's motivation, ability and how one adapts to constrains and unfriendly environment. The research study further reveals multiple variables within situational constrains that employers should make effort to improve on so as to motivate employees to perform optimally which include but not limited to physical conditions in which employees perform their duties.

Similarly Chandrasekar (2011) carried out a study aimed at assessing the impact of workplace environment on organizational performance in public sector organizations whose findings were in tandem with many other studies whose conclusions were that the workplace environment in which employees work motivates or demotivates to perform. According to this study, a positive workplace environment motivates employees to perform better. An empirical study by Gitahi et al (2015) set out to establish the extent to which workplace environment affects performance of employees working in commercial banks based in Nakuru town by use of a descriptive study design targeting 736 non-managerial employees from the 25 banks in Nakuru town and whose main data collection technique was questionnaire, the findings of this study established existence of a strong relationship between physical workplace environment and employee performance in commercial banks based in Nakuru town. Findings from this study reveal that among other workplace environment variables that affect employee performance, psychosocial variables had the greatest effect on employee performance.

Other research studies assessing the effect of workplace environment together on employee performance include; a study by Nanzushi (2015) aimed at determining the effect of the workplace environment on performance of employees in the mobile telecommunication firms Nairobi City County. In this study a descriptive study design and stratified sampling technique were employed and data was primarily collected through questionnaire survey from a sample target population of 1626 employees drawn from 3 main telecommunication firms; 976 employees from Safaricom, 400 employees from Telekom Kenya and 250 employees from Airtel-Kenya. The study revealed that management/leadership styles employed by the superiors

can greatly influence employee performance. Similarly non-inclusion of employees in decision making negatively impacts on employee performance. Nanzushi (2015) research study points to an existence of a relationship between workplace environment and employee performance by concluding its findings that a positive workplace environment leads to improved employee performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is defined by Creswell (2008) as the systematic theoretical analysis of the methods applied to a field of study. Covered herein are the research design and method this research study adopts. This section also covers the researcher's target population, size of the sample from which the responses were sought, sampling techniques and method used in data collection, validity and reliability of instruments as well as Data Analysis Techniques used.

3.2 Research Design

Data collection was done majorly through surveying of people and recording of their responses at one point in time for analysis purposes. Additionally descriptive survey was adopted to enable assessment existence of relationships between the dependent and independent variables under study. According to Singleton (2009) descriptive research design is the most comprehensive and appropriate in situations the researcher is faced with large and diverse amounts of data to be analyzed within a short period of time. Additionally, Teddlie and Tashakkori (2003) posits the appropriateness of descriptive designs over other designs as it enables assessment of relationships existing between the dependent and independent variable or even in cases there exist moderating variables.

3.3 Population of Study

Research population is defined by Pole and Lampard (2002) as all members belonging to a given organization to which a study is in relation to. Ngechu (2004) opines that a population of study can comprise of organizations, components under study, individuals, families and gathering of items .This study hence covered 1200 Communication Authority of Kenya Employees drawn from Senior Management, Mid-level Management and those in non-managerial levels.

3.4 Sample size and Sampling Techniques

Abikoye and Adekoya (2010) define sample as a few elements selected for study from a population to represent the larger population. The study made use of stratified random sampling design and drew respondents from employees across various levels of management in Communication Authority of Kenya as primary sampling units. Given the limitation as regards to time, the study collected data from 120 employees of the Communication Authority of Kenya. As regards to the how of determining who to participate in the study, the population under study

was divided into three strata; Senior Management; Mid-Level Management and finally Non-Managerial/subordinate employees.

Table 3. 1: Target Population and Sample Size

Management Level	Population	10 % of Total Population
Senior Management	200	20
Mid-Level Management	400	40
Non-Management	600	60
Total	1200	120

3.5 Data Collection

This study used primary data as sourced directly from the respondents through a five point likert scale semi-structured survey questionnaire dropped and picked later after the respondents had duly responded. The questionnaire had three sections: Section A: General Information of the respondents- Gender, Academic Qualifications, Responsibilities and other personal information relevant to the study at hand. Section B: Consisted of questions related to the workplace environment practices relating to Physical Workplace Environment, Leadership/Management Styles, Organizational Culture, Work-Life-Balance and Teamwork. Section C: Comprised of specific questions related to employee performance measures.

3.6 Data Analysis

For accuracy, completeness and ease of analysis the data collected was sorted, coded and tabulated- a process highly recommended by Cooper and Schindler (2003).The data was then analyzed using the statistical packages for social sciences (SPSS). The perceived effect of workplace environment on employee performance was then analyzed using regression model as below.

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

Where:-

Y= Employee Performance.

β_0 = Constant (Coefficient of intercepts)

β_1 - β_5 = Regression coefficient of the 5 indicators of the Workplace Environment Variable under study

X_1 = Physical work environment

X_2 = Management/Leadership Styles

X_3 = Organizational Culture

X_4 = WLB

X_5 = Teamwork

e= Error term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This study was carried out purposely to determine the perceived effect of workplace environment on employee performance at the Communication Authority of Kenya. This chapter hence covers data analysis, presentation and discussion of the study findings.

4.2 Response Rate

This study's sample population was 120 respondents comprising senior management, mid-management and those in non-management at the Communication Authority of Kenya. Out of the 120 questionnaires administered to various employees at Communication Authority of Kenya, only 100 questionnaires were dully filled and returned in good time representing 83.33% response rate but four of the questionnaires as filled and returned were deemed erratic and hence could not be used for the purpose of data analysis. According to Mugenda and Mugenda (2003) a response rate of above 50% is sufficient to ensure reliability of the study findings. The response rate thus established of 83.33% was exceptional and sufficient to generalize the findings in the study on the effect of perceived workplace environment on employee performance at the Communication Authority of Kenya.

4.3 Demographic Information

In establishing the suitability of respondents and reliability of their response to the study, respondents to this study were requested to provide various demographic information which covered spectrums such as Age, Gender, level of Education, Highest level of learning, length of duration in their current job, information whose findings are represented as below.

4.3.1 Gender of the Respondents

Respondents to this study were required to state their gender as part of their responses to the statements contained in the questionnaire. Analysis of these responses reveals that 47% of the respondents were female, whereas 53% of the respondents were male. The chart below illustrates the findings.

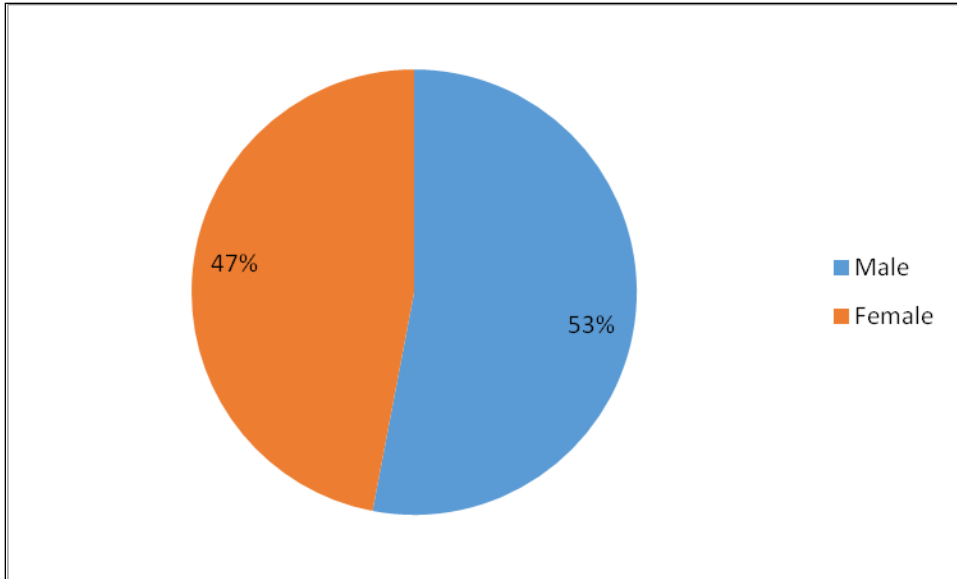


Figure 4. 1: Respondent's Gender

The 6% gender disparity was insignificant so far as creating any biasness on the study on perceived effect of workplace environment on employee performance.

4.3.2 Duration on the Current job

Among the information this study required the respondents to provide related to the duration they have been at their current workplace. The findings from the analysis are illustrated in the figure below as shown.

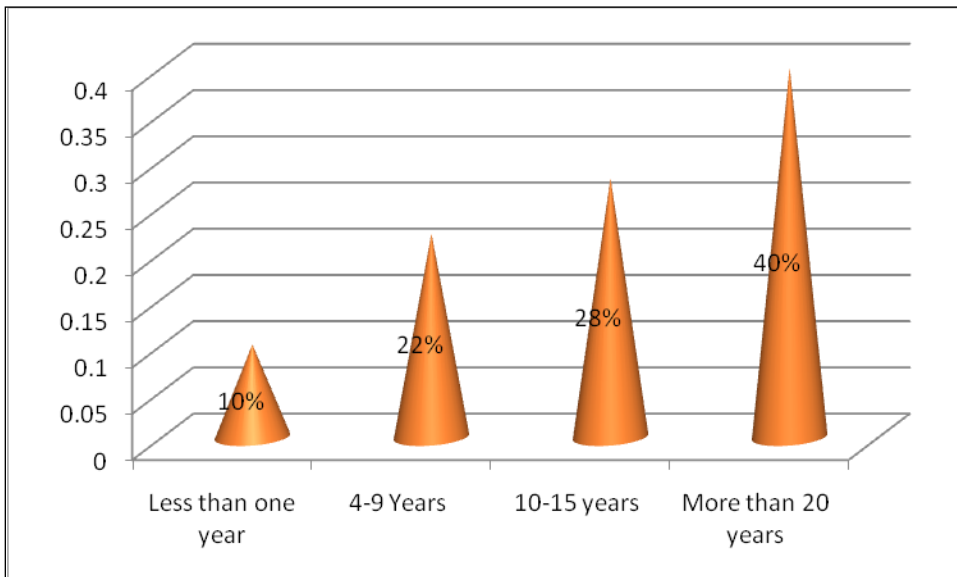


Figure 4. 2: Respondents' Duration on the Current Job

The study findings on the responses to the question on how long the respondents have been at their current workplace reveals that 40% of the respondents have been at the Communication Authority of Kenya for more than 20 years, followed closely by those who stated to have been at their current workplace for between 10-15 years at 22% frequency. Of the 100 respondents who took part in this study, 18% have been at their current workplace for between 4-9 years and with only 10 % of the respondents stating to have been at Communication Authority of Kenya for a duration less than 1 year. Findings to this research reveal that most of the respondents had been at CA long enough to provide relevant information on the perceived effect of work place environment on employee performance.

4.3.3 Managerial Level/Position

For fair representation across the organization this study aimed at establishing the managerial levels and seniority of the respondents by requesting the respondents to indicate their managerial levels in the organization. The results from the analysis of data collected are illustrated in figure 4.4 as shown

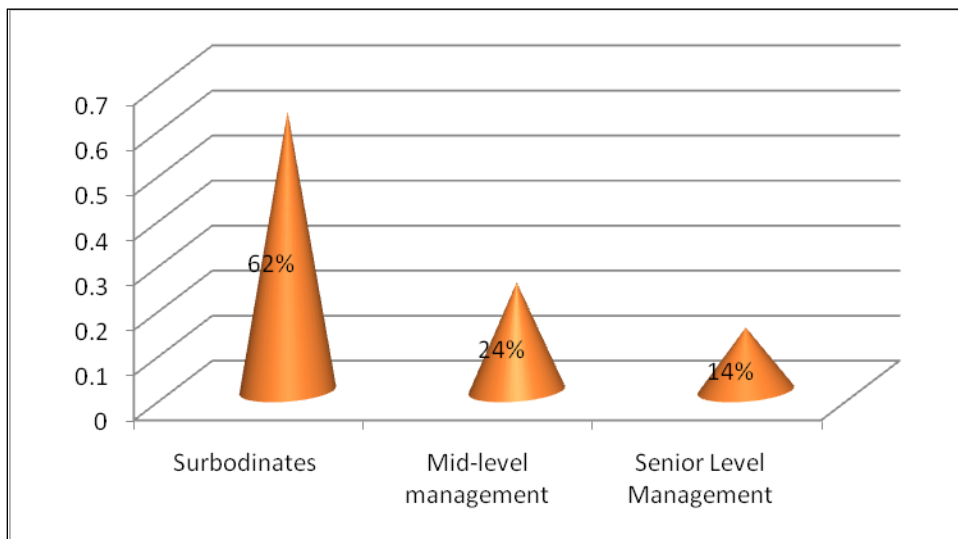


Figure 4. 3: Respondents’ Managerial Level/Position

Research findings as illustrated in the figure 4.4 reveal that 62% of the respondents were subordinates. Closely after were 24% of respondents who indicated to be in mid-level management. 14% of the respondents indicated that they were in senior level management. The study thus noted that there was sufficient representation of each level of management in the

study on the effect of perceived workplace environment on employee performance at the Communication Authority of Kenya.

4.3.4 Education Qualifications

The study sought to have the respondents indicate their highest education qualifications. The findings from the analysis are illustrated in the figure 4.5 below as shown.

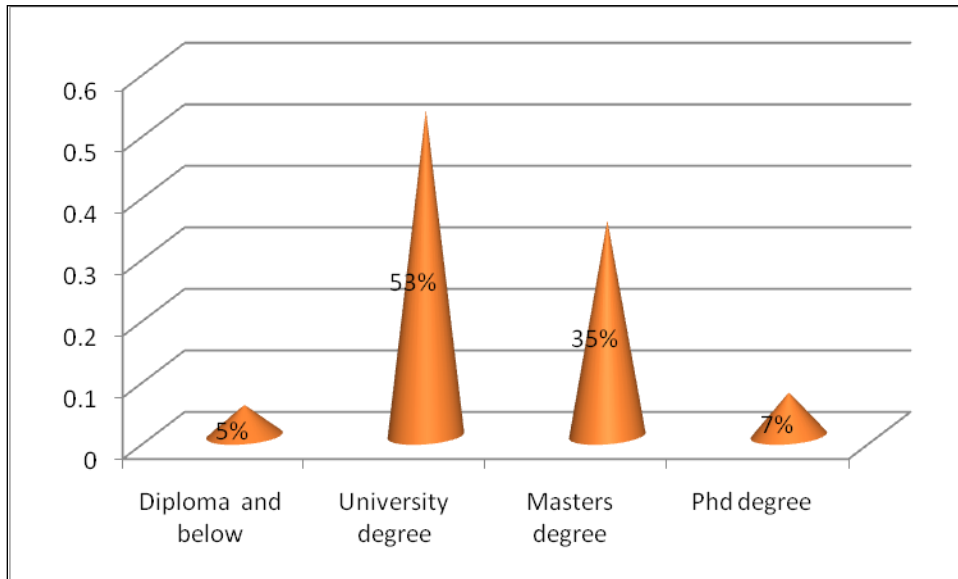


Figure 4. 4: Education Qualifications

Findings from the study revealed that 53.0% of the respondents had a university degree. Percentage of those with master’s degree stood at 35.0 %; PhD at 7 % and finally 5.0 % of the respondents indicated to possess diploma and below. From the study nearly all respondents had requisite education levels to accurately and reliably provide information as related to the study at hand.

4.3.5 Respondents’ Age

Respondents were also required to provide details on their age. The results from the analysis of findings are illustrated in the figure 4.6 below.

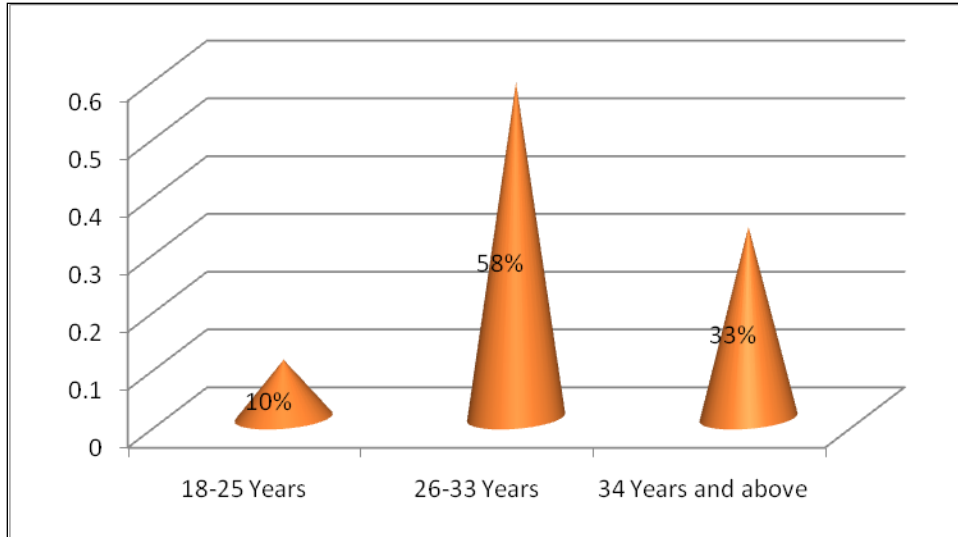


Figure 4. 5: Respondents’ Age

The findings established that 58 % of the respondents were of ages between 26-33 years, 33 % of the respondents were of age 34 years and above while 10% of the respondents indicated their age to be between 18 and 25 years old.

4.4 Descriptive Statistic

The study aimed at determining the effect of perceived workplace environment on employee performance at the Communication Authority of Kenya. To achieve this, respondents to this study were asked to indicate in a five point Likert scale the extent to which they perceived different workplace environment variables present at their workplace. The range was from strongly agreeing (5) to ‘strongly disagreeing’ (1). The score of 1 represented “strongly disagree” 2 represented “disagree”, 3 represented “neutral”, 4 represented “agree” and five represented “strongly agree”

4.4.1 Physical Workplace Environment

This study sought to assess the extent to which physical workplace environment perceivably had effect on performance of employees at the Communication Authority of Kenya. To achieve this study goal, the respondents were asked to state the extent to which they agreed or disagreed with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. The results are as in table 4.1.

Table 4. 1: Physical Work Environment

Statements	Mean	SDev
My furniture is comfortable enough	2.9	0.13
My workplace provides an undisturbed environment without any noise	3.4	0.03
I am happy with my office space and arrangement	2.8	0.13
My workplace floor configuration allows for effective interaction and interrelations with my colleagues in the department	3.25	0.15
Management give respect to junior employees	3.52	0.17
Composite Mean	3.17	0.11

Findings from table 4.1 reveal that the respondents agreed that the Communication Authority of Kenya management respects their junior employees at a 3.52 followed by employees' perception on the provision of undisturbed workplace environment that most respondents rated neutral with a mean score of 3.4. Employees rating of workplace floor configuration for effective interaction and interrelations with colleagues; furniture comfort and office space arrangements scored neutrally at 3.25, 2.9 and 2.8 respectively. Overall the respondents were not comfortable with workplace environment as provided by the Communication Authority of Kenya with an average mean of 3.17. This is especially so with comfort of furniture, office space, provision of undisturbed work environment and office floor configuration.

4.4.2 Management and Leadership Styles

The study sought to establish the effects of management and leadership style on employee performance at the Communication Authority of Kenya. To achieve this objective, respondents were asked to state the extent to which they agreed or disagreed with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. Table 4.2 tabulates the results.

Table 4. 2: Management/Leadership style

Statements	Mean	SDev
My views are sought in decision making by management	2.34	0.34
I am able to work hand in hand with my superior at the workplace	3.88	0.03
My manager provides valuable support through training and guidance whenever I need one	3.56	0.01
My manager trusts my abilities and decisions	3.65	0.02
Management has devolved powers to the lowest unit at my workplace	2.00	0.01
My supervisor supports me in performing work activities	3.58	0.05
Composite Mean	3.17	0.07

As evident from table 4.2, the respondents agreed to the facts that they are able to work hand in hand with their superiors at the workplace, that their managers trust their abilities and decisions, that their supervisors support them in performing their work activities and finally that their managers provide valuable support through training and guidance whenever needed to at means scores of 3.88, 3.65, 3.58 and 3.56 respectively. Overall, the respondents were moderately satisfied with the workplace environment as provided by the Communication Authority of Kenya in regards to Management styles at an average mean score of 3.1. However the respondents were dissatisfied with the management and leadership styles as applied at CA evidenced especially as regards to their views not sought in decision making and non- devolving of powers to the lowest units at their workplace.

4.4.3 Organizational Culture

The study also aimed at determining the effect of organizational culture as an indicator of workplace environment on employee job performance. Respondents were asked to state the extent to which they were in agreement or disagreement with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. The results are provided in table 4.3

Table 4. 3: Organization Culture

Statements	Mean	SDev
My Organization's Top Leadership share the vision, mission and values of the company with employees	3.54	0.02
Information freely flows at my workplace	2.18	0.32
I am provided with opportunity to contribute to the strategy implementation	2.0	0.03
My ideas and views are taken seriously by my employer in its decision making process	2.33	0.02
My employer promotes, encourages and supports informal social groups that exist within my workplace.	2.13	0.03
Composite Mean	2.46	0.10

As evident from table 4.3 respondents to this study expressed satisfaction as regards their organization's Top Leadership sharing of the organization vision, mission and values of the company with employees with a mean of 3.54. However a majority of the respondents were strongly dissatisfied with the organization culture of the Communication Authority of Kenya evident through the appalling low composite mean of 2.46. The respondents dissented to having their views taken seriously by their employer in decision making process (2.33), having free flow of information at their workplace via their formal channels of communication which speaks to transparency (2.18), promotion of informal social groupings by the employer (2.13) and provision of opportunity to employees to contribute to strategy implementation (2.0). It is evident hence that a lot need to be done at the Communication authority of Kenya especially in the areas of information flow, promotion and supporting of informal social groupings at the workplace, provision of opportunities to employees to contribute to strategy implementation and finally, taking seriously employees' ideas in decision making for easy of obtaining their buy-in on a number of management initiatives.

4.4.4 Work Life Balance

This study also sought to assess the extent to which Work Life Balance as an indicator of workplace environment affected employee performance at the Communication Authority of

Kenya. To achieve this objective, Respondents were asked to state the extent to which they were in agreement or disagreement with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. The results are provided in table 4.4

Table 4. 4: Work Life Balance

Statements	Mean	S.Dev
I am able to balance work priorities with my personal life.	3.88	0.03
Once in a while I am granted off to attend to family events and emergencies	3.54	0.08
My organization recognizes the need for leave in order to give employees time off work to relax and attend to personal issues	3.67	0.01
I can access paid maternity/Paternity leave on when necessary	3.78	0.03
I can apply and be granted paid study leave	3.53	0.04
We have institution-based daycare centers in our workplace	2.34	0.08
I expect reward if I serve the organization for a long time	3.56	0.03
Supervisor is accommodating when I have a job-family conflict	3.85	0.03
Composite Mean	3.52	0.06

As regards to Work Life Balance practices at the Communication Authority of Kenya respondents were moderately satisfied with a number WLB practices in place at the Communication Authority of Kenya at a an average mean score of 3.52. However, a majority expressed great satisfaction and agreement that they were able to balance work priorities with their personal lives as shown with a mean of 3.88 and that supervisor is accommodating when one have a job-family conflict as shown with a mean of 3.85. The respondents were also in agreement that they can access paid maternity/Paternity leave as and when necessary as shown with a mean of 3.78 and also to the fact that their organization recognizes the need for leave in

order to give employees time off work to relax and attend to personal issues as shown with a mean of 3.67. Other areas that got a positive endorsement by the respondents are on whether once in a while employees are granted off to attend to family events and emergencies with a mean of 3.54 and finally on whether employees can apply and be granted paid study leaves a majority of the respondents seemingly agreeing with a mean of 3.53. However, a majority of respondents were dissatisfied in the institution-based daycare centers as shown with a mean of 2.34 score an area the Communication Authority of Kenya can make exert efforts and improve so as to improve performance of its employees.

4.4.5 Team Work

The study also sought to determine the extent to which team work as a workplace variable affected employee performance. To achieve this objective, Respondents were asked to state the extent to which they were in agreement or disagreement with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. The results are provided in table 4.5

Table 4. 5: Team Work

Statements	Mean	SDev
Colleagues at my workplace freely share resources with me	2.45	0.02
My colleagues at work provide support to me in all matters	3.56	0.10
If I face a difficult moment my colleagues empathize with me	4.52	0.32
My organization rewards team success through a number of team-based incentives and benefits	3.58	0.34
Composite Mean	3.52	0.20

From the table above a majority of the respondents expressed great satisfaction with workplace environment at the Communication Authority of Kenya as regards to Colleagues empathizing with one another at a mean score of 4.42. As regards to CA rewarding team success (3.58) and Colleagues providing support to one another (3.56) a majority of the respondents expressed moderate satisfaction. However respondents strongly expressed their dissatisfaction to the level of resource sharing among colleagues pointing to likely high level of distrust among the

employees at CA. From the above results employees at the Communication Authority expressed moderate satisfaction with their workplace environment as relates to teamwork at their workplace at an average mean of (3.52) though there is room for more to be done especially in building trust among the employees.

4.4.6 Employee Performance

As regards to performance measurement systems at Communication Authority of Kenya, the researcher aimed at determining their perceived effectiveness. Respondents were asked to state the extent to which they were in agreement or disagreement with the statements provided in a likert scale of 1-5 where 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, and 5= strongly agree. The results are provided in table 4.6

Table 4. 6: Employee Performance

	Mean	SDev
My supervisor involves me in the setting of performance goals	3.98	0.35
I am able to meet my performance Targets and Goals on time	3.76	0.32
My supervisor provides me with regular and timely feedback on my performance	2.00	0.33
I perceive the appraisal process on my performance as fair	2.48	0.38
I am rewarded by my employer whenever I exceed my performance targets	3.78	0.03
My performance is regularly appraised	2.14	0.21
Composite Mean	3.02	0.30

From table 4.6 above a majority of respondents expressed great satisfaction with levels of involvement by their supervisors in setting performance goals (3.98), Rewards as provided by CA whenever they exceed performance targets (3.78) and their ability to meet performance targets and goals on time (3.76). However they strongly expressed dissatisfaction to their supervisors providing regular and timely feedback on performance (2.0); regular appraisal of performance (2.14) and there being fairness in performance appraisal process. Overall, CA employees were moderately satisfied with performance management initiatives (3.02) with a feeling that much more can be done to improve the current status.

4.6 Inferential Analysis of the effect of Work Place environment on Employee Performance

The research objective for this study was to establish the effect of workplace environment on performance of employees at the Communication Authorities of Kenya with Physical Working Environment, Management/Leadership style, Organizational Culture, Work Life balance and Team work workplace environment variables under consideration. The regression model was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where;

α = Constant

Y = Employee performance

X_1 = Physical Working Environment

X_2 = Management/Leadership style

X_3 = Organizational Culture

X_4 = Work Life balance

X_5 = Team work

ε = Stochastic disturbance error term

Table 4. 7: Simple Linear Regression Results for the Effect of Perceived Workplace Environment on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.824 ^a	.678	.641	.75657

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.144	4	15.286	23.334	.001 ^b
	Residual	33.789	91	.614		
	Total	94.933	95			

***Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.056	3.061		1.652	.104
	Physical Workplace(x ₁)	.161	.073	.204	2.221	.003
	Management/Leadership Styles (X ₂)	.422	.079	.623	5.344	.000
	Organizational Culture (X ₃)	.178	.058	.375	3.063	.003
	Work Life Balance (X ₄)	.207	.039	.472	5.328	.002
	Teamwork (X ₅)	.342	.056	.232	4.128	.000

Dependent Variable: Employee Performance

Predictor Variable: Workplace Environment {(Constant); Physical Workplace(x_1); Management/Leadership Styles (X_2); Organizational Culture (X_3); Work Life Balance (X_4); Teamwork (X_5)}

The results in the Table 4.8 reveals that $r = 0.824$ implying existence of a strong correlation between the dependent variable (Employee Performance) and the independent variable (Workplace Environment). $R^2 = .678$ connoting that 67.8% of the variation in the performance of employees is explained by variation in workplace environment with other factors explaining 32.2% of variations in employee performance. ANOVA results shows that the model was statistically significant ($F = 23.334$; $P < 0.001$). The standardized Coefficients on the other hand indicate that the effect of perceived workplace environment on the performance of employees is positive and significant for all the 5 workplace environment indicators (Physical Workplace(x_1)- $\beta = .204$, $t = 2.221$, $P < .03$; Management/Leadership Styles (X_2)- $\beta = .623$, $t = 5.344$, $P < .000$; Organizational Culture (X_3)- $\beta = .375$, $t = 3.063$, $P < .003$; Work Life Balance (X_4)- $\beta = .472$, $t = 5.328$, $P < .002$; Teamwork (X_5)- $\beta = .232$, $t = 4.128$, $P < .000$). The Beta values hence imply; for every one unit increase in workplace environment employee performance increases by 0.204; for every one unit increase of Management/Leadership employee performance increases by 0.623; for every one unit increase of Organizational Culture employee performance increases by 0.375; for every one unit increase of WLB employee performance increases by 0.472 and finally for every one unit increase of teamwork employee performance increases by 0.232. This study finding hence confirms that workplace environment significantly related and influenced employee performance at the Communication Authority of Kenya.

To test the effect of perceived workplace environment on employee performance at the Communication Authority of Kenya simple linear regression was performed as shown: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$.

$$Y = 5.056 + .161X_1 + .422X_2 + .178X_3 + .207X_4 + .342X_5 + 3.061$$

4.7 Discussion of Findings

Findings from this study revealed that a greater percentage of the respondents were moderately satisfied with the workplace environment as provided by the Communication Authority of Kenya in regards to Management styles at an average mean score of 3.1. However the respondents were dissatisfied especially in relation to management not seeking employees views in decision making and non- devolving of powers to the lowest units at their workplace. There is hence need for the Communication Authority of Kenya to adopt a more transformational leadership approach that embraces views of employees and decentralizes power to lower units. This finding is in line with Alghazo and Al-Anazi (2016) whose study findings were that leadership in the workplace environment plays a critical role in creating an enthusiastic atmosphere and a culture anchored on value and performance. This study finding is also in line with Nanzushi (2015) whose research findings indicate an existence of a significant positive influence of organizations' leadership and management on the performance of its employees.

The study findings also established an existence of physical workplace and employee performance relationship at the Kenya Communication Authority. However a majority of employees were not comfortable with physical workplace environment as provided by the Communication Authority of Kenya with an average mean of 3.17. This is especially so with comfort of furniture, office space, provision of undisturbed work environment and office floor configuration. This finding is in tandem with an empirical study carried out by Gitahi et al (2015) which established existence of a strong relationship between physical workplace environment and employee performance. This finding too is in line with Al-Omari and Okasheh (2017) whose study found out that improving employee's physical workplace environment leads to an improvement in employee performance.

As regards to the Organizational Culture of the Communication Authority of Kenya this study established existence of a positive correlation between organizational culture and employee performance at the Communication Authority of Kenya. The study revealed that a majority of the employees agreed that their organization's Top Leadership share the vision, mission and values of the company with employees. However a majority of the respondents were strongly dissatisfied with the organization culture of the Communication Authority of Kenya as relates to

having their views taken seriously by their employer in decision making process, having free flow of information at their workplace via their formal channels of communication which speaks to transparency, promotion of informal social groupings by the employer and provision of opportunity to employees to contribute to strategy implementation. It is evident hence that a lot need to be done at the Communication authority of Kenya especially in the areas of information flow, promotion and supporting of informal social groupings at the workplace, provision of opportunities to employees to contribute to strategy implementation and finally, taking seriously employees' ideas in decision making for easy of obtaining their buy-in on a number of management initiatives. This study finding are corroborated with Robert and Angelo (2008) who states that organization culture is critical in promoting social system stability in an organization whose impact reflects in employee performance.

As regards to work life balance, this study aimed at assessing possible effect of WLB on the performance of employees at the Communication Authority of Kenya. This study reveals that a majority off employees were moderately satisfied with a number WLB practices in place at the Communication Authority of Kenya. A majority strongly agreed that they were able to balance work priorities with their personal lives and that their supervisors are accommodating when one has a job-family conflict. A majority of employees were also in agreement that they can access paid maternity/Paternity leave as and when necessary and also that their organization recognizes the need for leave in order to give employees time off work to relax and attend to personal issues. A majority of employees moderately endorsed offs as granted by the employer to attend to family events and emergencies and finally paid study leaves. However, a majority of respondents were dissatisfied in the institution-based daycare centers an area the Communication Authority of Kenya can exert efforts and improve so as to improve performance of its employees. This study is in line with Thomas and Ganster (1995) study that states that an effective complementary relationship between an employees' paid work and personal life not only benefits the employee through increased control in regards to time and place of work but also leads to reduced work-family conflicts as adduced by (Kossek and Ozeki, 1998).

As regards to Teamwork a majority of employees at the Communication Authority expressed moderate satisfaction with their workplace environment as relates to teamwork. This finding is in line with Froebel and Marchington (2005) study which stated that by working in a team,

employees enhance their skills, knowledge and abilities which are essential recipe for improved employee performance, productivity as well as enhancing employees' ability to solve conflicts. A majority of employees expressed great satisfaction with workplace environment at the Communication Authority of Kenya as regards to Colleagues empathizing with one another. A majority of the employees too expressed moderate satisfaction as regards CA rewarding team success and Colleagues providing support to one another. However many of the employees strongly expressed their dissatisfaction to the extent of resources sharing among colleagues pointing to likely high level of distrust among the employees at CA. Harris and Harris (1996) states that teamwork must be anchored on a cooperative environment if it has to effectively attain its common goals through knowledge sharing and skills it must be grounded on a cooperative.

On the effectiveness of various employee performance measures at the Communication Authority of Kenya, a majority of employees expressed great satisfaction with levels of involvement by their supervisors in setting performance goals, Rewards as provided by CA whenever they exceed performance targets and their ability to meet performance targets and goals on time. However employees strongly expressed dissatisfaction to their supervisors not providing regular and timely feedback on performance, irregular appraisal of performance and there being unfairness in performance appraisal process. Overall, CA employees were moderately satisfied with performance management initiatives with a feeling that much more can be done to improve the current status. This glaring points of dissatisfaction defeats the sole purpose of performance measurement which according to Griffith (2003) is to enhance employees' motivation, avail timely provide feedback to employees on how they are faring on relative to set performance goals, offer basis for fairness in the structure of the organization and benefits and incentives allocation, ensure equal opportunities to all employees these include opportunities for recognition for exemplary performance and for promotions.

The coefficient of determination as measured by the R-square (R^2) of 67.8% shows that all the five predictor variables (Physical Working Environment, Management/Leadership style, Organizational Culture, Work Life balance and Team work) explain 67.8% of the total variation in the performance of employees at the Communication Authority of Kenya with other factors not covered under this study explaining 32.3%. This finding is in line with Heath (2006) who stipulates that workplace environment is multifaceted and constitutes of work environment as

physical location, Organizational Culture, Working relations, Work Location, Procedures, Policies, rules among others as key constituents of work environment that influences employee performance. Making workplace environment conducive should be a topmost agenda for any organization as it provides significant support to the employees in executing their tasks (Vischer, 2008).

CHAPTER FIVE- SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Presented in this chapter are the summary of the findings, drawn conclusions, recommendations of the study based on the objectives of the study, Limitations of this study and Recommendations for future research studies.

5.2 Summary of Findings

This study sought to determine the effect of perceived Workplace Environment on Employee Performance at the Communication Authority of Kenya. From the findings of this study, it is evident that there is no significant variation in gender among employees of CA and that a majority of these employees have worked at CA for a period longer than 10 Years hence understand the workplace environment at CA to a larger extent. It is also revealed that a majority of employees at CA have a bachelor's degree are aged 26 years and above hence understand the concept of workplace environment and employee performance in depth.

As relates to physical workplace environment, employees at CA were not comfortable with workplace environment as provided by the Communication Authority of Kenya this is especially so with comfort of furniture, office space, provision of undisturbed work environment and office floor configuration. Employees are satisfied to a moderate extent respect accorded to junior employees by the seniors.

The study findings also revealed that a majority of the employees at the Communication Authority of Kenya were satisfied with the management and leadership styles and approaches in place at their workplace. Despite this endorsement though a majority of employees were dissatisfied with the management and leadership styles as applied at CA especially as regards to non-consultative/participatory approach and non- devolving of powers to the lowest units at their workplace.

As regards to CA's Organizational Culture, a majority of the employees agreed that their organization's Top Leadership share the vision, mission and values of the company. Despite this

a majority of the respondents were strongly dissatisfied with the organization culture of the Communication Authority of Kenya. The respondents dissented to having their views taken seriously by their employer in decision making process, there being free flow of information at their workplace, promotion of informal social groupings by the employer and provision of opportunity to employees to contribute to strategy implementation. It is evident hence that a lot needs to be done at the Communication authority of Kenya especially in the areas of information flow, promotion and supporting of informal social groupings at the workplace, provision of opportunities to employees to contribute to strategy implementation and finally, taking seriously employees' ideas in decision making for easy of obtaining their buy-in on a number of management initiatives.

Results on WLB Practices most of CA employees expressed their satisfaction with most of the WLB practices in place at CA. Employees are able to strike a healthy balance between work priorities and their personal life demands and that supervisors are accommodating when one has a job-family conflict, employees can access paid maternity/Paternity leave as and when necessary and finally that Communication Authority of Kenya grants its employees leave as and when necessary in order to give employees time off work to relax and attend to personal issues. On the other hand employees expressed dissatisfaction as regards to existence of adequate institution-based daycare centers at the workplace.

As regards to teamwork the study revealed that a majority of the employees expressed great satisfaction with workplace environment at the Communication Authority of Kenya especially as regards to Colleagues empathizing with one another, CA rewarding team success and Colleagues providing support to one another. However respondents strongly expressed their dissatisfaction to the level of resource sharing among colleagues pointing to likely high level of distrust among the employees at CA. From the above results employees at the Communication Authority expressed moderate satisfaction with their workplace environment as relates to teamwork at their workplace at an average mean of though there is room for more to be done especially in building trust among the employees.

Finally as regards to the performance measurement practices at CA, this study revealed that a majority of employees expressed great satisfaction with levels of involvement by their supervisors in setting performance goals, Rewards as provided by CA whenever they exceeded performance targets and being able to meet performance targets and goals on time. However employees strongly expressed dissatisfaction to their supervisors' inability to; provide regular and timely feedback on performance, regularly appraise performance and observe fairness when appraising performance. Overall, CA employees were moderately satisfied with performance measurement with a feeling that much more can be done to improve the current status. The study findings indicate existence of a fairly functional and effective employee performance measurement system that allows managers and supervisors to involve their subordinates in goal setting and rewards performance that exceeds set targets. However it can be improved further by making the appraisal process seen and felt to be fair by all employees, making the appraisal process more regular and finally supervisors providing regular and timely feedback on performance employees.

5.3 Conclusion

From the findings of this study, the five workplace environment variables (Physical Working Environment, Management/Leadership style, Organizational Culture, Work Life balance and Team work) have significant effect on employee performance at the Communication Authority of Kenya. Leadership and Management Styles as established through the regression model strongly and positively influenced employee performance at Communication Authority of Kenya, followed by the physical workplace environment which entails furniture, office space, office floor design and noise free work environment. The study findings revealed a positive influence of Organization's culture and teamwork on employee performance with WLB having the weakest positive influence on employee performance at the Communication Authority of Kenya.

5.4 Recommendation

Following the levels of dissatisfaction expressed by respondents on a number of questions under Organizational Culture, This study recommends that the Communication Authority Management puts in place systems to enable information flow freely at the workplace so as to enhance transparency and minimize mistrust from its employees. The study too recommends that Communication Authority of Kenya makes a concerted effort to provide opportunities for its employees to meaningfully contribute to its strategy formulation and also take into consideration various views as vented by its employees. Finally on Organizational Culture this study recommends that the CA Management and leadership promotes, encourages and supports informal social groupings within the workplace to the extent these groupings do not adversely affect performance of its employees.

Employees at the Communication Authority of Kenya felt like their ideas and views are not taken seriously by the employer in its decision making process a perception that may have adverse ramifications on employees' creativity, innovation and performance. This study hence recommends that CA puts in place systems to see that employees' ideas are given serious consideration they deserve and followed to the very end. Additionally, this study recommends that CA decentralizes power through devolving powers to the lowest units at the workplace. Additionally as relates to CA's physical workplace environment, CA should make efforts to ensure their employees are provided with more comfortable furniture (Seats and workstations) as this will greatly contribute to the performance of its employees.

Finally, this study recommends that CA establishes institution-based daycare centers at the workplace; this will go a long way in psychologically satisfying especially the nursing mothers who may not be able to give their best efforts if such a facility was not in place.

5.5 Limitations of the Study

Evidently the predictor variable indicators under study herein are not exhaustive as there are a number of other workplace environment variables perceived to influence performance of employees, this limitation though does not affect adversely the findings of this study. Carrying out a similar but extended study on other state owned corporations to corroborate the findings of this study would have been of great value but that was not possible due to many other

constraints. Finally, respondents to this study filled and handed in the dully completed questionnaires, it cannot be ascertained if the results as provided had the study covered a longer period of time could have been the same. Despite the highlighted limitations to the best of the researcher's judgment, the limitations did not adversely affect the findings of this study.

5.6 Recommendation for Further Research

The study findings herein are restricted to responses as given by the employees at the Communication Authority of Kenya, it will be of absolute value add for similar studies to be carried out within other workplace environments in other state owned corporations for corroboration on the findings herein and also to give a broader perspective on the relationship between work place environment and employee performance. This study recommends that other future researches consider other workplace environment variables not exhaustively covered in this study to assess their strength and significance in influencing both quality and level of performance of employees.

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APPENDIX: QUESTIONNAIRE

Dear Valued Respondent,

Greetings and many thanks for taking valuable time off your busy schedule to respond the questions contained herein. I am a master of science -Human Resource Management student at the University of Nairobi, currently carrying out an academic research project on the perceived effect of workplace environment on employees' performance I wish to assure you that your responses will be used solely for this purpose and information provided shall be handled with utmost confidentiality.

SECTION A: RESPONDENT'S BIO DATA *(Tick as appropriate)*

1.	Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Other	<input type="checkbox"/>
2.	Duration in Current Job (Yrs.)	<1	<input type="checkbox"/>	4-9	<input type="checkbox"/>	>10	<input type="checkbox"/>
3.	Managerial Level/Position	Senior	<input type="checkbox"/>	Middle	<input type="checkbox"/>	Non-Managerial	<input type="checkbox"/>
4.	Educational Qualifications	Below Degree	<input type="checkbox"/>	Degree	<input type="checkbox"/>	Post Degree	<input type="checkbox"/>
5.	Age (Yrs.)	18-25	<input type="checkbox"/>	26-33	<input type="checkbox"/>	Above 33	<input type="checkbox"/>

SECTION B: WORKPLACE ENVIRONMENT PRACTICES/VARIABLES

To what extent do you agree with the following statements as relates to workplace environment practices and initiatives by your employer?

Tick on the scale provided indicating your rating of each item.

RATING: 1 = Strongly Agree; 2 = Disagree; 3 = Not Sure; 4 = Agree; 5 = Strongly Agree

	Physical Workplace Environment	1	2	3	4	5
1.	My furniture is comfortable enough					
2.	My workplace provides an undisturbed environment without any noise					
3.	I am happy with my office space and arrangement.					
4.	My workplace floor configuration allows for effective interaction and interrelations with my colleagues in the department					

	Management and Leadership Styles	1	2	3	4	5
5.	My views are sought in decision making by management					
6.	I am able to work hand in hand with my superior at the workplace					
7.	My manager provides valuable support through training and guidance whenever I need one					
8.	My manager trusts my abilities and decisions					
9.	Management has devolved powers to the lowest unit at my workplace					
10.	My supervisor supports me in performing work activities					

	Organizational Culture	1	2	3	4	5
11.	My Organization's Top Leadership share the vision ,mission and values of the company with employees					
12.	Information freely flows at my workplace					
13.	I am provided with opportunity to contribute to the strategy implementation					
14.	My ideas and views are taken seriously by my employer in its decision making process					
15.	My employer promotes, encourages and supports informal social groups that exist within my workplace.					

	Work-Life-Balance	1	2	3	4	5
16.	I am able to balance work priorities with my personal life.					
17.	Once in a while I am granted off to attend to family events and emergencies					
18.	My organization recognizes the need for leave in order to give employees time off work to relax and attend to personal issues					
19.	I can access paid maternity/Paternity leave on when necessary					
20.	I can apply and be granted paid study leave					
21.	We have institution-based daycare centers in our workplace					
22.	I expect reward if I serve the organization for a long time					

23.	Supervisor is accommodating when I have a job-family conflict					

	Teamwork	1	2	3	4	5
24.	Colleagues at my workplace freely share resources with me					
25.	My colleagues at work provide support to me in all matters					
26.	If I face a difficult moment my colleagues empathize with me					
27.	My organization rewards team success through a number of team-based incentives and benefits					

SECTION C: EMPLOYEE PERFORMANCE MEASURES

	Employee Performance Measurement	1	2	3	4	5
28.	My supervisor involves me in the setting of performance goals					
29.	I am able to meet my performance Targets and Goals on time					
30.	My supervisor provides me with regular and timely feedback on my performance					
31.	I perceive the appraisal process on my performance as fair					
32.	I am rewarded by my employer whenever I exceed my performance targets					
33.	My performance is regularly appraised					