

**WORK ENVIRONMENT AND ITS IMPACT ON EMPLOYEE'S PERFORMANCE  
(A CASE STUDY OF PRODUCE BUYING COMPANY, KUMASI)**

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ADMINISTRATION.**

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### STATEMENT OF AUTHENTICITY

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## **ABSTRACT**

Businesses must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed at finding the impact of work environment on employee's performance at Produce Buying Company, Kumasi.

Objectives of the study were to ascertain the relationship between employees and their working environment, to determine the impact of work environment on employee performance and to suggest measures and make appropriate recommendations to improve the working conditions for better performance.

Descriptive sample survey was used to carry out the study. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The main findings included, employer's interpersonal relationships with their managers were poor, we feeling do not exist among employees and their employers at the organization, employees have clear career advancement and a clear definition of task.

In conclusion, it has been revealed that work environment affects employees at Produce Buying Company a great deal and most of them were positive leaving little for the negativity. Based on our findings, we recommended to the organization that periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees.

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## **DEDICATION**

This work is dedicated to the Almighty God for his guidance and support throughout this work.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

Management's new challenge is to form an environment that attracts, retain and motivate its workforce. The responsibility lies with managers and supervisors at all levels of the organization. Businesses must step outside their time-honored roles and comfort zones to look at new ways of working. They have to create a working environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential.

The work environment affects employee morale, productivity and engagement- both positively and negatively. It is not just a twist of fate that new programs addressing lifestyle changes, work life balance, health and fitness previously that were not considered key benefits are now primary considerations of potential employees, and common practices among the most admired companies.

Today's work environment is different, diverse and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business.

In an effort to motivate workers, firms have put into practice a number of activities such as performance based pay, employee involvement, recruiting agreements, practices to help balance work and family life as well as various forms of information sharing. In addition to motivation, workers need the skills and the ability to do their job effectively. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. How well employees engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of uniqueness and collaboration with other employees, absenteeism and ultimately how long they stay in the job. Comfortable office design motivates the employees and increases their performance to a large extent.

## **1.2 STATEMENT OF PROBLEM**

Management's new challenge is to build a work environment that attracts, retain and motivate its employees. It takes an entirely different approach than it did just a few years ago to keep employees satisfied today. Many workplace factors influence employee's performance. Relationship among personality, work environment preferences and the outcome variables, performance and commitment affect employee's performance at the workplace. Research has shown that work environment is having a great impact on the performance and attitude of employees and this to ascertain whether employees at PBC are facing the same problem.

It is important for the employer to know how its work environment impacts greatly on the employee's level of motivation and performance. A well designed office signals the values and objectives of the company and the use of design in office interior communicates a company's

values and identity. Office design therefore should be one of the factors in affecting employee's productivity.

Employee's health and morale are often interrelated when it comes to productivity in the work environment. It's therefore important to find out if employee's health can directly or indirectly disturb their work performance or productivity.

### **1.3 RESEARCH OBJECTIVES OF THE STUDY**

#### **1.3.1 General Objective**

##### **Objectives of the study**

The paper seeks to research into the following objectives;

##### **General Objective**

The main objective of this study is to find out how the workplace environment affects employee's performance at Produce Buying Company, Kumasi.

The specific objectives are;

- To ascertain the relationship between employees and their working environment.
- To determine the impact of work environment on employee performance.
- To suggest measures and make appropriate recommendations to improve the working conditions for better performance.

### **1.4 RESEARCH QUESTIONS**

- What is the relationship between the employee's performance and their working environment?

- How does the working environment affect employee's productivity/performance?
- Which measures can be put in place to improve the working conditions of employees for better performance?

## **1.5 SIGNIFICANCE OF THE STUDY**

The study at its completion should or will benefit different groups of people, i.e. the manager, employees and the organization as a whole. In the long run, it helps students of this university, other sister universities and students who seek to attain further education.

It is anticipated that the findings of the study will pave way for the authorities of PBC, Kumasi to accept the variable that affects employee's work environment and their performance at the organization. Such an acceptance could be utilized to improve on the working conditions of employee's. It is also envisaged that the findings of this research will enable the organization to know how to address issues concerning the employees and its work environment as it crops up and also to consider office design as an important factor in increasing employee's productivity.

On the part of manager's it is hoped that the study will help them to work on their relationship with their subordinates and also address issues affecting the employee's and their immediate environs.

Furthermore, the research at the end of it will help employee's air out their grievances to the organization and managers. What if done right can increase their performance in relation to their environment will also be addressed.

Finally, the study is hoped to set a stage and basis for a comprehensive study on the issue. It will therefore serve as a reference material for future researches in this area. Also, the results will throw more light on factors affecting employee's performance as far as their environments are

concerned. It will serve as a blue print for determining actually the work environment and the impact it has on employee's performance.

## **1.6 SCOPE OF THE STUDY**

The study was focused on managers and employees at PBC. The organization selected for the study employs more than 140 employees both at the office and village /districts and, is known to practice all statutory and employee welfare measures within its environment

## **1.7 OVERVIEW OF RESEARCH METHODOLOGY**

We will use both primary and secondary data for our dissertation. The main source of our secondary data will be from the Website of Produce Buying Company. The primary data will be qualitative in nature. We will use structured interviews in gathering our primary data and questionnaires. Graphs, Charts and tables will be used to represent our findings. Both primary and secondary sources will be used in this study. The primary source of data will be the responses that will be obtained from the field. Information from books, journals and articles will serve as secondary source of data. Data obtained from the field will be edited, coded and fed into a database by the help of Statistical Package for Social Sciences (SPSS). Ethical consideration will be noted in this study.

## **1.8 ORGANIZATION OF WORK**

The work will be structured into five chapters. Chapter one will deal with introduction, problem statement and objectives of the study. The rest are organization of study, limitation of the study and definition of concepts. Chapter two will consist of literature review. Chapter three will contain the research methods which will comprise of the study area, research design, sampling

procedure, sampling selection, sources of data, method of collecting primary data and data handling. Chapter four will highlight the presentation and interpretation of data as well as discussing of findings. Chapter five will contain the summary of the study, recommendations and conclusions.

## **1.9 LIMITATIONS OF THE STUDY**

One of the limitations the study encountered was that some respondents were unwilling to disclose the exact reasons for failing to carry out both proactive and reactive maintenance policies. In addition, time constraint was another problem. The primary data was collected during working hours which conflicted with respondents' working activities. Moreover, fear of victimization was also a problem. Some respondents were reluctant in delving into vital issues because they were afraid of been victimized by their superiors. Also, most of the employees were not met on our arrival as they had left for their various stations in the villages. Those employees were the district managers, cocoa clerks, purchasing officers to mention just a few.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

A widely accepted assumption is that better workplace environment produces better results. Mostly the office is designed with due importance to the nature of job and the individuals that are going to work in that office. The performance of an employee is measured actually by the output that the individual produces and it is related to productivity. At corporate level, productivity is affected by many factors such as employees, technology and objectives of the organization. It is also dependent on the physical environment and its effect on health and employees' performance.

#### **2.1 PERSONALITY**

Personality has been defined by Huczynski and Buchanan (2008) as “the psychological qualities that influence an individual’s characteristic behavior patterns in a stable and distinctive manner”. The people make the place and the people are differentially attracted to, differentially selected and differentially leave the organizations.

##### **2.1.1 Openness to Experience and Employee Performance:**

Openness to experience has been described as an employee's desire to be intellectually curious, imaginative, and open to possibilities. We often hear of business coveting employees who can "think outside the box" or can adapt and change to solve complex problems in a continuously evolving work environment (Burke and Win, 2002). Employees with high levels of openness to experience may also benefit from highly relationship-oriented work environments, as Nikolaou

(2003) found that openness to experience was related to performance only for occupations involving higher levels of social interaction. The relationship between openness to experience and employee commitment may also be mediated by relationship dimensions of work environments.

## **2.2 HEALTH AND SAFETY**

It is estimated by the Royal Society for the Prevention of Accidents (2008) that every year in the UK they face the challenge of reducing about 350 fatalities at work, over 36 million days lost due to work-related accidents and ill-health. The achievement of a healthy and safe place of work and the elimination to the maximum extent possible of hazards to health and safety is the responsibility of everyone employed in an organization as well as those working there under contract. The importance of health and safe policies and practices is sadly often underestimated by those concerned with managing businesses by individual managers within those businesses. But it cannot be emphasized too strongly that the prevention of accidents and elimination of health and safety hazards is a prime responsibility of management and managers in order to minimize suffering and loss.

### **2.2.1 The Key Factors of Employee's Health That Affects Their Productivity:**

Health concerns, naturally, are a big drain on an employee's ability to be productive, and companies know it. At the SHRM (Society for Human Resource Management) Conference and Exposition last June in Washington, D.C., a survey showed that 85 percent of U.S. employers said they were interested in services to increase employee productivity, minimize absences and enhance the health of their employees.

Estimates show that 18 to 20 million American adults age 19 to 64 are not working due to a disability or chronic disease, or are not working because of health reasons. Roughly 69 million workers reported missing days due to illness last year, for a total of 407 million days of lost time at work.

Along these same lines, nearly 40 percent of U.S. workers experience fatigue, according to a study in the January "Journal of Occupational and Environmental Medicine." Researchers noted that the effects of fatigue, most related to a wide range of physical and mental health problems, on health-related lost productive time is not just absenteeism but also days the employee is at work and is performing at less than full capacity because of health reasons. For U.S. employers, fatigue carries overall estimated costs of more than \$136 billion per year in health-related lost productivity, \$101 billion more than for workers without fatigue. Eighty-four percent of the costs were related to reduce performance while at work, rather than absences.

### **2.2.2 The negative Impacts of employees health**

Employee's health has a lot of negative impacts not only on the employee but on the company, family, friends, colleagues and society.

- **Employee:** Employees go through a lot of pain and suffering which is both physical and emotional. There's also moral and psychological suffering especially in the case of a permanent disability, also loss of salary and premiums, reduction of professional capacity, loss of time for medical treatment etc.
- **Family and Friends:** Not only does the employee have to bear all these negative impacts but their family and friends have their fair share of those impacts. They go through moral

and psychological suffering, medical burden, and financial loss as they have to help their relative and other extra costs.

- Colleagues: Also colleagues of the employee worry or panic especially in case of a serious or frequent accidents and have a bad feeling. Their workload is also increased even if its temporary and sometimes temporary workers have to be trained to take up the place of the injured employee or worker.
- Company: on the other hand, employees health also have some negative impacts on the company which is a bad reputation, decrease in production, quality losses, training of new staffs which is an additional costs to the organization, legal sanctions, weakening of human relations among employees and employers, organizational difficulties to mention just a few.

### **2.2.3 Cost of occupational accidents and ill-health**

The above factors shows clearly that occupational accidents and ill health can have serious consequences for individual workers, for their families and social networks, as well as for companies and society as a whole.

At Produce Buying Company (PBC), employees are considered to be the bloodline of the organization. Without good health and proper working conditions, people cannot produce to their optimum capacity, and thus may fail to reach both their own professional potential and the productivity required to make PBC function effectively.

Their goal is to assist the employee in maximizing optimum health and professional productivity while minimizing the ill effects of work area stress and hazards.

Initially the employee's health is evaluated in relation to the job to be performed, and the employee is orientated to the resources of Health Program. The employee's supervisor also notes physical/health problems the employee may have on the job or within the working environment. The employee is periodically instructed about potentially hazardous conditions existing in the work environment.

In order to insure that the Health Program is effective, periodic visits are made to work areas by environmental and occupational health specialists. Workplace safety and health conditions are examined, along with any adverse results these conditions might have on employee health and safety. Problem areas are reported and corrective action is recommended.

## **2.3 EMOTIONAL STABILITY AND EMPLOYEE PERFORMANCE**

We all have our emotional ups and downs. Our ability to manage our moods in the face of everyday stresses is one of the secrets to job satisfaction. Emotional stability is the ability to handle pressure and stress, to consistently carry out responsibilities, and self-discipline. Emotionally stable employees are able to maintain a problem-solving attitude when dealing with a wide range of stressful work conditions.

Neuroticism reflects one's tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt, and disgust (Costa and McCrae, 1992). According to previous scholars (Costa and McCrae, 1985, 1992), a higher level of neuroticism implies a higher level of psychological distress, emotional instability and maladjustment. Hence, people with neuroticism

traits are those who experience more negative emotions, which would be reflected in poor job attitudes, and high levels of job stress.

### **2.3.1 Relationship between Office Design and Productivity**

Over the years, many organizations have been trying new designs and techniques to construct office buildings, which can increase productivity, and attract more employees. Many authors have noted that, the physical layout of the workspace, along with efficient management processes, is playing a major role in boosting employees' productivity and improving organizational performance (Uzee, 1999; Leaman and Bordass, 1993; Williams et al. 1985).

### **2.3.2 Work Environment and Competency**

- Furniture; Office furniture comprises of desks chairs, the filing system, shelves, drawers, etc. All these components have a specific role to play in the proper functioning of any office and the productivity and the efficiency of the employees. Office furniture helps the organization tremendously in increasing its productivity, and at the same time taking care of the employees' health.
- Lighting System; Up until recently, the only purpose of indoor lighting was to aid with visually directed tasks when there wasn't enough external light. But a recent discovery has shown that light has an impact beyond merely helping us see. Workers who use computer display terminals typically prefer relatively low lighting levels to minimize glare and reflections on their display screens. On the other hand, workers who read, write and draw on paper typically prefer higher lighting levels so they can see small letters and fine details. Older workers, and others with weak vision, also need higher lighting levels.

Giving workers control over lighting has been found to result in energy savings and increased workplace satisfaction.

- Noise/vibration; It is probably the most frequently forgotten of the environmental pollutants whose effects can be far-reaching. Noise harms us in more ways than we can think of and at times without us even knowing about it. We cannot have a noise free world but we sure can have a noise safe world.
- Premises hygiene/welfare facilities
- Workspace availability
- Weather/temperature
- Ventilation/humidity etc

## **2.4 EMPLOYEE COMFORT ON PERFORMANCE**

Temperature and humidity can have a significant impact on how alert or tired somebody might feel. This, in turn, can have a dramatic effect on the performance of a worker. In hot environments, it is not uncommon for staff to become irritable and less efficient. It can be very easy for employers to underestimate the importance of general day-to-day comfort. A lot of emphasis has been placed in recent years on issues such as maximum working hours, ergonomically designed offices, etc., but the overall comfort of the working conditions of employees can sometimes be overlooked.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE**

#### **3.1 INTRODUCTION**

This chapter describes the methods that were used to gather the data relevant to the study. It contains the research design, population, sample size and sampling technique, sampling procedure and explains the method and procedures for data collection, analysis and interpretation of the research findings.,

#### **3.2 RESEARCH DESIGN**

The research design is used to structure the research, to show all the major parts of the research project. Research design is also the framework for the research plan of action. There are four basic design techniques; Descriptive, Casualty, Exploratory and Survey. For the purpose of this project, descriptive technique was used. This technique describes phenomena as they exist. It is used to identify and obtain information on the characteristics of a particular problem or issue. Descriptive design was again selected because it has the advantage of producing good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected.

The advantage with this design is that it helps to find views as they are in their natural setting. The design however has some few flaws of which the researches must be aware and try to reduce its magnitude. Some of the questions which may not be understood by the respondents would let



them give answers that may not be expected by researchers. Another problem is the likelihood for respondents to state something which is convenient to them.

The population that was researched was workers at Produce Buying Company (PBC). This study examines office workers in different offices in order to collect information required to meet objectives of the study, secondary data obtained from books, articles, journals and official websites.

### **3.3 POPULATION**

The term population refers to the entire group of individuals (subject), objects or event having common observable characteristics in which the researcher is interested in studying. Sample sizes of one hundred and fifty (150) employees which represent 100% of the population at PBC Kumasi were to be given questionnaires. 90% represent the junior staff and the remaining 10% represent the senior staff.

### **3.4 SAMPLE SIZE AND SAMPLING TECHNIQUE**

Random sampling technique was adopted by the researchers in getting the respondents to answer the questionnaires. This was applied to all junior staff that was chosen for the study. Gay (1987) says that sampling technique is used because it guarantees desired representation of the relevant sub groups

#### **3.4.1 Sampling procedure**

This the way the sample was chosen from the population, Random Sampling was used. In random sampling also known as probability sampling, every combination of items from the

frame, or stratum, has a known probability of occurring but these probabilities are not necessarily equal. Random sampling techniques ensures that bias is not introduced regarding who's included in the survey. The questionnaires were handed over to the employees personally after the approval has been given by the Human Resource Manager.

### **3.5 DATA COLLECTION PROCEDURE**

In the collection of data we had to be very systematic. If data are collected haphazardly, it will be difficult to answer our research questions in the conclusive way. The techniques used in the data collection was questionnaires..

#### **3.5.1 Questionnaires**

Copies of the questionnaires which were open ended and well designed were hand delivered to respondents and they were given two weeks to respond. Prior to the administering of the questionnaires, an introductory letter was collected from the Head of Business Department, Christian Service University College for permission. The researchers explained the questions to the respondents. The purpose of this was to help the respondents to understand the content of the questionnaires and to do away with doubt, suspicion, biasness and also to be able to provide their independent opinion on the questionnaire given them.

### **3.6 DATA ANALYSIS**

Data from the answered questionnaires was organized and analyzed using percentages. The collected data were checked for consistency and then frequencies and percentages were used to

show responses of the distribution. The results were presented in tables and chart form. The software used for the analysis of the findings was SPSS (Statistical Package for Social Sciences).

### **3.7 FIELD PROBLEMS**

The questionnaires' were administered during the working hours hence conflicted with respondents' working activities. Although, arrangements were made with the respondents to be interviewed at their convenient time, some of them renege on their promises hence failed to participate in the study.

Again, some respondents were reluctant in delving into the issues that boarded on decision making and leadership because they were afraid of victimization by their superiors. In addition, some of the respondents misplaced the questionnaires which they were supposed to fill. This required the researcher to provide another questionnaire hence increased the cost of the project.

### **3.8 ETHICAL CONSIDERATION**

Permission was sought from the director of administration as well as the director of Technical Services directorate and Managers from various blocks in the directorate as a process of community entry. Consent was sought from individual respondents. The respondents were assured that their responses would be handled confidentially and that the results could not be traced back to individual respondents.

### **3.9 COMPANY PROFILE**

Produce Buying Company Limited was formed on November 13, 1981. The company's roots are traced to the then Produce Department of the Ghana Cocoa Board. It remained a wholly owned subsidiary of the Ghana Cocoa Board until December 1999. The firm was eventually privatized when multiple internal marketing of cocoa beans was reintroduced in Ghana.

PBC is involved in the local marketing of cocoa beans and it regarded as market leader in the cocoa marketing business covering more than a third of the total market share. Produce Buying goes the extra mile by storing the cocoa beans for inspection, grading and sealing by COCOBOD's Quality Control Department.

The company was formally listed on the Ghana Stock Exchange on May 17, 2000. About 480 million shares have been issued out of the company's 20 billion authorized shares. PBC has also issued one special rights redeemable preference share as well as one authorized special rights redeemable preference share of no par value. The stated capital of Produce Buying Company Limited is about GH¢4.9 million. Quiet recently the company added Shea nut production to its business at Buiepe in the Northern region.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS, INTERPRETATION AND ANALYSIS

#### 4.0 INTRODUCTION

This chapter covers the analysis and interpretation of the various data collected through the use of questionnaires. The set of questionnaires was administered to almost all the employees as not all the employees were met on our arrival. Most of the employees who constitute the district managers, cocoa clerks, purchasing officers to mention just a few had left for their various stations. The overall number of employees at PBC is one hundred and fifty (150).

Sixty (60) questionnaires out of the one hundred and fifty (150) we printed out were distributed to respondents and 50 were retrieved. The questionnaire was consisted of 28 questions. Below is the analysis of the collected data.

#### 4.1 FINDINGS AND DISCUSSIONS

**Table 4:1 Genders of Respondents**

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid female	24	48.0	48.0	48.0
Male	26	52.0	52.0	100.0
Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

Table 4:2 above depicts that 52% and 48 % of respondents of male and female respectively answered the questionnaires distributed.

**Table 4:2 Age of respondents**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	14	28.0	28.0	28.0
	31-40	20	40.0	40.0	68.0
	41-50	13	26.0	26.0	94.0
	50 and above	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

The 31-40 year group constituted 40% of respondents and was highest number of respondents followed by 20-30 with 28% and then the 40-50 which made up 26% of the respondents. The lowest number of respondents was within the 50 and above. From this table it can be deduced that majority of the employees are young adults.

**Table 4.3 Level of Education**

Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MSLC	2	4.0	4.0	4.0
	Secondary	2	4.0	4.0	8.0
	Tertiary	46	92.0	92.0	100.0
	Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

From the table, 92% of the respondents were employees with tertiary education background. 4% of employees had MSLC (Middle School Leaving Certificate) and additional 4% with senior high school certificate.

**Table 4.4 Ranks of respondents**

Ranks of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid junior staff	25	50.0	50.0	50.0
senior staff	25	50.0	50.0	100.0
Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

From the table, the junior staff of the organization makes up 50% of the employees who responded to our questionnaires. This figure is based on the questionnaires we were able to retrieve. The remaining 50% make up the senior staff.

**Table 4.5 views on furniture flexibility from respondents**

furniture flexibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Almost	8	16.0	16.0	16.0
completely flexible	8	16.0	16.0	32.0
fairly enough	11	22.0	22.0	54.0
not at all	10	20.0	20.0	74.0
to some extent	13	26.0	26.0	100.0
Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

Majority of the respondents which constitute 26% said their furniture was flexible to some extent to adjust and rearrange their workplace. This shows that the employees' health is of paramount importance to the organization. 22% of the respondents said their furniture was flexible fairly enough to adjust. 20% of the respondents furniture was not flexible enough at all to readjust while 16% respondent's furniture was almost flexible and the remaining 16% completely flexible.

**Table 4.6 Furniture comfortability**

furniture Comfortability

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid i strongly disagree	6	12.0	12.0	12.0
i disagree	11	22.0	22.0	34.0
i agree	26	52.0	52.0	86.0
i strongly agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

From the table, 52% respondents agreed that their furniture is comfortable enough for them to work till 5:00pm without them getting tired. In view of this, this helps the organization to increase productivity and motivates the employees to work more for the organization. 22% of the respondents disagreed to their furniture been comfortable whereas 14% respondents strongly agreed to their furniture been comfortable. 12% of the respondents strongly disagreed to the fact that their furniture is comfortable. This shows that employee's comfortability comes as a topmost priority to the organization. . In hot environments, it is not uncommon for staff to become

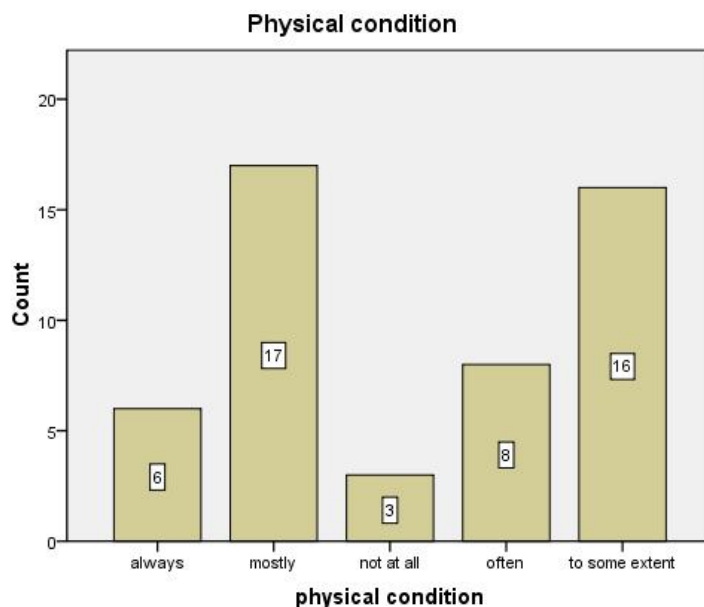


irritable and less efficient. It can be very easy for employers to underestimate the importance of general day-to-day comfort. A lot of emphasis has been placed in recent years on issues such as maximum working hours, ergonomically designed office to mention just a few.

**Table 4.7 Physical conditions**

physical condition

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Always	6	12.0	12.0	12.0
Mostly	17	34.0	34.0	46.0
not at all	3	6.0	6.0	52.0
Often	8	16.0	16.0	68.0
to some extent	16	32.0	32.0	100.0
Total	50	100.0	100.0	



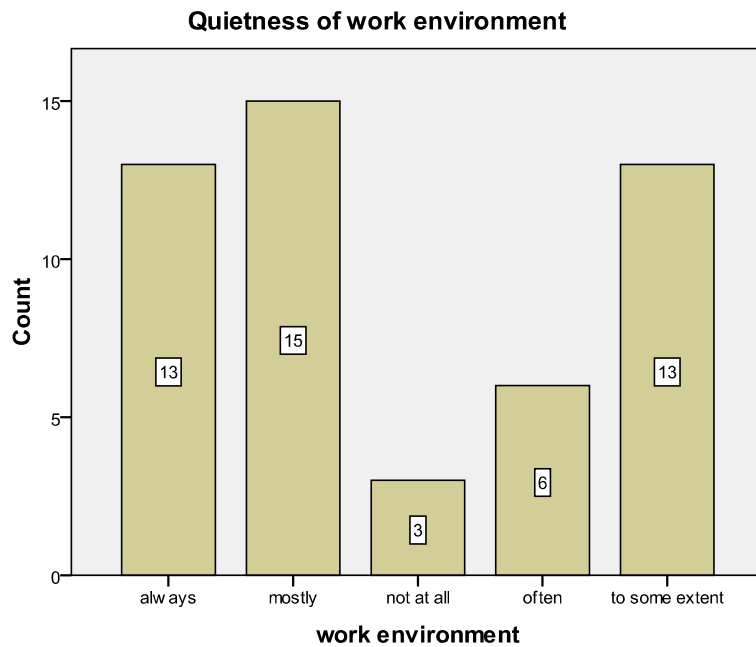
**Source: Researcher's field survey (June, 2012)**

Majority of the respondents representing 34% of the overall respondents said their physical conditions can mostly influence their productivity. This 32% of the employees responded that their physical conditions can affect their output to some extent. 16% of the employees also responded that their physical conditions often affect their output whereas 12% also responded by saying that their physical conditions always affect their productivity and the remaining 6% also said their physical conditions does not affect their productivity at all. The organization should therefore take notice of their working conditions in order to increase their productivity. This is because majority of the employees said their working conditions if improved can increase their productivity to some extent. Without good health and proper working conditions, people cannot produce to their optimum capacity and thus may fail to reach their own professional potential and the productivity required to make PBC function effectively.

**Table 4.8 Quietness of work environment**

Quietness of work environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Always	13	26.0	26.0	26.0
Mostly	15	30.0	30.0	56.0
not at all	3	6.0	6.0	62.0
Often	6	12.0	12.0	74.0
to some extent	13	26.0	26.0	100.0
Total	50	100.0	100.0	



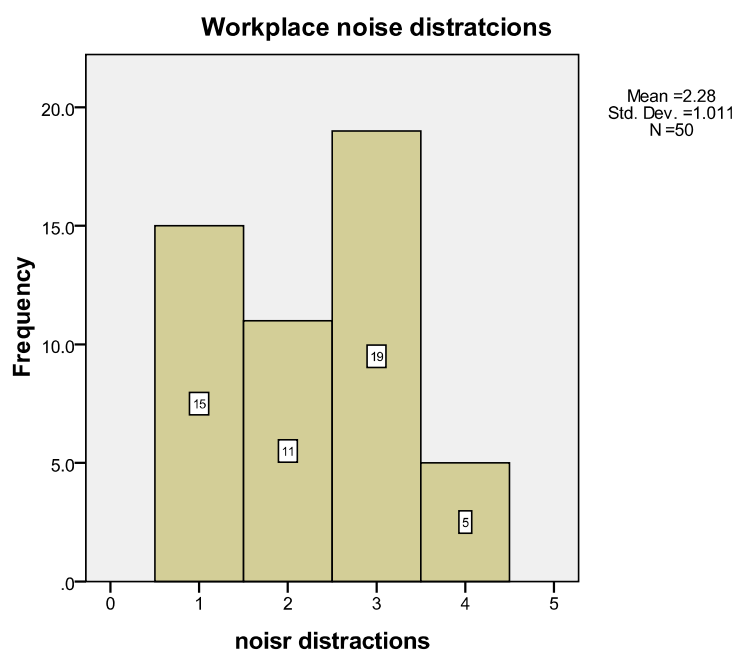
**Source: Researcher's field survey (June, 2012)**

30% of the employees said their work environment is mostly quiet which to them, is an advantage as it helps them to achieve the task assign to them. 26% of the respondents said their work environment is always quiet and another 26% also said their work environment is quiet to some extent. 12% said their work environment is often quiet and the remaining 6% said their work environment is not quiet at all.

**Table 4.9 Workplace noise distractions**

Workplace noise distractions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid i strongly disagree	15	30.0	30.0	30.0
i disagree	11	22.0	22.0	52.0
i agree	19	38.0	38.0	90.0
i strongly agree	5	10.0	10.0	100.0
Total	50	100.0	100.0	



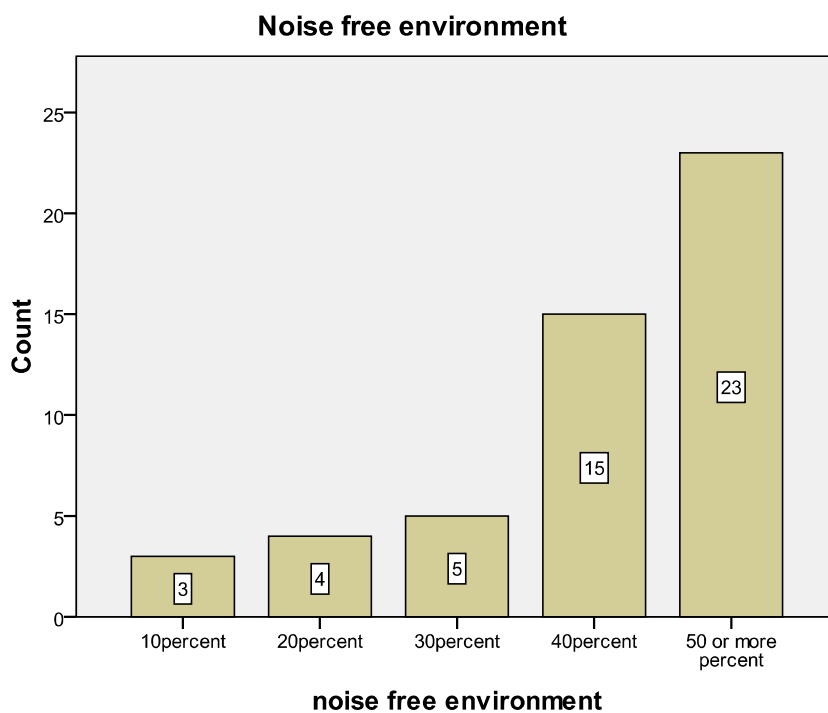
**Source: Researcher's field survey (June, 2012)**

38% said their workplace has many noise distractions and as such affects their performance negatively. 30% of the respondents strongly disagreed that the noise at their workplace distracts them. 22% disagreed that the noise at their workplace distracts them and 10% strongly agree that noise at their work place distracts them.

**Table 4.10 Noise free environments**

noise free environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 10percent	3	6.0	6.0	6.0
20percent	4	8.0	8.0	14.0
30percent	5	10.0	10.0	24.0
40percent	15	30.0	30.0	54.0
50 or more percent	23	46.0	46.0	100.0
Total	50	100.0	100.0	



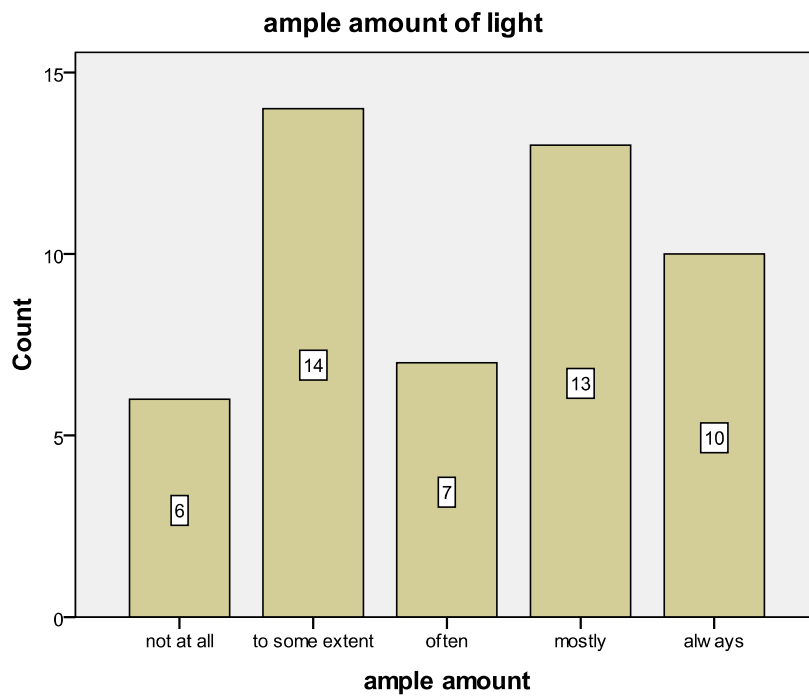
**Source: Researcher's field survey (June, 2012)**

46% of the respondents said a noise free environment will increase their productivity to 50 or more percent whereas 30% said it will increase their output by 40 percent. It is probably the most frequently forgotten of the environmental pollutants whose effects can be far-reaching. Noise harms us in more ways than we can think of and at times without us even knowing about it. We cannot have a noise free world but we sure can have a noise safe world. Meanwhile, 10% said it will increase their output by 30 percent and 8% also said it will increase their output by 20% and the remaining 6% t increase their output by 10%.

**Table 4.11 ample amount of light**

ample amount of light

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all	6	12.0	12.0	12.0
	to some extent	14	28.0	28.0	40.0
	Often	7	14.0	14.0	54.0
	Mostly	13	26.0	26.0	80.0
	Always	10	20.0	20.0	100.0
	Total	50	100.0	100.0	



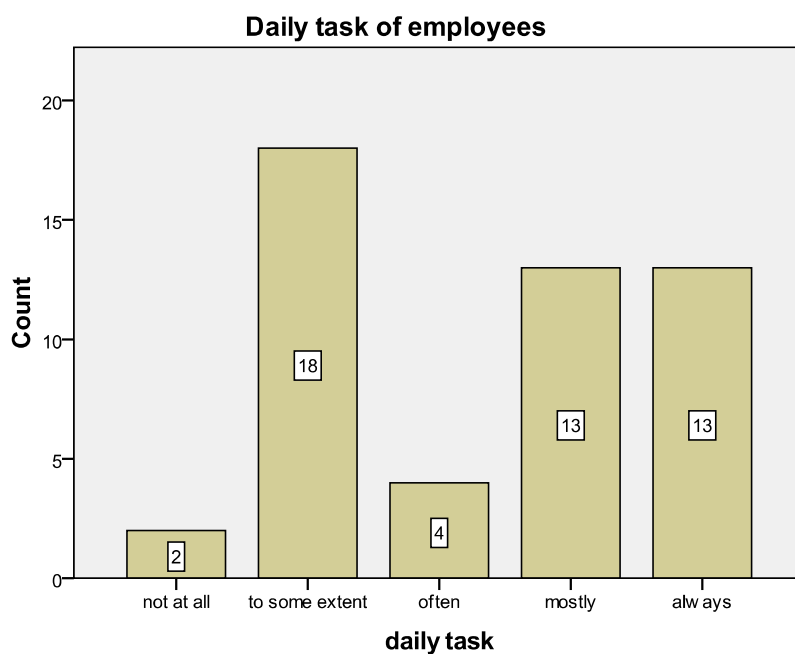
**Source: Researcher's field survey (June, 2012)**

Ample amount of natural light gets to the office of 28% of respondents to some extent, 26% mostly and 20% always gets access to natural light. 14% of the respondents said ample amount of natural light gets to their office often leaving 12% of the respondents saying ample amount of light does not get to their office at all.

**Table 4.12 Daily task of employees**

daily task of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all	2	4.0	4.0	4.0
	to some extent	18	36.0	36.0	40.0
	Often	4	8.0	8.0	48.0
	Mostly	13	26.0	26.0	74.0
	Always	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

36% of the respondents said they can complete their daily task to some extent due to the overall office environment. 26% responded by saying they can always complete their daily task easily while another 26% of respondents also said they can mostly complete their daily task easily. Meanwhile, 8% of the workers responded by saying they can often complete their daily task

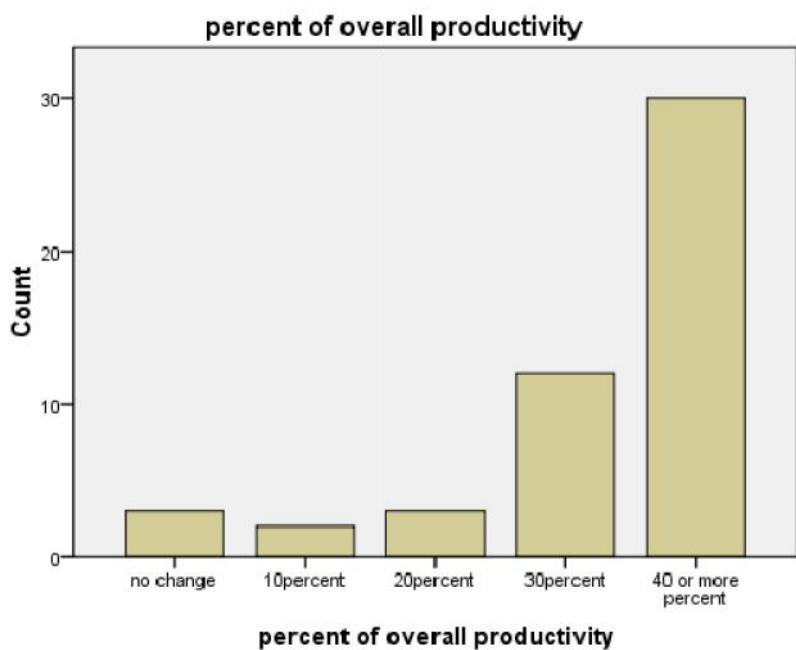


easily due to the overall office environment whereas the remaining 4% also said they cannot complete their daily task easily due to the overall office environment.

**Table 4.13 Percent of overall productivity**

percent of overall productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no change	3	6.0	6.0	6.0
10percent	2	4.0	4.0	10.0
20percent	3	6.0	6.0	16.0
30percent	12	24.0	24.0	40.0
40 or more percent	30	60.0	60.0	100.0
Total	50	100.0	100.0	



Source: Researcher's field survey (June, 2012)

From the table, 60% of the respondents said their overall productivity will increase to 40 percent or more if the related office problems are solved. 24% also said their overall productivity will increase to 30 percent if the related office problems are solved, while 6% of the respondents their output can be increased to 20 percent if the related office environment problems are solved. Another 6% also said their overall productivity will not change whereas the remaining 4% said it will change by 10 percent if the related office environment problems are solved.

**Table 4.14 department of respondents**

department you work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid customer service	8	16.0	16.0	16.0
finance/accounting	17	34.0	34.0	50.0
sales/marketing	7	14.0	14.0	64.0
corporate marketing	3	6.0	6.0	70.0
human resources	15	30.0	30.0	100.0
Total	50	100.0	100.0	

**Source: Researcher's field survey (June, 2012)**

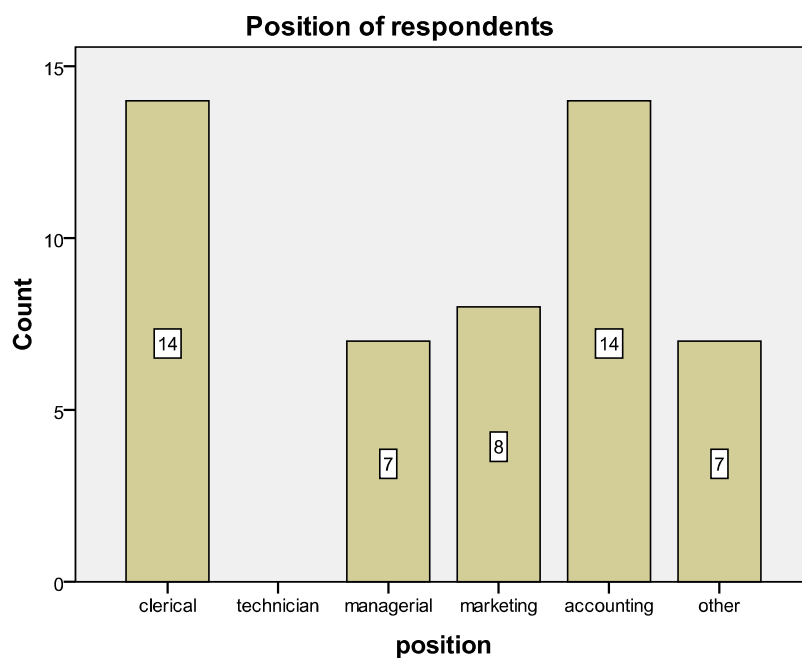
Most of the workers who responded our questionnaires worked with the finance/accounting department representing 34% of the overall respondents followed by the human resource department which constitutes 30% and 16% from the customer service department. 14% of the

respondents work in the sales/marketing department and the rest of the respondents which constitutes 6% work in the corporate marketing department

**Table 4.15 Position of respondents**

Position at workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerical	14	28.0	28.0	28.0
	Managerial	7	14.0	14.0	42.0
	Marketing	8	16.0	16.0	58.0
	Accounting	14	28.0	28.0	86.0
	Other	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



**Source: Researcher's field survey (June, 2012)**

From the table, 28% of the respondents said they fall under accounting position at their work place. Another 28% also said they also fall under clerical position at their workplace whereas 16% of the respondents also said they fall under marketing position at their work place. Managerial and other position where the respondents fell represented 14% respectively but no respondent fell in the technician position.

**Table 4.16 Length of service**

		Length of service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 6 months	2	4.0	4.0	4.0
	6months-2years	10	20.0	20.0	24.0
	2-5years	19	38.0	38.0	62.0
	5-10years	12	24.0	24.0	86.0
	10years and above	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

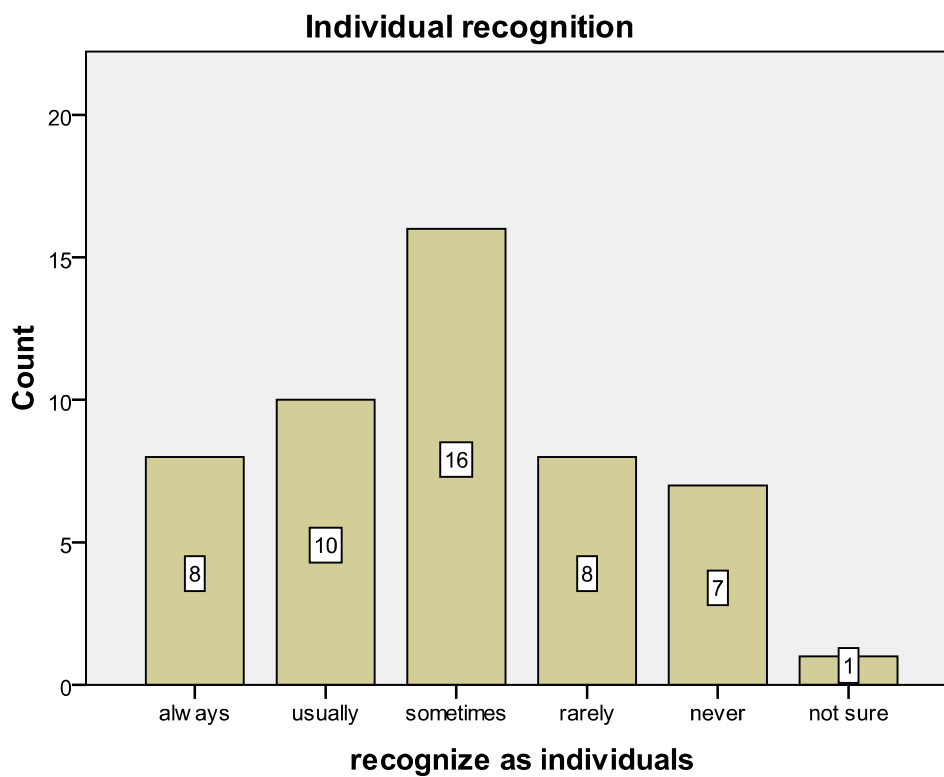
**Source: Researcher's field survey (June, 2012)**

Majority of the respondents according to them have worked with the organization for a period of 2-5 years representing 38%, followed by 24% of employees who have worked with the organization within the period of 5-10 years. 20% of the respondents have worked with the organization for a period of 6 month-2 years and 14% have worked with the organization over 10 years. 4% of the remaining respondents have worked with the organization for less than 6 months.

**Table 4.17 Individual recognition**

Individual recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	8	16.0	16.0	16.0
	usually	10	20.0	20.0	36.0
	sometimes	16	32.0	32.0	68.0
	Rarely	8	16.0	16.0	84.0
	Never	7	14.0	14.0	98.0
	not sure	1	2.0	2.0	100.0
	Total	50	100.0	100.0	



**Source: Researcher's field survey (June, 2012)**

32% of the respondents said they are sometimes recognized as individual, followed by 20% who said they are usually recognized as individuals in the organization. 16% of the respondents said they are rarely recognized as individuals and another 16% said they are always recognized as individuals whereas 14% said they are never recognized as individuals by the organization. 2% said they not sure if they are recognized as individuals in the organization or not. This to sure that the organization prioritize their employees and recognize them as the organization's bloodline.

**Table 4.18 Communication of organizations goals and strategies to respondents**  
communicates it goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	13	26.0	26.0	26.0
somewhat disagree	6	12.0	12.0	38.0
don't agree	6	12.0	12.0	50.0
somewhat agree	18	36.0	36.0	86.0
strongly agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

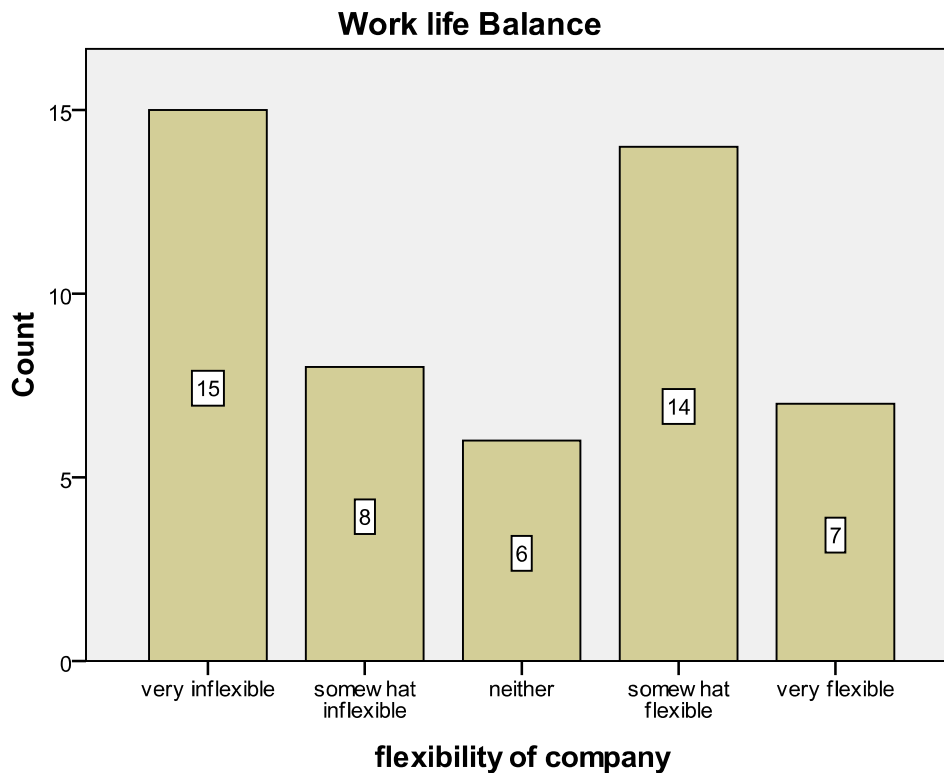


**Source: Researcher's field survey (June, 2012)**

From the table, 36% of the respondents said they somewhat agree the organization communicates its goals and strategies to them. 26% of the workers also said they strongly disagree that, the organization's goals and strategies are communicated to them. Also 14% of the respondents said they strongly agree that goals and strategies of organization are communicated to them. Another 12% of the respondents said that they don't agree that the organization's goals and strategies are communicated to them. Finally, 12% of the employees also said they somewhat disagree that the goals and strategies are communicated to them.

**Table 4.19 Work life balance**

Flexibility of company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very inflexible	15	30.0	30.0	30.0
	somewhat inflexible	8	16.0	16.0	46.0
	Neither	6	12.0	12.0	58.0
	somewhat flexible	14	28.0	28.0	86.0
	very flexible	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



**Source: Researcher's field survey (June, 2012)**

Most of the employees who responded to our questionnaires said the company is very inflexible when it comes to their work life balance. This represented 30% of the respondents. 28% of the respondents also said when it comes to their family responsibility the organization is somewhat



flexible to them but 16% of the respondents said the organization is somewhat inflexible when it comes to their work life balance. 14% of the employees said when it comes to their work life balance the organization is very flexible with them and as such they see the organization as a good place for family oriented people. 12% of the respondents when asked had no stand on the issue as they said the organization is neither flexible nor inflexible with their work place environment.

**Table 4.20 Referral of a friend**

refer a friend

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid definitely	22	44.0	44.0	44.0
probably	20	40.0	40.0	84.0
not sure	7	14.0	14.0	98.0
probably not	1	2.0	2.0	100.0
Total	50	100.0	100.0	

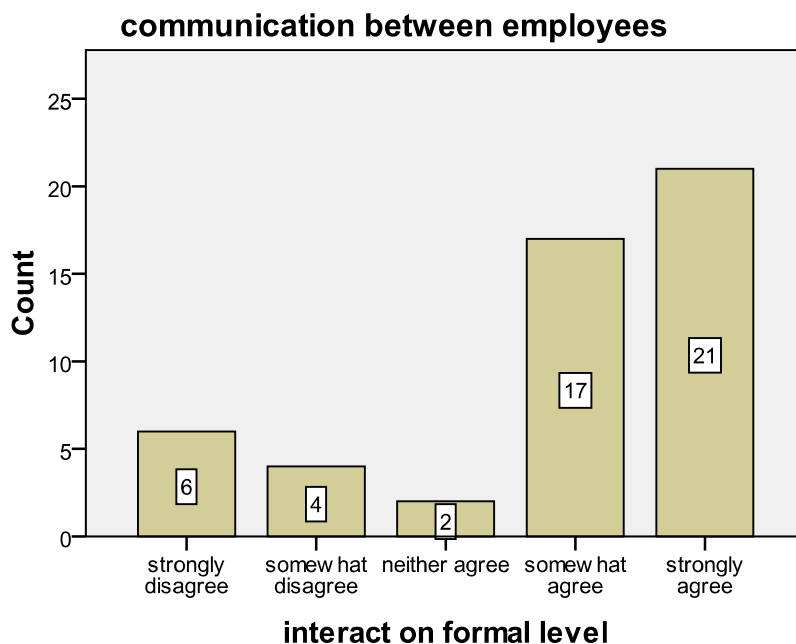
**Source: Researcher's field survey (June, 2012)**

From the table, 44% of the respondents answered by saying they will definitely refer a friend to work with the organization whereas 40% said they will probably recommend a friend to the organization. 14% of the respondents on the other hand said they are not sure if they will recommend a friend to the organization leaving 2% to say they will probably not refer a friend to the organization.

**Table 4.21 Communication between employees**

interact on formal level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	12.0	12.0	12.0
	somewhat disagree	4	8.0	8.0	20.0
	neither agree	2	4.0	4.0	24.0
	somewhat agree	17	34.0	34.0	58.0
	strongly agree	21	42.0	42.0	100.0
	Total	50	100.0	100.0	



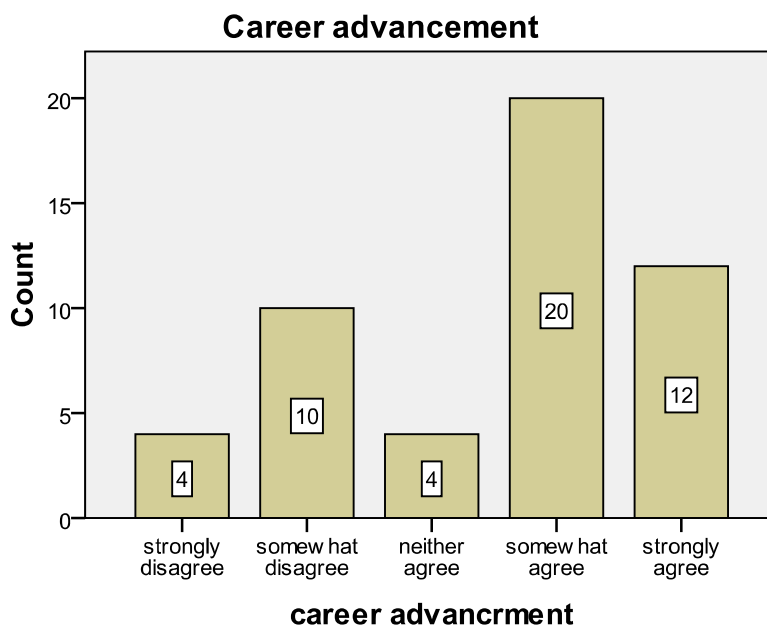
**Source: Researcher's field survey (June, 2012)**

42% of the respondents strongly agree that they receive enough opportunity to interact with other employees on a formal level. On the other hand, 34% of the respondents said they somewhat agree that the organization gives them the opportunity to interact with other employees while

12% said they strongly disagree that they are allowed to interact with their fellow colleagues on a formal level. 8% respondents said they somewhat disagree that the organization allows them and the residual says that they neither agree nor disagree that the organization allows them to interact with other employees on a formal level.

**Table 4.22 Career Advancement of respondents**

		career advancement			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	8.0	8.0	8.0
	somewhat disagree	10	20.0	20.0	28.0
	neither agree	4	8.0	8.0	36.0
	somewhat agree	20	40.0	40.0	76.0
	strongly agree	12	24.0	24.0	100.0
	Total	50	100.0	100.0	



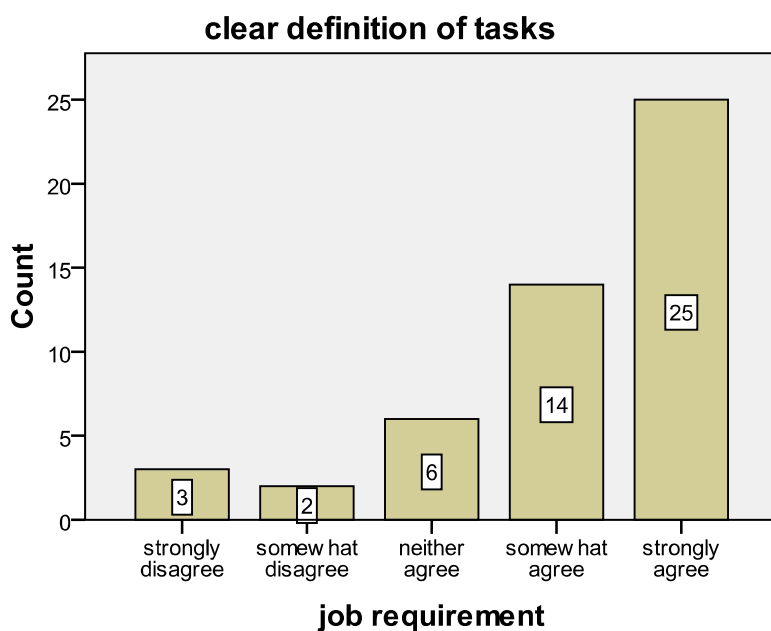
**Source: Researcher's field survey (June, 2012)**

Majority of the respondents representing 40% said they somewhat agree to have a clear path for career advancement. 24% said they strongly agree to have a clear path for career advancement. 20% of the respondents said they somewhat disagreed whereas 8% said they neither agreed nor disagreed. 8% of the respondents on other hand said they disagreed to having a clear path for career advancement.

**Table 4.23 Clear definition of tasks**

job requirement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	6.0	6.0	6.0
somewhat disagree	2	4.0	4.0	10.0
neither agree	6	12.0	12.0	22.0
somewhat agree	14	28.0	28.0	50.0
strongly agree	25	50.0	50.0	100.0
Total	50	100.0	100.0	



Source: Researcher's field survey (June, 2012)

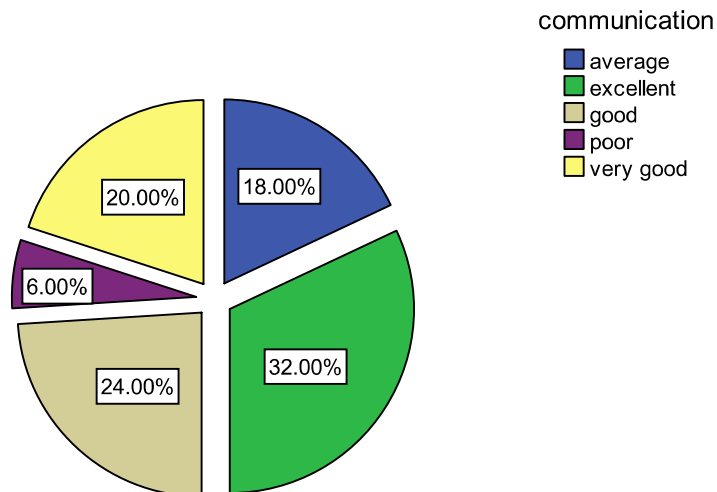
From the table, 50% of the respondents strongly agree to the clear definition of task whereas 28% somewhat agree to clear definition of task. 12% neither agree nor disagree to clear definition of their task at their work place. 6% also strongly disagree to the clear definition of task and the remaining 4% somewhat disagree to the clear definition of their task.

### MANAGER'S RATING

**Table 4.24 Communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	9	18.0	18.0	18.0
	excellent	16	32.0	32.0	50.0
	Good	12	24.0	24.0	74.0
	Poor	3	6.0	6.0	80.0
	very good	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

#### communication



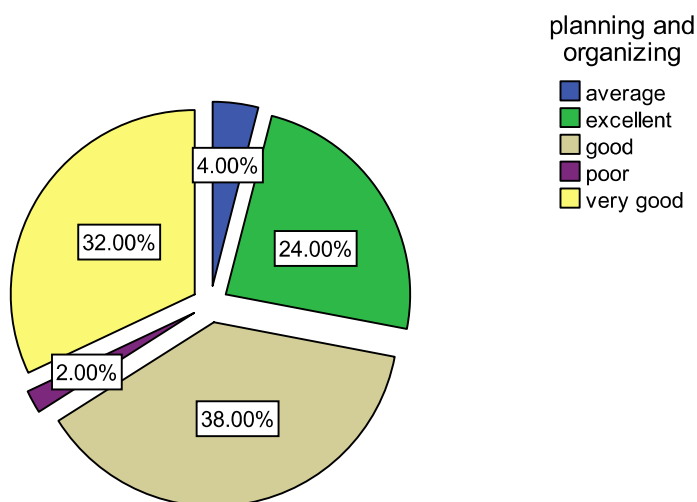
**Source: Researcher's field survey (June, 2012)**

32% of the respondents rated their manager's communication skills as been excellent while 24% said they were good in terms of communication. 20% said their managers were very good and 18% said they were average whereas 6% said they were poor with their communication skills.

**Table 4.25 Planning and organizing**  
planning and organizing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	2	4.0	4.0	4.0
	Excellent	12	24.0	24.0	28.0
	Good	19	38.0	38.0	66.0
	Poor	1	2.0	2.0	68.0
	very good	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

**planning and organizing**



**Source: Researcher's field survey (June, 2012)**

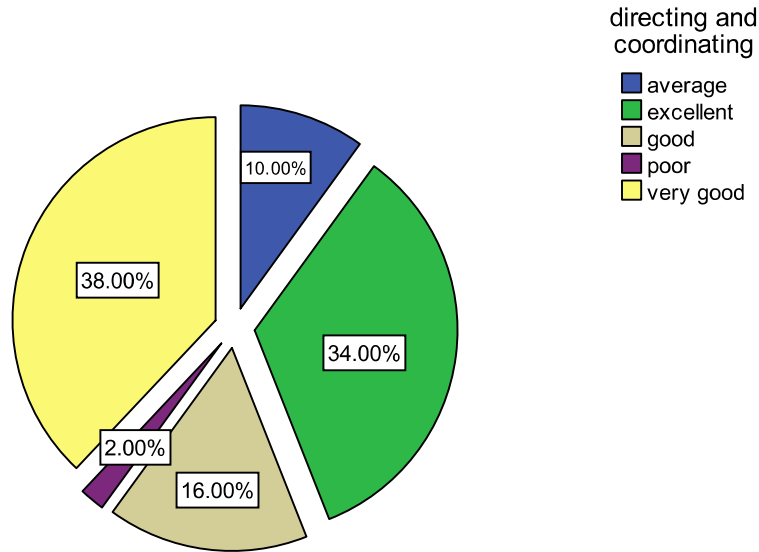
From the table, 38% of the respondents rated their manager good in terms of planning and organizing whereas 32% responded by saying their managers are very good in planning and organizing. 24% said that their managers are excellent in planning and organizing. 4% rated their managers as been average when it comes to planning and organizing whereas 2% said their managers are poor when it comes planning and organizing.

**Table 4.26 Directing and coordinating**

directing and coordinating

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid average	5	10.0	10.0	10.0
excellent	17	34.0	34.0	44.0
Good	8	16.0	16.0	60.0
Poor	1	2.0	2.0	62.0
very good	19	38.0	38.0	100.0
Total	50	100.0	100.0	

### directing and coordinating



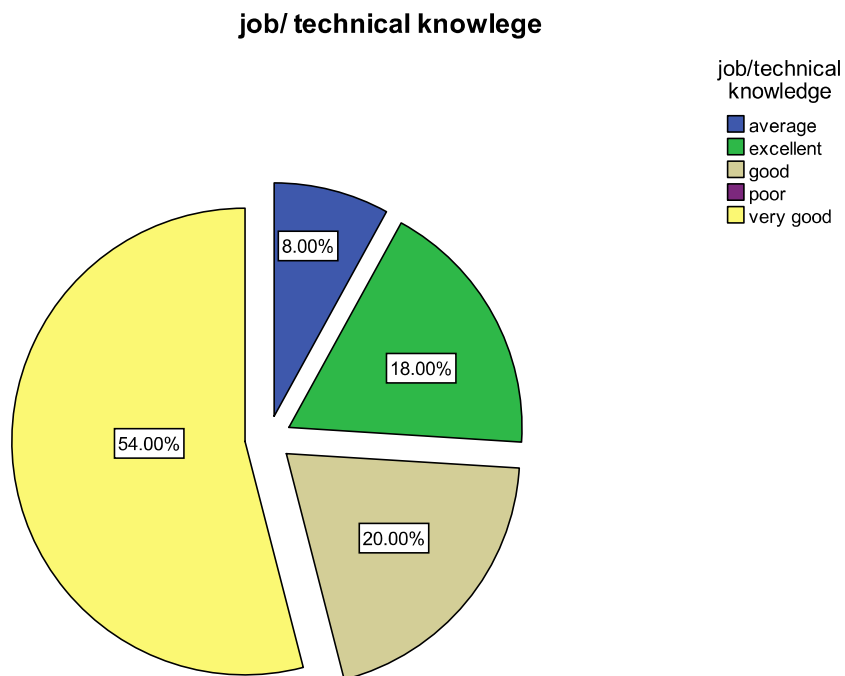
**Source: Researcher's field survey (June, 2012)**

Most of the respondents representing 38% rated their managers as been good when it comes to directing and coordinating of activities. 34% responded by saying their managers are excellent in directing and coordinating activities and as such they feel very much comfortable working with them. 16% of the employees who responded said their mangers were good with directing and coordinating whereas 10% said their managers were average leaving 2% to say their managers are very poor in directing and coordinating.



**Table 4.27 Job/technical knowledge**

Job/technical knowledge					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	average	4	8.0	8.0	8.0
	excellent	9	18.0	18.0	26.0
	Good	10	20.0	20.0	46.0
	very good	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

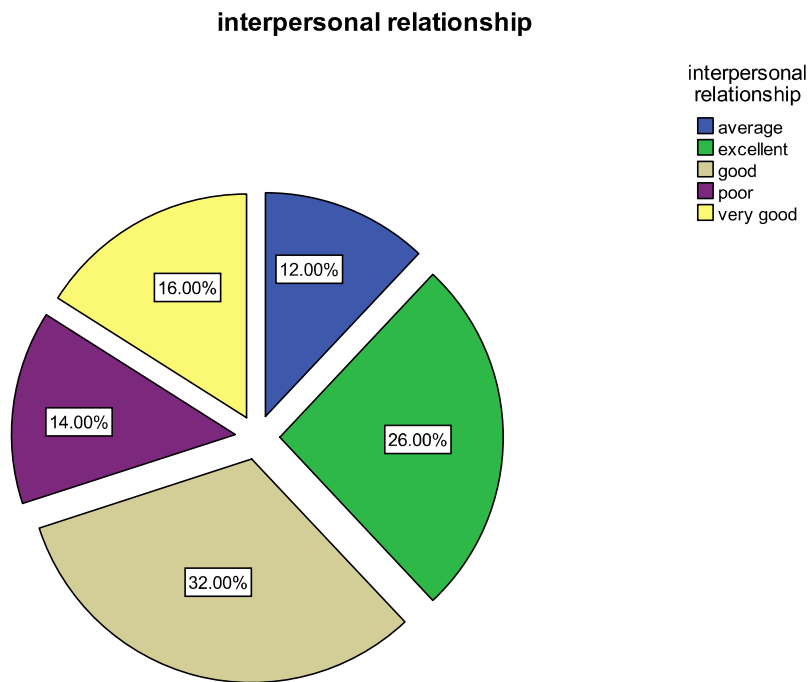


**Source: Researcher's field survey (June, 2012)**

From the table, 54% responded by saying their managers are very good in their job/technical knowledge. 20% also responded saying their managers are good whereas 18% said their managers are excellent with their job. 8% of the respondents rated their managers as been average in terms of job/technical knowledge

**Table 4.28 Interpersonal relationship**

Interpersonal relationship				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid average	6	12.0	12.0	12.0
excellent	13	26.0	26.0	38.0
Good	16	32.0	32.0	70.0
Poor	7	14.0	14.0	84.0
very good	8	16.0	16.0	100.0
Total	50	100.0	100.0	



**Source: Researcher's field survey (June, 2012)**

Most of the employees who responded to our questionnaires said their managers' interpersonal relationship is good and something to write home about. This represented 32% of the overall respondents. 26% rated their managers excellent in terms of their interpersonal relationship while 16% rated their manager's interpersonal relationship as good. Some of the employees said their manager's interpersonal relationship is poor and at times do not feel at home or comfortable working with them. This represented 14% of the respondents whereas 12% said their managers interpersonal relationship is average.

## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSIONS**

#### **5.0 INTRODUCTION**

This section contains the major findings that came out of the study and the conclusion drawn. It covers conclusion and recommendations areas for further study.

The study investigated the impact of workplace on employee's performance at PBC, Kumasi. It sought to find out whether workplace can influence employee's performance at PBC, Kumasi. Descriptive sample survey was used to carry out the study. This was because the study was intended to measure the respondents' views about the issue. Sampling technique was respectively used to select the respondents for the study. In all, Fifty 50 respondents comprising Twenty Five (25) Junior staff and Twenty Five (25) Senior staff were involved in the study. The research instrument that was used in the data gathering was a questionnaire. To give direction to the study, the following research questions were asked. What is the relationship between the employee's performance and their working environment? How does the working environment affect employee's productivity/performance? Which measures can be put in place to improve the working conditions of employees for better performance? The data gathered were analyzed using SPSS. It was found out that most factors that comprise workplace influence employee's behavior. This is however the workplace is, it affects the employee in one way or the other and employees play a very crucial role in an organization like PBC.

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## **5.1 SUMMARY FOR FINDING**

- The study revealed that the company's workplace had an impact on members as far as respondents are concerned.
- It was also found that, employees interpersonal relationship with their managers was poor and as such they find it difficult communicating with them.
- The study revealed that employees are sometimes not recognized as individuals i.e. no we feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views.
- The research revealed that employees have clear career advancement and as such they enjoy working in the organization for quite a period of time and also a clear definition of task.
- The research also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems been flexibility of furniture, work noise distraction, manager's interpersonal relationship with subordinates to mention just a few.

## **5.2 CONCLUSION**

Workplace environment plays a vital role in motivating employees to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments. The research also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems were flexibility of furniture, work noise distraction, manager's interpersonal relationship with

subordinates, and their work life balance to mention. At the end of the research, it was realized that the work environment employee's find themselves in affect their productivity greatly.

### **5.3 RECOMMENDATION**

Based on the results on our findings, the researchers made the following recommendation for future implementation.

- Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counseled on their relationships with their subordinates.
- The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.
- Management should try as much as possible to curb down the noise distractions at the work environment to be able to help employees work to increase productivity.
- Employers should make available adjustable and flexible furniture to all workers in order to make them more comfortable. This in the long run keeps the employees healthy.
- Employers should have in place a good working condition for their employers in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees.
- Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

#### **5.4 RECOMMENDATION FOR FURTHER RESEARCH**

It is hereby suggested that a similar research be carried out in other sister firms.

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## APPENDIX

CHRISTIAN SERVICE UNIVERSITY COLLEGE

WORK ENVIRONMENT AND ITS IMPACTS ON EMPLOYEE'S PERFORMANCE

A CASE STUDY OF PRODUCE BUYING COMPANY LTD. (PBC), KUMASI

This questionnaire is to help access the work environment and its impact on employee's performance at PBC. All information is solely for academic purpose and the confidentiality of the information you provide is very much assured. We would therefore be most grateful if you could answer the following questions.

### Instructions

Please read each question carefully.

Encircle the option you think suits you.

Encircle only ONE option for each question. ○

Rank

- Senior staff
- Junior staff

Level of Education

- Senior staff
- MSLC
- Secondary
- Tertiary
- Others specify.....

Gender.....

Age

- 20-30
- 30-40
- 40-50
- 50 and above

1. My furniture is flexible to adjust, rearrange or reorganize my workspace.

- Not at all
- To some extent
- Almost
- Fairly enough
- Completely flexible

2. My furniture is comfortable enough so that I can work without getting tired till 5pm.

- I strongly disagree
- I disagree
- I agree
- I strongly agree

3. The physical conditions at work influence my productivity.

- Not at all
- To some extent

- Often
- Mostly
- Always

4. My work environment is quiet.

- Not at all
- To some extent
- Often
- Mostly
- Always

5. My workplace has many noise distractions.

- I strongly disagree
- I disagree
- I agree
- I strongly agree

6. Noise free environment will increase my productivity.

- 10%
- 20%
- 30%
- 40%
- 50% or more

8. Ample amount of natural light comes into my office.

- Not at all
- To some extent
- Often
- Mostly
- Always

9. Due to overall office environment can you complete your daily tasks easily?

- Not at all
- To some extent
- Often
- Mostly
- Always

10. By what percentage your overall productivity would increase if the related office environment

Problems are solved.

- No change
- 10%
- 20%
- 30%
- 40% or more

11. Which of the following best describes the department you work in?

- Customer Service
- Finance/Accounting
- Sales/Marketing
- Corporate Marketing
- Human Resources

12. Which of the following best describes your position here?

- Clerical
- Technician
- Managerial
- Marketing
- Accounting
- Other

13. How long have you worked in the organization?

- Less than 6 months
- 6 months- 2years
- 2-5 years
- 5 – 10 years
- 10 years and above

14. Do you feel that employees are recognized as individuals?

- Always
- Usually
- Sometimes
- Rarely
- Never
- Not sure

15. Not sure The Company clearly communicates its goals and strategies to me?

- Strongly disagree
- Somewhat disagree
- Don't agree or disagree
- Somewhat agree
- Strongly agree

16. How flexible is the company with respect to your family responsibilities?

- Very inflexible
- Somewhat inflexible
- Neither
- Somewhat flexible
- Very flexible

17. Would you refer a friend to apply for a job at this company?

- Definitely
- Probably
- Not sure
- Probably not
- Definitely not

18. I receive enough opportunity to interact with other employees on a formal level

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

19. I have a clear path for career advancement.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

20. My job requirements are clear

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

**How would you rate your manager in each of the following areas? Please assign a rating on a scale from 1 to 5, where 1 represents 'Poor' and 5 represents 'Excellent'.**

	Poor	Average	Good	Very Good	Excellent
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning and organizing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Directing and coordinating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job/Technical knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpersonal relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>