

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI
SCHOOL OF BUSINESS
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**ASSESSING THE EFFECTS OF WORK ENVIRONMENT ON ORGANISATIONAL
PERFORMANCE**

BY
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DECLARATION

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I hereby declare that this project work is the result of our own original work and that no part of it has been presented for another degree in this University or elsewhere:

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DEDICATION

This Project Work is dedicated to my family especially my mother and children who supported me throughout the programme.

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I have been fortunate to have an outstanding supervisor, Dr. Joseph Kofi Nkuah who carefully went through our work and gave us all the necessary comments and encouragement. May God richly bless him for all the support he gave us.

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ABSTRACT

This study seeks to assess how the work environment affects employee's performance in Pokupharma. The research design for this study was the survey research design to assess the relationship between work environment and employee's productivity in government organizations. The study employed the random sampling technique in collecting data. The SPSS software was used for this analysis. Data was presented in tabular form, graphical and narrative forms. In analyzing the data, multiple regression and descriptive statistical tools such as bar graph complemented with mean and standard deviations were used. The study revealed that the organization working environment had an impact on members as far as respondents are concerned. The study further brought to light that the organization needs to improve its physical working environment to influence employees to stay in the office, work comfortably and perform their job. Finally the study revealed that employees are sometimes not recognized as individuals i.e. no feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views. Based on the results of findings, the following are recommendations 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 build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Humans are influenced by certain activities around their habitat or working environment. A work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. Hay Group (2007) contends that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work.

Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Murlis, 2007). A satisfied, happy and hardworking employee is biggest asset of any organisation. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organisation as well as growth of an economic.

Lambert et al. (2001) found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the very important factors. Creating better and higher performing workplace requires an awareness of how workplace impacts behaviour and how behaviour itself drives workplace performance (Armstrong & Murlis, 2007). People work individually and interact with others and this requires different workplace solutions (Chandrasekar, 2011).

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. 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. 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, (Chandraseker, 2011).

Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Hughes, 2007). Therefore, most organisations are making all possible efforts to make work environment more comfortable, safe and healthy. The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. Comfortable office design motivates the employees and increases their performance to a large extent.

According to Abdulla et al. (2010), environmental factors represent the immediate job environment that contains skills required to perform a job, authority, autonomy, relationship with supervisors and co-workers and other working conditions. 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 organisation and the use of design in office interior communicates an organisation values and identity. Office design therefore should be one of the factors in affecting employee's

productivity. It's therefore important to find out if employee's health can directly or indirectly disturb their work performance or productivity. So it is necessary to study the impact of the work environment in an organization on the performance of its employees. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity.

1.2 Statement of the Problem

Employees use about 50 percent of their existence within work environments, which extremely affect their status of mind, aptitudes, and actions in addition to their performance (Sundstrom, 1994). Notwithstanding this, the environment in the workplace of most government organisations/ public companies are insecure and harmful to one's health (Perry & Porter, 1982). These comprises poor air circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (absence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplaces. Employees operating in these environments are susceptible to job-related ailment and it influences on worker's productivity negatively. Meanwhile, it is the value of the work environment that influences greatly on the quality of worker's inspiration and productivity (Hughes, 2007). In recent time's competitive corporate environment have created a situation where companies cannot tolerate to misuse the abilities of their staff (Armstrong & Murlis, 2007). For that reason, companies cannot afford not to do their possible best to create a comfortable, safe and healthy work environment if productivity is a priority.

There is important evidence that productivity advancement in private organizations has not kept pace with the growths discovered in the public sector (Killefer & Mendonca, 2006). The difficulty is that encouraging workers is not an easy task in the mist of poor working environment. Employees have a status for sluggishness and indolent due to their poor work environment (Wilson, 1989; Wright, 2001) and managers' cannot do much to resolve the

issue because of the Labour laws. How managers can inspire their staff is considered to be one of the big challenges of Management” (Behn, 1995). The above situation can adversely affect the productivity of organizations and for that matter needs immediate attention.

It requires a completely diverse method than what was used some years back to retain and motivate workers currently. Worker’s wellbeing and confidence are regularly consistent with respect to efficiency in the work environs. There is important evidence that productivity advancement in government organizations has not kept pace with the growths discovered in the non-governmental sector (Killefer & Mendonca, 2006). The workplace environment of most organisations is insecure and harmful to one’s health. These comprises poor air circulation, poor personal protective equipment, inappropriate furniture, inadequate security measures in fire emergencies (presence of fire extinguishers), unnecessary noise, unfitting lighting and poorly designed workplaces (Chandraseker, 2011). Individuals operating in these surroundings are susceptible to job related ailment and it influences on worker’s productivity negatively. The above situation can adversely affect the productivity of organizations and for that matter needs immediate attention.

1.3 Objectives of the Study

Work surroundings include all the features which perform and respond to the mind and physical appearance of a worker. Broadly speaking, this study seeks to assess how the work environment affects employees’ performance in Pokupharma.

Precisely, the study seeks to attain the following objectives:

1. To examine the work environment of Pokupharma Limited.
2. To assess the productivity of workers of Pokupharma Limited.
3. To determine the effect of work environment on productivity of employees of Pokupharma Limited.

1.4 Research Questions

One cannot fully appreciate improvements made in science, knowledge, or technology without some understanding of the conditions inside which these growths happened (Salkind, 2003). In an effort to evaluate how work surroundings can be successfully used to stimulate workers efficiency in Pokupharma, the study hopes to address the subsequent questions which specify what the researcher wishes to investigate into:

1. How is the work environment of Pokupharma Limited?
2. What is the productivity of workers of Pokupharma Limited?
3. What is the effect of work environment on productivity of employees of Pokupharma Limited?

1.5 Justification of Study

The study is important in providing better understanding of the relationship between working environment and employee's productivity in government organisation which will serve as a guide to evaluate how the working environment affect the performance of government employees. In addition, the study makes room for employees to voice their level of work affection which helps in formulating training needs (Newstrom and Davis, 1993). In a more perspective view, the outcome of the research would be used to alert the management of Pokupharma Limited of employees' level of satisfaction or dissatisfaction with reference to specific work environment features. Moreover the study would serve as background information for similar research in the future.

1.6 Scope of Study

The study sought to investigate the effects of work environment on employee's productivity in government organisations. The population of this research comprised all the employees of Pokupharma Limited. One hundred questionnaires were administered to the employees of

Pokupharma through the Human Resource Department. Respondents were made up of the management of the Assembly, department heads, senior and junior staff including both permanent and contract staff.

1.7 Limitations of the Study

1.8 Organisation of the Study

The study was organized into five chapters. The first chapter introduced the study with the background, the problem statement, the objectives, research questions, scope, limitations and the organization of the study. The second chapter dealt with the review of related literature. The third chapter described the methodology of the study with the fourth chapter analyzing and presenting of data. The fifth chapter which is the final chapter contained the summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of the Work Environment and Employees Productivity

Hughes (2007) in a survey reported that nine out of ten workers believed that quality of work environment affects the attitude of employees and increases their productivity. Chandraseker (2011) also confirm that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers' productivity and health. Hameed and Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Based on these findings and literature review, it was observed that most researches on workplace environment and productivity have been concentrated on profit oriented organizations and not much focus have been placed on government organizations, it was against this background that this study sought to analyze the influence of workplace environment on employees productivity in government organization.

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment

is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace 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 (Smith, 2011).

“Working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” (Gerber et al., 1998, p.44). According to business dictionary, the term working condition refers to working environment and all existing circumstance affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload. Rolloos (1997) defined the productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (individual, industry or country) converts input resources (labor, materials, machines etc.) into goods and services. This study adapts the definition of working conditions which refers to the working environment and aspects of an employee's terms and conditions of employment. In addition, productivity refers to effort that individuals can produce with the least effort by putting labor, material and machines. The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations that have a friendly, trusting, and safe environment, experience greater productivity, communication, creativity, and financial health (Kreisler, et al, 1997). Productivity is related to working conditions which in turn related to absenteeism, retention, the adoption of new methods and technologies. All of these things are related to how people are trained, encouraged are generally treated within the system (Hamilton, 2007).

2.2 Features of Work Environment and Employees Productivity

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on workers physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998; Veitch & Gifford, 1996).

Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking time or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and possesses high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000).

With technological development, innovative communication methods, virtual reality; e-market improvement and alternative work patterns, workplace continues to change rapidly (Challenger, 2000). To accommodate these rapid changes while maintaining or improving outcomes, organizations have increasingly turned to some version of environment such as

open office space (Terricone and Luca, 2002). This type of work environment supports new styles of working and flexible workplaces which offers interpersonal access and ease of communication compared to fully enclosed private offices. This change to open plan office has increased employee's productivity compared to closed office spaces (Becker, 2002). Furthermore, it is easier to communicate with someone whom you can see more easily than someone adjacent/distant or separated by objects from you (J'Istvan in Business (2010). The open office creates egalitarian system with equal working conditions that reduces the distance between employees and improves communication flow (Brennan, Chugh & Kline, 2002, Hedge, 1986, 2000).

Noise is one of the leading causes of employee's distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress. According to Bruce (2008), study showed that workplace distractions cut employee productivity by as much as 40%, and increase errors by 27%. Also, Moloney (2011) citing Loftness study of 2003 confirmed the importance of natural light and air (ventilation) to worker productivity. The study showed a 3-18% gain in productivity in buildings with day lighting system.

2.2.1 Fixtures and Fittings in the Work Environment and Productivity

Administrative office managers should be knowledgeable about office furniture. The result of selecting improper office furniture may be carry out for a long time, as it is often difficult discarding the pre-owned furniture, which is commonly purchased rather than leased or rented. Another issue, which is important to consider in enhancing employee productivity is by selecting and using proper furniture and equipment, the important physical factors in the office (Keeling and Kallaus, 1996; Quible et al. 1996). Selecting appropriate office furniture is an important consideration in which office managers need to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing employee productivity, adjustable office furniture, such as desks

and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day (Burke, 2000). The office design encourages employees to work as certain way by the way their workstations are built. In doing so, the company is answering the firm's business plan while making sure their employees have everything they need to work (Al-Anzi, 2009).

Secondly, today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. However, certain factors should come into thought in establishing proper temperature level; for instance obese workers will work best with lower temperature levels, whereas the reverse is true for thin workers. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. A comfortable office environment is a building or room in which workers can generate their work properly as it clean, with proper range of temperature, enough ventilation, and a sufficient humidity. After the temperature level in an office has been set-up properly within the favorable level of humidity, the air in the office still needs to be circulated; otherwise it can increase the temperature, which in turn may cause discomfort. Air flow is also important as it can avoid people inhaling inadequate air.

Moreover, smoking must be illegal in the office. Some small offices still use electric fans to make sure that the air is circulated well (Quible, 1996; Keeling and Kallaus, 1996). In one experiment, Lan et al. (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees feel slightly uncomfortable in both the coolest and warmest of these climates, that they were less motivated and that they experienced their workload as more difficult, with a consequent turn down in productivity.

2.3 Communication in the Work Environment and Employees Productivity

Effective workplace communication is a key to cultivation of success and professionalism (Canadian Centre for Communication, 2003). A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done (Quilan, 2001). It removes confusion and frees up wasted time that would have been otherwise spent on explanation or argument (Fleming & Larder, 1999). It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased productivity (Makin, 2006; Taylerson, 2012). Furthermore, another aspect of communication that affects productivity is noise level. Noise has negative influence on communication, frustration levels increase while productivity decreases in relation to persistence and loudness of noise. A reason adduced for this is that spoken communication becomes progressively more difficult as noise levels increase.

Communication is highly functional for work and occurs often in a workplace. Principle of least collaborative effort, people base their conversations on as little combined effort as possible. According to (Kraut et al. 1990; Peponis, 2004), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction

and an individual's job satisfaction (Ali and Haider, 2010). Salacuse, (2007) indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers. Cassar, (1999) found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment. In that competent communicators must employ communicative resources such as language, gestures, and voice, and in order for supervisors to be perceived as capable communicators. They must share and respond to information in a timely manner, actively listen to other points of view, communicate clearly and concisely to all levels of the organization, and utilize differing communication channels (Stohl, 1984; Shaw, 2005).

Organizational communication does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks (Ali and Haider, 2010). Social interactions enable the development of common grounds for communication, which increases communication effectiveness and enhances the ability of individuals to work together. As well, through over-layered social ties, team members establish trust that carries over into feelings of safety in sharing ideas about the work process (Krauss and Fussell, 1990; Katzenbach and Smith, 1994). Kotter, (1988) unveiled that effective organizational communication is critical to actively engage

employees, foster trust and respect, and promote productivity. The focus on openness in communication between senior management and employees results in improved employee productivity and engagement. Meetings with top executives help to build affinity and trust. Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as ‘a subjectively experienced quality of the internal environment of an organization; the concept embraces a general cluster of inferred predispositions, identifiable through reports of members’ perceptions of messages and message-related events occurring in the organization (Kitchen and Daly, 2002; Goldhaber, 1993).

2.4 Work Environment and Employee-Engagement

A recent global survey of employee engagement found that less than one in three employees worldwide (31 per cent) are engaged, and nearly one in five (17 per cent) are actually disengaged (Blessings White Inc, 2011). Recent Gallup studies have estimated that the costs of disengagement in lost productivity for Australia is \$39 billion, for the USA \$350 billion, and for Germany 133.6 billion euros (Coffman, 2012; HC Online, 2011; Nink and Ott, 2011). In Albrecht (2012) he argues that to motivate and engage employees, organizations should create open, supportive and fair organizational and team culture, and ensure that jobs are clearly aligned with organizational goals and have the appropriate levels of autonomy, support, and career development opportunities. In a survey of a large multi-national mining company in Australia, Albrecht tests a theoretical model underpinning work engagement using structural equations modeling. He found that the job demands resources (JD-R) model could usefully be elaborated to explicitly include organizational and team level resources and to operationalize job resources as a higher order factor. While job resources have been found to significantly influence engagement and wellbeing, the contributions of contextual and team

level resources in the motivational processes implicit in the JD-R model have yet to be fully explored.

Albrecht found that beyond the provision of job level resources, organizational, and team level resources are also key motivational constructs which help explain how greater levels of engagement and well-being can be generated. The key message of study for researchers and practitioners is that additional job resources (e.g. job involvement) and additional up-stream organizational and team climate factors (e.g. vision clarity, psychological safety) could also be assessed for their direct and indirect impact on job resources and engagement (Bakker et al., 2011).

2.5 Working Conditions and Employees Productivity

According to business dictionary “Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training”.

Gerber et al (1998, p.44) defined working condition as: “working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” Therefore, we adopt the definition of working conditions as follows: “Working conditions refers to the working environment and aspects of an employee’s terms and conditions of Employment”. In other side productivity is a concept that depends on the context in which it employed. It does not have a singular definite criterion measure or operational definition (Wasiams et. al, 1996). These definitions suggest that productivity is the measure of economic performance, as well as resource used to produce goods and services (Bernardin & Russell, 1998, p. 9, Ross, 1981). But, Wasiams et al., (1996) says this concept depends the context in which is employed and does not have operational definitions. Firms that derive their productivity advantage from firm-specific

knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Fosfuri et al., 2001; Glass and Saggi, 2002). If non-monetary working conditions are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. In facts, “as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker’s product. Whether such a positive wage differential exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the observations” (Gariety and Shaffer, 2001). Work environment includes some factors, which contributes either positively or negatively to achieving maximum employees’ productivity (Elywood, 1999).

The factors that contribute either positively or negatively to employee productivity are temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub environment.

According to Yesufu (1984), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill-ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect. Bornstein (2007) states that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

2.6 Working Hours and Productivity of Employees in the Work Environment

A substantive cost to employers occurs when financially troubled employees use Work hours to deal with personal money matters. The use of time on the job to handle personal issues results in productivity losses. Joo (1998) noted that previous research has not used work time to handle personal financial matters as a factor in measuring productivity.

According to research conducted by a national consumer credit counseling agency, almost 60% of the people who telephone their counselors are calling from the workplace (Amsel, 1998). This counseling agency operates services 24 hours a day, six days a week and therefore is not limited to providing assistance during traditional work hours.

Although Kim (2000) categorized work time used as positive and negative, any amount of work time used to handle personal financial matters, whether positive or negative, may be an indicator of lost productivity. Most people did not experience serious negative effects after one night of work, but problems can emerge following a series of consecutive night shifts. These include fatigue, decreased productivity and emotional exhaustion (Knauth & Hornberger, 2003). According to a number of authors (Hill et al, 1998; Igbaria et al, 1999; Kelliher & Anderson, 2010; Messenger, 2004; Golden, 2012), workers' ability to choose their working time arrangements has a positive impact on job performance and productivity. This choice turns out to be a powerful factor in determining an increase in productivity. It results in a more satisfied workforce who is more committed and productive. Conversely, ignoring this issue may lead into a situation in which employees act contrary to the organization's interests, through increased absenteeism, lateness, reduced focus on the job tasks, attention being diverted to personal matters, and ultimately searching for alternative jobs and resigning. Visser (1989) shows that over half the private firms reduced operating hours in the early 1980s and that this working hour's reduction was mainly used to cut unproductive hours, mostly by interrupting company operations between Christmas and New Year.

According to Bosch and Lehndorff (2001) the working hour's reduction went hand in hand with improvements in relative international competitiveness because of the additional productivity gains by the cuts in working hours.

2.7 Workload and Productivity of Employees in the Work Environment

Workload is generally defined as the extent of the processing capacity that is expended during the performance of a task and thus involves the interaction between resource supply and task demand (Young et al., 2008). According to (DiDomenico and Nassbaum, 2008) support this definition and state that workload is determined by the relationship between task demands, the circumstances under which that task takes place and the perceptions, actions, skills and knowledge of the individual performing the task. The task demands may include physical actions, cognitive tasks and/or a variety of other factors.

These definitions suggest that workload is concerned with the relationship between the task demand and the person's resources, which include skills, knowledge, behavior and task perception (Young et al., 2008; DiDominico & Nussbaum, 2008). Workload can also be defined as the expenditure incurred by a person, given their capacities (resources), while achieving a particular level of performance on a particular task with certain demands (Hart & Staveland, 1988). Increased workload can improve short-term productivity, but it can increase long-term costs, as stress and illness among employees lead to poor judgments and low productivity (petterson & Armets, 1998). According to the points if the workload increased short term productivity improve, but it can decrease long-term productivity.

Workload refers to the intensity of job assignments, (Parveen et al, 2013). It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint (Robbins, 2011). Allen, (1996) defined workload as the total amount of time a faculty member devotes to activities like teaching, research,

administration, and community services etc. A study conducted by Moy, (2006) opined that clerical and professional workers' association found that 65.5% of workers believed a five-day work week would help them better manage their private matters. Whereas half of respondents believed that this practice would allow them to spend more time with their families and improve their quality of life which helps in improving their productivity at work. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. In fact, modern times have been called as the "age of anxiety and stress" (Rehman et al. 2012). Excessive work interference with family is also associated with greater stress mostly, job burnout, increased absenteeism and higher turnover (Allen et al., 2000; Anderson et al., 2002). Jex and Beehr, (1991) reported that strains associated with being overworked have been found to be uniformly negative across behavioral, psychological, and physiological outcome domains.

Kirchmeyer, (1995) indicated negative links in between experience of work/nonworking conflict and organizational commitment. Workload is an opportunity for the employees to learn and prosper more quickly. As employees do their jobs they gain more work experience, which enhance their exposure. It is also viewed that employees who have enough work to do remains more active while work-less employees leftover lazy. Workload pressure can be positive leading to increased productivity. Underutilization of human skills or failing to reach the full potential of the employees is also one cause to increase stress. Employees who have the capabilities to perform a job enjoy workload. However, when this pressure becomes excessive it has negative impact (Shah et al. 2011). All types of stress including work overload have a definite impact on the individual and the organization. Both physical and mental illness renders the employee unfit for work, and combine both to decrease the satisfaction obtained from work and reduce job performance and productivity levels. A long-term heavy workload can affect an employee's physical or mental health, performance, or

productivity. Heavy workloads have been shown to have a negative impact on turnover (Malik and Ahmad, 2011).

2.8 Consequences of Ineffective Work Environment

Previous research has demonstrated a strong link between low levels of job satisfaction and work issues such as: high turnovers, absenteeism and lower work performance (Clark et al., 1998; Drago and Wooden, 1992; Freeman, 1978; Gordon and Denisi, 1995; Judge et al., 2001). Nevertheless, it is possible that the higher rate of observations for absenteeism and lower levels of work performance could be artifacts of a decision to quit having already been made by a worker (Griffeth et al., 2000). Work attitudes have been identified as some of the best predictors of staff turnover (Griffeth et al., 2000). That is, workers that report low levels of job satisfaction and have low levels of job involvement are much more likely to be searching for an alternative employment. Furthermore, individuals who indicated they were actively searching for alternative employment were much more likely to quit. Meyer and Allen (1997) extend the intentions to quit by assessing the opinions of the employee to company loyalty, employee mobility and willingness to leave the current employment for better monetary incentives. He used the following question as a proxy measure of workers' quit intentions: "It is likely I will look for another full-time job outside this department within the next year". Possible answers ranged on a five-point Likert scale (Likert, 1932) from "strongly agree" to "strongly disagree". About 65 percent of the people answered with "disagree" or "Strongly disagree", while approximately one third of the sample is not so sure about staying in the job, answering either with "strongly agree", "agree" or "neither agree/disagree".

In more recent times the study of job satisfaction has shifted away from the purely performance enhancing studies to focus on the increasingly costly area of employee retention. Low levels of job satisfaction as a result of poor work environment have been linked to

higher rates of quitting and high rates of absenteeism (Drago and Wooden, 1992; Freeman, 1978; Griffeth et al., 2000).

2.9 Employees Attitude towards Physical Working Environment

Distracting noise: Noise in open offices create, among others, stress, disturbances and decrease concentration, and through all these it increases the individual workload (Witterseh et al. 2004; Jensen and Arens, 2005; Evans and Johnson 2000; Sundstroöm et al. 1994; and Roper and Juneja, 2008, 2007).

Lack of privacy: Individuals suffer from a lack of acoustical and visual privacy (Bharucha-Reid and Kiyak, 1982; Block and Stokes 1989; and Oldham and Rotchford 1983).

Disturbances: The different features of an open plan solution, such as noise and the presence of others, cause disturbances to work processes (Lee and Brand 2005; and Furnham and Strbac, 2002).

Presence of others: The presence of others may be perceived as distracting even when they are just present (Bharucha-Reid and Kiyak, 1982). **Density:** If the workstations are placed densely, the employees may perceive this density in a negative manner (O'Neill and Carayon, 1993; and Sundstroöm et al. 1980).

Ambient conditions: The ambient conditions in buildings built for other types of work are not always optimal in an open plan setting (Hedge 1982).

Problems in social relations/Decreased teamwork: The assumption has been that the advantages of open plan solutions include better social relations and increased teamwork. Some studies suggest that this is not the case (Allen and Gertsberger, 1973; Zahn ,1991; Oldham and Brass 1979 and Becker et al. 1987)

2.10 Workplace Factors Affecting Employee Performance

According to Chandrasekar (2011), the most important workplace environment factors may impact on performance. A close consideration of each of these factors is also very useful in ensuring that employees apply the skills they learn during training programs once they return to their workplace.

Goal-setting: Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process (Roelofsen, P. 2002). **Performance feedback:** Information on how the employee is performing is fed back regularly to employees. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement Sparks et al (1997).

Role congruity: The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization's role expectations are consistent with tasks allocated by the employee's immediate supervisor (Smith et al, 1983). **Defined processes:** The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees. **Workplace incentives:** The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required.

Supervisor support: Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done (Kahya, E. ,2007).

Mentoring/coaching: Skilled and respected people are available to employees to help them perform better in their current role and to assist them develop further into a future role.

Opportunity to apply: Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills.

Job aids: Their work is to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists. **Environmental factors:** Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion.

Physical factors: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects (De-Croon et al, (2005).

2.11 Productivity in the Work Place

Investments in buildings, equipment, technology, processes and procedures are insignificant unless the people who use and apply them are performing, since a business cannot exist without people. Nevertheless, it is easier to measure the return on these investments than it is to measure the productivity of people as this is the hardest thing to measure (The Insider, 2002). Generally, productivity refers to the relationship between the input provided and the output generated by a production or service system. Thus, productivity is defined as the efficient use of resources such as labour, land, capital, materials, energy and information in the production of various goods and services (Prokopenko, 1987). It is often not effective to provide employees with the needed resources and expect that productivity will increase automatically. This is because; productivity will only increase when a further consideration

or benefit has been given to that employee for which the assigned job will be performed (The Insider, 2002).

Accomplishing more with the same amount of resources or achieving higher output in terms of volume and quality for the same input also depicts higher productivity (Prokopenko, 1987). Therefore, the use of variety of strategies that focus on employee satisfaction, health, and morale by companies could be used to address issues on productivity in order to maintain high worker productivity (Corporate Leadership Council, 2003).

Alternatively, productivity can be defined as the relationship between results and the time takes to accomplish them. Thus, the less time it takes to achieve desired results, the more productive a system is (Prokopenko, 1987). Then again, employee productivity depends on the amount of time an individual is physically present and the degree to which that individual is “mentally present” at a job or functioning efficiently while present at a job (Corporate Leadership Council, 2003).

2.12 Classification of Work Environment

There are many different types of work environment. Several attempts have been made to put the different types in an organized way, as seen with the Holland Codes proposed by John Holland (2015), a psychologist with an interest in matching people with work environments that suit their personalities. Holland’s approach to the types of work environment looked at the nature of the work done. He identified six different environments: realistic, social, enterprising, artistic, investigative, and conventional.

In realistic environments, work is more hands on, while investigative environments place a high priority on thinking and theoretical discussions. Enterprising environments involve more self-initiative to start and innovate projects. Conventional work environments use set protocols and routines, such as data basing customer information, while artistic environments

promote creativity and the production of works of art. Social work environments involve a high degree of interaction, as seen in customer service and teaching (Dwyer et al, 1991).

Another way to look at work environments is to assess the physical surroundings, differentiating between offices, warehouses, retail stores, scientific research facilities, fieldwork sites, and so forth. These work environments may be suited to different kinds of personalities and career goals. The physical environment can also have an impact on suitability for work; some people do not enjoy the rigid and controlled climate of a lab, for instance, or prefer working outdoors. Concerns about conditions in different types of work environment may be an issue for some job seekers with worries about their ability to thrive in physically demanding or boring environments (Salin, 2003).

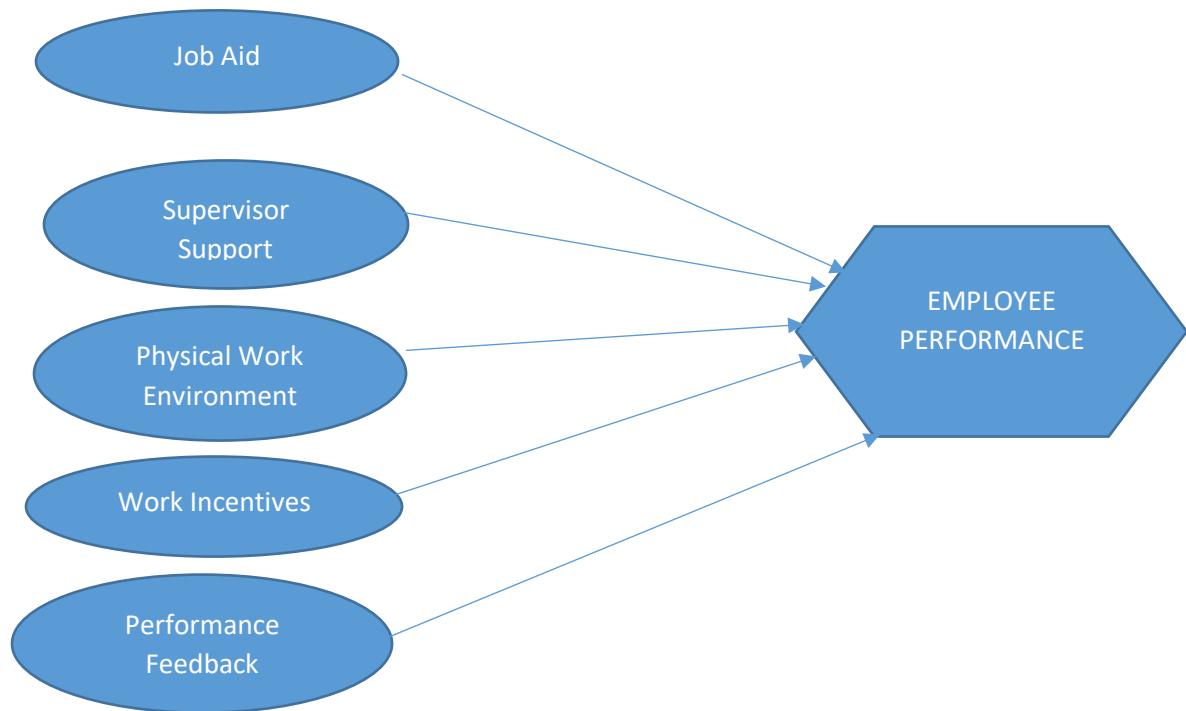
The social and psychological climate can also be a metric to use when distinguishing between different types of work environment. Some workplaces have very rigid chains of command, while others may be more flexible and egalitarian. Employees may be encouraged to participate, offer feedback, and shape their environment, or could be expected to focus on tasks without criticizing their employers or supervisors. Some workplace climates can become hostile because of a tolerance for harassment or ferocious competition, while others are more friendly and relaxed. Woodward & Psych (2000) classify work environment as physical environment and social environment and administrative environment. The Physical Environment includes Work Load,

Technology/Equipment, Availability of material supply, Shift timings, Working hours and etc. The Social Environment also consist of Interpersonal Relations, Multiple teams, Management Style / Support, Status at work, Autonomy, Decision Making, Culture and Climate. The last one which is Administrative Environment comprises Organizational

Structure, Organizational Goals, and Policies for Promotion, Leave, Transfer and Performance Evaluation.

2.13 Conceptual Framework

Based on the literature review, the relationship between working environment and employee performance can be conceptualized and depicted in Figure 2.1.



Independent Variables

Dependent Variable

Source: Author's Construct, 2020

2.14 Theoretical Framework

Theoretical framework attempts to give explanation of the variables as considered in the conceptual framework. The relationship is defined in such a way that the set of factors impact on an individual, which in turn determine the final outcome in terms of increased or decreased performance of that individual.

2.14.1 Job Aid and Employee Performance

A job aid is the external aid to an individual. The purpose of this job aid is to support the work activity (Rossett & Gauier-Downes, 1991). Being one of the working environment factors for employee performance, job aid is being used to guide the job performance in real time. This means that by having this job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. Job aid made work to be easier and help minimize error rates. These can include templates, guides, models and checklists.

2.14.2 Supervisor Support and Employee Performance

Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance (Blau, 1964).

2.14.3 Physical Work Environment and Employee Performance

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects. There are also some other factor that could affect the employees performance such as noise which will cause discomfort on the employees and thus reduce the employees' productivity. An employee could be affected depending on the task they are given and also the environment of the place they are working. By having a good environment, the employees could apply their energy and their full attention to perform work (Vischer, 2007).

2.14.4 Work Incentives and Employee Performance

Work incentive for increasing employee performance is often thought to be based on salary and promotion. In addition, a motivating work environment must be the one in which employees are treated fairly. No matter what level of input a particular worker has in relation to the business processes as a whole, it is essential for a manager to give each employee a sense of playing a dynamic, integral role in something much larger.

Indeed, engendering loyalty is a key element of motivating workers and thereby increasing the overall productivity and employee performance. Therefore the organization determines what motivates its employees and sets up formal and informal structures for rewarding them as the working environment factor which enhances performance.

2.14.5 Performance Feedback and Employee Performance

Performance feedbacks are regular feedback to employees' information on how they are performing. This should consist of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. The feedback needs to be as objective as possible and delivered with the appropriate interpersonal and conflict resolution skills. It can be a mix of both informal feedback and feedback delivered as part of a formal performance management cycle (Chandrasekar, 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research strategy, design, process and the techniques adopted to collect the relevant data for the study as well as the data analysis techniques deployed.

3.2 Research Design

According to Cooper and Schinder, (1998), a research design can be defined as a plan for selecting sources and type of information used to answer the research questions. The research design for this study was the survey research design to assess the relationship between work environment and employee's productivity in government organizations.

This is therefore quantitative in outlook. This design was selected because Robson (2005) explained that a survey research comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire or by structured interview on more than one case (usually quite a lot more than one) and at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables (usually many, more than two) which are then examined to detect patterns of association. The strategy for the research is case study and the choice of method is mono method. Thus, it is mono method because only quantitative method was used to collect and analyze the data.

3.3 Population of the Study

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). Therefore, the target population of this study included human resources officers, head of departments, directors who manage human

resources and staff members. The total population size at Pokupharma Limited is 320 employees which includes Senior and Junior staffs.

3.4 Sample Size and Sampling Procedure

Kothari, (2004) defines sample as small group of respondents drawn from a population about which a researcher is interested in getting the information so as to arrive at a conclusion. This study selected respondents who are responsible on employee's performance management and employees themselves (staff members). Respondents help the researcher plans and to generalize the findings (Best & Kahn, 2006). In this study, a sample of 50 respondents of both Senior and Junior staff were used by answering questionnaires for the purpose of getting the findings of the study. A sample of 50 respondents were selected out of 320 employees because they were considered to represent and having vital information for the study by virtue of their positions.

Sekaran (2010) stated that, in research investigations involving several hundreds or thousands of elements, it would be practically impossible to collect data from, or test, or examine every element. Even if it were possible, it would be prohibitive in terms of time, cost and other human resources. That's why sampling to make a research feasible.

In this study random sampling technique was used in collecting data. Creswell, (2005) defined random sampling as a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that is representative of the larger population. Random sampling technique was adopted in getting the respondents to answer the questionnaires. Kothari, (2004) says that sampling technique is used because it guarantees desired representation of the relevant sub groups.

A breakdown of the sample is presented in Table 3.1

Table 1: Sample Composition of the Study

Participants	Size of Target Population	Sample Size
Human Resource Officers	4	4
Head of Departments	40	10
Directors	15	5
Staff Members	261	31
Total	320	50

Source: Field data, 2020

3.5 Source of Data

This research relied on both primary and secondary sources to achieve its objectives. The survey method was used in this study. The essence of deploying the survey method in this research was to make sure that the findings and results would be generalized. Data was collected from all relevant sources, secondary (journals, periodicals, textbooks, websites, etc) and primary (questionnaires).

3.5.1 Primary Data

The main research collection tool of the primary data was done through administering a survey questionnaire to the employees of Pokupharma. All of the questions asked in the study were closed-ended and open-ended. Closed-ended questions were used because it allowed answers within a limited set and it was used essentially to gather factual data such as gender and age, as well as information on attitudes and opinions and the open-ended questions allowed for flexibility on the part of respondents. In a study by McNamara, (2008), open-ended questions solicit subjective data, generate a wider variety of responses and better reflect the opinions of respondents since it is impossible to predict all forms of opinions. Also, closed-ended questions make it easier to generate statistical analysis on a larger number of participants. This actually enables the researcher to have a high degree of control over the questionnaire (Oppenheim, 1996).

3.5.2 Secondary Data

Secondary data was also used as well. Secondary data is data already collected for some other purposes. The secondary data sources include but are not limited to published articles, books, reports related to the subject area, as well as internet sources. These sources were generally used in the literature review chapters to develop the arguments that serve as the basis for the empirical study.

3.6 Data Collection Method

This research used quantitative research methodology in order to effectively achieve its objectives. Research can be classified into qualitative and quantitative. Qualitative methods focus on the diction, words and observing the subjects in order to describe reality (Amaratunga et al, 2002). Quantitative methods on the other hand come from the academics and it emphasizes serious belief and trust in figures which are used to stand for opinions and concepts. It has been said that the last two decades has seen intense debates about the comparative strengths and advantages of the two approaches. As stated by Amaratunga et al, (2002), even though the precise foundation of the two approaches differs among researchers and authors in terms of definition, there exist a major concurrence with regard to the basic debates and their ramifications for conducting research (Amaratunga et al, (2002).

3.7 Research Instrument

The research was carried out by the use of a questionnaire. A questionnaire is a written list of questions, the answers to which are recorded by respondents (Kumar, 1996). The vital goals of a questionnaire are to collect accurate data with maximum reliability and validity, and to obtain information relevant to the objectives of survey. Questionnaires are ubiquitous and employed more frequently than other methods (Cooper and Schindler, 1998). In the

questionnaire, respondents are required to read questions, interpret what is expected and write down or record with answers independently (Kumar, 1996).

The likert scale was employed since it is deemed to be an excellent means of measuring the attitude of respondents towards an attribute. According to (Myers, 1999), the likert scale is user friendly and reduces uncertainty, confusion and misunderstanding.

3.7.1 Administration of the Research Instrument

The research was carried out by the use of a questionnaire. There are three ways of collecting data- observation, direct communication (through interviews and questionnaires), and through using secondary data (Pizam, 1987). Two of the three categories of collecting data (direct communication and use of secondary data) were used for this project. The researcher administered the questionnaires to the employees of Pokupharma herself. Responses were judged to be unacceptable when respondents' scoring did not differ. For instance, when respondents answered all questions with the same response, such responses were struck out and rejected so as not to affect the validity of the study. Again, where respondents failed to answer all the questions, (less than 10%), their responses were equally rejected and were not part of the data analysis.

3.8 Data Analysis

The research was carried out by the use of a questionnaire. The raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences.

Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct, possible errors and omissions that were likely to occur, to ensure consistency across respondents. The data was then coded to enable the responses to be

grouped into limited number of categories. The SPSS software was used for this analysis. Data was presented in tabular form, graphical and narrative forms. In analyzing the data, multiple regression and descriptive statistical tools such as bar graph complemented with mean and standard deviations were used.

3.9 Ethical Issues

A lot of ethical issues were taken into consideration before, during and after the study. All articles, journals, books among others that were used in this study had been properly referenced. Before the researcher administered the questionnaires and interviewed the Pokupharma staff, an informal meeting was held with the management of the Company for permission to be granted. Not only that but the sanctity and privacy of the respondents of the questionnaire were considered. Respondents were asked if they have the luxury of time to fill the questionnaires. More importantly, the purpose for which the research was conducted was explained to respondents before they were handed with the questionnaire to fill. The identity of the individual respondents to the questionnaire was another ethical issue that was critically considered in this study.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

In an attempt to achieve the objectives of the study, the chapter has statistically assessed the effect of work environment on the performance of the employees of Pokupharma Limited. In addition to this, the chapter brings to light the effect of work environment on the performance of sections of the employees of Pokupharma Limited. Prior to the above the study examines the work environment of Pokupharma Limited.

4.2 Findings and Data Analysis

4.2.1 Gender of Respondents

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown in the table.

Table 4.1: Gender of Respondents

Respondents	Frequency	Percentage
Female	24	48
Male	26	52
Total	50	100

Source: Field data, 2020

Table 4.1 above depicts that 52% and 48 % of respondents of male and female respectively answered the questionnaires distributed.

4.2.2 Rank of Respondents

The rank of respondents in this study was used in order to answer the distributed questionnaires.

Table 4.2: Rank of Respondents

Respondents	Frequency	Percentage
Junior Staff	25	50
Senior Staff	25	50
Total	50	100

Source: Field data, 2020

From the table4.2, the junior staff of the organization makes up 50% of the employees who responded the distributed questionnaires. The remaining 50% make up the senior staff.

4.2.3 Age of Respondents

In this study, age of the respondents was considered to be important in finding the impact of working environment on employees' performance at Pokupharma Limited.

Table 4.3: Age of Respondent

Respondents	Frequency	Percentage
20 – 30 years	14	28
31 – 40 years	20	40
41 – 50 years	13	26
50 and above	3	6
Total	50	100

Source: Field data, 2020

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 which made 6% of employees.

4.2.4 Physical Working Environment

Physical working environment in this study have been considered as one of the factors towards employees' performance as responded by employees through distributed questionnaires.

Table 4.4: Physical Working Environment

Respondents	Frequency	Percentage
Very Bad	11	22
Bad	10	20
Moderate	13	26
Good	8	16
Very Good	8	16
Total	50	100

Source: Field data, 2020

Majority of the employees from the table 4.4 which constitute 26% described their physical working environment towards performance as moderate to influence them to stay in the office and work comfortable. 22% of the employees said the physical working environments very bad for them stay in the office and work comfortable. 20% of the employees describe the physical working environment towards performance as bad for them stay in the office and work comfortable while 16% of employees said their physical working environment is good and the remaining 16% of employees was very good for them and work comfortable. Majority of employees agree that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide riendly working environment which will influence employees to work comfortable and perform their job.

4.2.5 Workplace Noise Distraction

The table 4.5 explained the presence of how noise distractions at the working place affected employees' performance.

Table 4.5: Workplace Noise Distraction

Respondents	Frequency	Percentage
Strongly disagree	5	10
Disagree	15	30
Agree	11	22
Strongly Agree	9	38
Total	50	100

Source: Field data, 2020

From the table 4.5, 38% of employees are strongly agree that presence of noise distractions at the working place affects their performance negatively while 30% of the employees disagree that the noise at their workplace distracts them. 22% of employees agree that the noise distractions at the working place affect their performance. The remaining 10% of employees strongly disagree that noise at their work place distracts them. Workplace noise distraction has impact on employees' performance as resulted to uncomfortable and loosing employees' concentration in performing their task.

4.2.6 Employee Performance Feedback

The following responses explained how employees performance feedback applied by supervisor towards employees performance.

Table 4.6: Employee Performance Feedback

Respondents	Frequency	Percentage
Always	8	16
Usually	10	20
Sometimes	16	32
Rarely	8	16
Never	7	14
Not Sure	1	20
Total	50	100

Source: Field data, 2020

As shown from the table 4.6, 32% of the employees said they are sometimes receiving performance feedback from their supervisor, followed by 20% who said they are usually get performance feedback from their supervisor. 16% of the employees said they are rarely

getting performance feedback from supervisor and another 16% said they are always receive performance feedback whereas 14% said they are never receive their performance feedback and lastly 2% not sure on receiving performance feedback from the supervisor. Employee performance feedback contributes on employee performance because it consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.

4.2.7 Communication of Organization Goals and Strategies

The table 4.7 described the importance of communication of organization goals and strategies towards employees' performance.

Table 4.7: Communication of Organization Goals and Strategies

Respondents	Frequency	Percentage
Strongly disagree	6	12
Disagree	6	12
Agree	18	36
Strongly Agree	20	40
Total	50	100

Source: Field data, 2020

From the table 4.7, 40% of the employees said they strongly agree the organization communicates its goals and strategies to them. 36% of the employees also said they agree that, the organization's goals and strategies are communicated to them. Also 12% of the employees disagree that goals and strategies of organization are communicated to them. Another 12% of the employees said they strongly disagree that the organization's goals and strategies are communicated to them. Communication of organization goals and strategies helps the employees to achieve what the organization is in business for and fulfill its organization mission and vision.

4.2.8 Job Aid

The following response explained the presence of job aid at the organization which contribute son employees' job performance.

Table 4.8: Job Aid

Respondents	Frequency	Percentage
Strongly disagree	5	10
Disagree	5	10
Agree	15	30
Strongly Agree	25	50
Total	50	100

Source: Field data, 2020

The table 4.8 defines that, 50% of the employees are strongly agree that the presence of job aid at the organization will contribute much in their job performance.30% of the Employees agree on the presence of job aid at the organization will contribute their job performance while 10% of the employees are disagree on the use of job aid to enhance performance. Another 10% of the employees strongly disagree on the presence of job aid being the factor of their performance. The presence of job aid at the organization supports employees to perform and plan for the development, made their work to be easier and help to minimize error rates.

4.2.9 Employee Recognition as Individual

Employee recognition as individual was considered to be important factor towards employee performance. The following were the response.

Table 4.9: Employee Recognition as Individual

Respondents	Frequency	Percentage
Always	8	16
Usually	10	20
Sometimes	16	32
Rarely	8	16
Never	7	14
Not Sure	1	2
Total	50	100

Source: Field data, 2020

As shown from table 4.9 that, 32% of the employees said they are sometimes recognized as individual, followed by 20% who said they are usually recognized as individuals in the organization. 16% of the employees 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. Being not recognized as individual has negative impact on employees performance because of no feeling exist between them and the organization which occasionally demoralize them as they cannot air their views.

4.2.10 Communication between Employees

The responses from the table 4.10 described how employees are given opportunity to interact with other employees on a formal level towards their job performance.

Table 4.10: Communication between Employees

Respondents	Frequency	Percentage
Strongly disagree	6	12
Disagree	4	8
Neither Agree	2	4
Agree	17	34
Strongly disagree	21	42
Total	50	100

Source: Field data, 2020

From the table 4.10, 42% of the employees strongly agree that they receive enough opportunity to interact with other employees on a formal level. On the other hand, 34% of the employees said they 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% of employees said they disagree that the organization allows them to interact with other employees and 2% says that they neither agree nor disagree that the organization allows them to interact with other employees on a formal level. Communication between employees promotes trust and loyalty among them and encourages better team work and relationship shows communication system at the workplace which resulted in employee performance.

4.2.11 Employee Career Advancement

In table 4.11 there were response on employee career advancement in the organization.

Table 4.1: Employee Career Advancement

Respondents	Frequency	Percentage
Strongly disagree	4	8
Disagree	10	20
Neither Agree	4	8
Agree	20	40
Strongly disagree	12	24
Total	50	100

Source: Field data, 2020

Majority of the employees from table 4.11 representing 40% said they agree to have a clear path for career advancement in the organization while 24% said they strongly agree to have a clear path for career advancement. 20% of the employees said they disagreed to have a clear path of career advancement in the organization whereas 8% said they neither agreed nor disagreed of having clear path of career advancement. 8% of the employees on other hand said they strongly disagreed to having a clear path for career advancement. By having clear

path for career advancement in the organization helps in employee performance by working comfortable and increase organization productivity.

4.2.12 Employee Relationship with Supervisor

The responses in table 4.12 described the employee relationship with supervisor towards job performance.

Table 4.12: Employee Relationship with Supervisor

Respondents	Frequency	Percentage
Very Bad	4	8
Bad	10	20
Moderate	4	8
Good	20	40
Very Good	12	24
Total	50	100

Source: Field data, 2020

From the table 4.12, 50% of the employees said to have a good relationship with their supervisor, whereas 28% said to have a very good relationship with their supervisor. 12% of employees said to have moderate relationship with their supervisor while 6% said to have very bad relationship with their supervisor and remaining 4% of employees have bad relationship with their supervisor. Employee relationship with supervisor contributes on job performance because a supervisor act as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done.

4.2.13 Employee Job Security in the Organization

The following were the response regarding the presence of employee job security in the organization towards their performance.

Table 4.13: Employee Job Security in the Organization

Respondents	Frequency	Percentage
Very Bad	0	0
Bad	0	0
Moderate	15	30
Good	25	50
Very Good	10	20
Total	50	100

Source: Field data, 2020

From the table 4.13 the majority of employees who represent 50% describe to have good job security within the organization whereby 30% described their job security in the organization as moderate. The remaining 20% said their job security in the organization is very good in their staying. Employee job security in the organization contributes on employee performance because it plays a vital role in attract, keep and motivate them to perform their assigned task.

4.2.14 Work Incentives towards Employee Performance

Work incentives were also considered to be the important factor towards employees' performance in this study. The following were the response from employees on how work incentives contribute towards their job performance.

Table 4.14: Work Incentives towards Employee Performance

Respondents	Frequency	Percentage
Strongly disagree	3	6
Disagree	2	4
Neither Agree	6	12
Agree	14	28
Strongly agree	25	50
Total	50	100

Source: Field data, 2020

As shown from the figure 4.6, 50% of employees were strongly agree that work incentives in the organization will motivate them and hence employee performance.

Then 28% of employees agreed on work incentives being as the motivation factor for them to perform.12% of employees are neither agreed on work incentives being the factor for them to

perform while 6% of employees were strongly disagree on work incentives as the motivation factor for performance. The remaining 4% of employees disagreed on work incentives as a factor of employee performance. Work incentives have impact on employee performance because by having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

4.3 Discussion of the Findings

Findings show that almost 50% of employees agreed that there exists a strong relation between physical working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. By having a good environment, the employees could apply their energy and their full attention to perform work Vischer, (2007).

Cummings and Schwab (1973) mentioned the connection between leadership behavior and employees performance. It is further supported by Maritz (1995) who reported that effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance. A finding shows that 32% of respondents agreed with the thinking that their head of department communicate effectively which is supported by Salacuse (2007) who indicates that leaders are now required to lead by negotiation, they need to communicate effectively by appealing to the interests of the followers. 40% of respondents agreed on employees' participation in meetings and sharing ideas. The findings are supported by Cassar (1999) that employee participation and involvement in decision making have a positive association with positive work attitudes and employee commitment. 40% of the respondents agreed with the statement that "good communication environment at work place is necessary

to improve performance”. Findings are supported by Chen (2011) who found that there are positive relationships between organizational communication, organizational commitment and job performance. Kotter, (1988) noted that effective organizational communication promotes productivity.

Findings show that 32% of respondents rated their supervisor interpersonal relationship at the working place as good. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance (Blau, 1964).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 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 working environment on employees' performance at Pokupharma Limited in the Ashanti region. It sought to find out whether working environment can influence employee's performance at Pokupharma Limited.

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, how does performance feedback improve employees' performance? How can job aid enhance employees' performance? What are the physical work environments that add towards employees' performance? Which contribution does a supervisor has towards employees' 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 working environment affects the employee in one way or the other and employees play a very crucial role in an organization like Pokupharma Limited.

5.2 Summary of the Main Findings

The study revealed that the organization working environment had an impact on members as far as respondents are concerned. The study found that, the organization needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job. The study also revealed that employees are sometimes not recognized as individuals i.e. no feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views. Through this study it revealed that employees' performance depended much on the presence of job aid at the organization. This means by having job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. It was also found that, the organization to some extent has fairly treatment on rewarding employees who perform well. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

5.3 Conclusion

Working environment plays a vital role in motivating employees to perform their assigned job. 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 study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. At the end of the research, it was realized that the employee's working environment find

themselves in affect their productivity greatly. Therefore it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job.

5.4 Recommendations

Based on the results of findings, the following are recommendations 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 build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization 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 employees 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.

5.5 Suggested area for Further Study

The study explored only impact of working environment on employees' performance at Pokupharma Limited. Therefore, other researchers should conduct study in other companies or institutions including those located up country. Also further study should aim to explore advantages which the organizations reap on improving working environment.

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APPENDIXES

Questionnaire

CHRISTIAN SERVICE UNIVERSITY COLLEGE

This is an academic exercise. Your confidentiality is highly assured.

TOPIC: ASSESSING THE EFFECTS OF WORK ENVIRONMENT ON ORGANISATIONAL PERFORMANCE

INSTRUCTIONS

Please, indicate the extent to which you agree/disagree by ticking the appropriate boxes below.

5 =Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1= Strongly

Disagree

	WORK ENVIRONMENT AT POKUPHARMA LIMITED					
	Questionnaire	Very Bad	Bad	Moderate	Good	Very Good
		1	2	3	4	5
1	How would you describe your office building space influence you to stay in the office and work comfortably?					
2	How would you describe your relationship with fellow workers?					
3	How would you describe your relationship with your supervisor?					
4	What is the level of feedback that you receive from your supervisor?					
5	How would you describe your job security in this organization?					

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

- 1. Not at all []
- 2. To some extent []
- 3. Often []
- 4. Mostly []
- 5. Always []

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

- 1. Always []
- 2. Usually []
- 3. Sometimes []
- 4. Rarely []
- 5. Never []
- 6. Not sure []

8. Would you refer a friend to apply for a job at this organization?

- 1. Definitely []
- 2. Probably []
- 3. Not sure []
- 4. Probably not []
- 5. Definitely not []

9. My job requirements are clear

- 1. Strongly disagree []
- 2. Disagree []
- 3. Neutral []
- 4. Agree []
- 5. Strongly agree []

10. I have a clear path for career advancement.

- 1. Strongly disagree []
- 2. Disagree []
- 3. Neutral []
- 4. Agree []
- 5. Strongly agree []

11. Does the organization clearly communicate its goals and strategies to me?

- 1. Strongly disagree []
- 2. Disagree []
- 3. Neutral []
- 4. Agree []
- 5. Strongly agree []

	RATING OF SUPERVISOR AT POKUPHARMA LIMITED					
	Questionnaire	Poor	Average	Good	Very Good	Excellent
		1	2	3	4	5
1	Communication					
2	Planning and organizing					
3	Directing and coordinating Job/Technical knowledge					
4	Interpersonal relationship					

‘THANK YOU FOR YOUR PARTICIPATION’