



**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**EFFECT OF WORKPLACE ENVIRONMENT ON:
THE CASE OF ADDIS PHARMACEUTICAL FACTORY SHARE
COMPANY(IV SOLUTION)**

BY

MESFIN HAILU BESHAW

DECEMBER,2018

ADDIS ABABA,ETHIOPIA

**EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEES
PERFORMANCE IN CASE OF ADDIS PHARMACEUTICAL FACTORY
SHARE COMPANY(IV SOLUTION)**

BY

MESFIN HAILU BESHAW

**ATHESIS SUBMITTED TO ST. MARY`S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIRMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN GENERAL MANAGEMENT**

DECEMBER,2018

ADDIS ABABA,ETHIOPIA

ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FUCULTY OF BUSINESS

**EFFECT OF WORKPLACE ENVIRONMENT AND EMPLOYEE
PERFORMANCE:THE CASE OF ADDIS PHARMACEUTICAL
FACTORY SHARE COMPANY(IV SOLUTION)**

BY

MESFIN HAILU BESHAW

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature and Date

Advisor

Signature and Date

External examiner

Signature and Date

Internal examiner

Signature and Date

DECLARATION

I, the undersigned ,declare that this thesis is my original work, prepared under the guidance of **Mr.Temesgen Belayneh(PhD)**.All sources of materials used for the thesis have been duly acknowledged further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St.Mary's University, Addis Ababa

Signature

December,2018

ENDORSMENT

This thesis has been submitted to St.Mary's University, School of Graduate Studies for examination with my Approval as a university advisor.

Advisor

St.Mary's University, Addis Ababa

Signature

December,2018

ACKNOWLEDGEMENTS

I am great full to thank my advisor Mr.Temesgen Belayneh (PhD) for his assistance and guidance by providing genuine comments on this study and content of the paper.

I thank all the respondents of the Addis pharmaceutical factory share company iv solution who were participated to accomplish my tasks engaged understanding the objectives of the study and also the organization Mr.Surafel kebede, because of his permission to conduct the study.

ACRONMY/ABBREVIATION

APF(IV):-Addis pharmaceutical factory Intravenous fluid

GMP:-Good manufacturing practice.

S.co:-Share company

SPSS:-Statistical packages for social science.

WHO:-World Health Organization.

ABSTRACT

The general objectives of this study was to identify the effect of work place environment on employees performance specifically to obtain the extent to which physical, psychosocial and the work life balance factors of Addis pharmaceutical factory share company(iv solution).The population of the study was 100 permanent employees from which all respondents was important and considered for data analysis and the study used quantitative approach and standard questioner implemented. Five point likert scale was used to determine the effect of work place environments on employee performance. SPSS soft ware was used in analyzing the questioner.To achieve the objectives Demographic analysis, validity test, reliability test(cronbaches Alpha),correlation and regression models were presented.Hyphotesis testing was made for each variables. The finding of this study was work life balance work place environment aspects shows has positive association with employee performance ,even though physical aspects have no relationship ,there is only furniture variable which have positively associated with employee performance. Therefore from the finding it is concluded that the physical and psychosocial aspects variables did not have a significant effect on employee performance, however, work life balance factors were significant. It is advisable and suggested for the company to focus on other physical and psychosocial factors which may affect the performance of employees in order to improve and create better work place environment proactively in today's stiff competition and for work life balance strategically focus on work family variable and furniture variable from physical work place environment.

Keywords: *Physical work place environment, Psychosocial workplace environment, Work life balance factors, employee performance.*

TABLE OF CONTENT

DECLARATION	iii
ENDORSMENT	iv
AKNOWLEDGEMENTS	v
ABSTRACT	vi
ACRONMY/ABBREVIATION	vii
TABLE OF CONTENT	viii
LIST OF TABLES	xi
CHAPTER ONE: INTRODUCTION	
1.1. Back ground of the Study.....	1
1.2.Back ground of the Organization.....	3
1.3. Statement of the Problem.....	4
1.4. Research Questions.....	5
1.5. Objectives of the Study.....	5
1.5.1.General Objective.....	5
1.5.2.Specific Objectives.....	5
1.6. Significant of the Study.....	5
1.7. Scope of the Study.....	6
1.8.Organization of the Study.....	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	
2.1.Work Place Environment.....	7
2.1.1.Physical Work Place Factors Affecting Employee Performance.....	8
2.1.1.1.Furniture.....	9

2.1.1.2.Ventilation.....	9
2.1.1.3.Noise.....	10
2.1.1.4.Lighting.....	10
2..2.Psychosocial Work Place Factors Affecting Employees Performance.....	11
2.2.1.Leadership.....	12
2.2.2.Supervisory Support.....	13
2.2.3.Role Congruity.....	14
2.3.Work life Balance Factors Affecting Employees Performance.....	16
2.3.1.Work Family Conflict.....	16
2.4.Conceptual Frame Work.....	17
2.5.Research Hypothesis.....	18

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1.Research Design and Approach.....	19
3.2.Source of Data.....	19
3.3.Population of the Study.....	19
3.4.Method of Data Collection.....	19
3.5.Validity Test.....	20
3.6.Reliability Test.....	20
3.7.Method of Data Analysis.....	21
3.8.Ethical Consideration.....	21

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Demographic Analysis.....22

4.2. Respondents Response on Independent and Dependent Variable.....24

4.3. Correlation Result.....32

4.4. Multiple Linear Regression Analysis Model Summary.....33

4.5. Hypothesis Testing.....35

CHAPTER FIVE: SUMMARY, LIMITATION, CONCLUSION AND RECOMMENDATION

5.1. Summary of the Major Finding.....37

5.2. Limitation of the Study.....38

5.2. Conclusion.....38

5.3. Recommendation.....38

APPENDIX I

Reference.....40

APPENDIX II

Questioner.....44

LIST OF FIGURES AND TABLES

Figure 1:-Conceptual Frame Work.....	17
Table 1:-Cronbaches Alpha of the Study.....	20
Table 2:-Demographic Characteristics.....	22
Table 3:-Respondents Response on Physical Work Place Environment	24
Table 4:-Respondents Response on Psychosocial Work Place Environment.....	26
Table 5:-Respondents Response on Work Life Balance Work Place Environment.....	28
Table 6:-Respondents Response on Employee Performance Variable.....	30
Table 7:-Summary of Correlation.....	32
Table 8:-Model Summary.....	33
Table 9:-Anova Model.....	33
Table 10:-Multiple Regression Result.....	34
Table 11:-Summary of Coefficient.....	35

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun,2002). As per Heath (2006),this environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work. The quality of the workplace environment impacts on employees' performance and subsequently influences the organization competitiveness. An effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Humphries, 2005). Employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations (Farh,2012) and how well employees connect with their organization's immediate workplace environment, influences to a great extent their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Leblebici,2012) The type of workplace environment in which employees operate determines whether or not such organizations' will prosper (Chandrasekhar, 2011). Physical workplace environment such as the office layout and design while psychosocial factors include working condition, role congruity and social support from supervisors. Policies encompass employment conditions of employees derived from industrial instruments and agreements negotiated with employees and unions, along with our human resources policies. Employees spend fifty percent of their lives within indoor environments, which greatly influence their performance capabilities (Sundstrom, 1994). Better physical workplace environment will boosts employees' performance and ultimately improve their productivity (Challenger, 2000). A healthy workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity (Kohun, 2002). Organizations deemed as a positive place to work will more likely have a competitive edge since they are in a better position to attract and retain highly skilled employees". A positive workplace environment is likely to result in less employee

turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees" wellbeing (Cunnen, 2006). Employee performance is the combined result of effort, ability, and perception of tasks (Platt, 2010). Employees performance is essential for organizational outcomes and success. Many factors influence employee performance; and workplace environment factors stands out as the key determinants of performance. It is the key multi character factor intended to attain outcomes and has a major connection with planned objectives of the organization (Sabir et al. 2012). Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance (Taiwo, 2010). Performance is the result of work accomplished by a person or group of people within an organization. According to Lijan Sinambela (2012: 136) that performance is the ability of employees in doing certain skills. Performance of an employee is in need because it will know how far the ability of employees in carrying out the tasks assigned to them. According to Aguinis (2009: 78) performance is defined as "behavior or what employees do, not about what employees produce or the outcomes of their work". Performance is a description of the consequences that resulted in the function of work or activity within a certain period associated with organizational goals. Performance is not about the personal characteristics that a person demonstrates through the work that someone has done or will do but rather a combination of measurable abilities, efforts, and opportunities from the resulting outcome. Performance by Blancard (1997) in Lijan Sinambela (2012: 07) is a function of motivation and ability. To complete a task and a job, one must have a degree of willingness and a certain level of ability. Skills and availability are not effective enough to do something without a clear understanding of what to do and how to do it.

Performance by Whitmore (1997) in Yusrizal and Halim (2009: 35) is an act, an accomplishment, and an exhibition of skills. Performance management is comprehensive and touches all elements or inputs that must be utilized by the organization to improve organizational performance. Performance management systems try to measure (measuring), evaluate (appraising), prevent bad performance and how to work together to improve performance (improving performance). More importantly, performance management means ongoing two-way communication (feedback on) between employers and employees.

1.2.Back ground of the organization

Addis Pharmaceuticals Factory S.C(APF), located its main plant Adigrat town, in Tigray Regional State of Ethiopia, is a private manufacturing company established in June 1997. APF has been engaged in the production and distribution of around 134 pharmaceutical products such as tablets, capsules, dry suspension for reconstitution, syrups, suspensions, elixir and dermatological preparations. Moreover, it produces intravenous infusions(IV) by its Intravenous Infusions Plant cited in Akaki Kality sub city, South East of Addis Ababa. Currently, APF has large market share in the domestic market. It has a plan to escalate its production capacity & sales volume via maximizing production scale, factory expansion and hence employing high tech production machineries and equipments and by organizing and motivating skilled workforces .

In line to the business vision of APF to enter the export market, the necessary preparation is underway to establish product distribution channels in Eastern African countries and the surrounding regions. The Company is already qualified for domestic Good Manufacturing Practice (GMP) . APF is also working toward fulfilling the necessary preconditions that enables it to be qualified and certified by World Health Organization (WHO) with the objective of ascertaining acceptance in the foreign markets. To realize aforementioned domestic and foreign objectives, APF desires to acquire and retain competitive and motivated staff. It is believed by the company that, one of the factor of competition is to have a better performer of employees and this will be accomplished by attracting, retaining and motivated staffs. Thus, to achieve those objectives maintaining good working environments for the employees is crucial.

Therefore, the study focus on employees of Addis pharmaceutical factory S.co (intravenous fluid) solution Plant only, on impacts of physical ,psychosocial, work-life balance environmental factors on employees performance, which is found in Addis Ababa, akaki kality subcity, akaki ,having one hundred permanent employees including its own management team, structure and financial mobility.

1.3.Statement of the Problem.

Work environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance (Opperman ,2002). The work environment also includes policies, rules, culture, resources, working relationships, work location, and internal and external environmental factors, all of which influence the ways that employee perform their job functions. The work environment strongly affects the working habits of the employees who are engaged in their work and committed to the organization. less committed workers produce less results; highly committed workers produce outstanding results. So it is necessary to study the effect of the work environment in an organization on the performance of its employees. Workplace environment in pharmaceutical industry is very crucial in the performance of employees and the performance of the company as well and this makes to conduct the research on the impact of working environment on employees performance in case of Addis pharmaceutical factory share company(Iv Solution). As per the preliminary interview conducted employees of the organization performance fluctuated from time to time and this depends on the working environment they are working on ,their performance is good when they are in good physical ,psychosocial and work-life balance workplace environments such as furniture, lighting and ventilation and Noise ,quality/better leadership, role congruity, supervisory support, work- family factors and work-extracurricular factor and less performance in a such bad working environments and this study expected to fill the gap left by other researcher by contributing knowledge. The reason of initiating this research was, observing that ,most of management teams who are working, in the company especially on operation area are technical personnel's who have a back ground of pharmacy, chemistry and engineering instead of management this makes them unaware of how those workplace environments affect the performance of employees.

Thus, understanding the gap, the study designed to address the effect of workplace environments on employees performance of Addis pharmaceutical factory (IV Solution) share company.

1.3. Research Questions.

- Do Physical Workplace Environment Factors have effect on employees performance of Addis pharmaceutical factory share company(IV Solution)?
- Do Psychosocial Workplace Environment Factors have effect on employees performance of Addis pharmaceutical factory share company(IV Solution)?
- Do Work life balance work place environment factors have effect on employees performance of Addis Pharmaceutical Factory Share Company(IV Solution)?

1.4.1. General Objectives.

- The main objective is to identify the effect of workplace environment on employees performance of Addis pharmaceutical factory share company (IV Solution)

1.4.2. Specific Objectives.

- To Identify the effect of physical workplace environment factors on employees performance.
- To Assess the effect of Psychosocial workplace environment factors on employees performance.
- To Analyze the effect of work life balance environment factors on employees performance.

1.5. Significance of the Study.

The final outcome of the study provides clear pictures for the management and owner of Addis Pharmaceutical factory share company(IV Solution) which variables of working environments affect employees performance.

Therefore, the study contribute knowledge to especially the company operational management teams and owners to take corrective action to improve the working environments for better performance and to be competitive in the coming booming pharmaceutical industry.

1.6.Scope of the Study.

The Study focuses on employees performance of Addis pharmaceutical factory share company(IV Solution),which is found in Akaki Kality, Subcity,Addis Ababa, instead of the company as a whole and intravenous fluid manufacturer pharmaceutical industry in Addis Ababa. For the purpose of this study Correlation and multiple linear regression methodology implemented for data analysis. The time frame of data collection was from **5th of July - 24th of August,2018** and the result of the study indicates only during the period. Three categorical variables considered such as physical, psychosocial and work life balance work place environments which affect the performance of employees as per the existing condition of the organization.

1.7.Organization of the Study.

The research will be organized having five parts ,the first part of the research is the introduction which consists of (background of the company and the study, problem Statement, objective of the study, significant of the study, scope of the study) ,the second part is the literatures reviews, the third part of the research paper is the Methodology part applied for the research which consists of (Research approach and design, source of data, population of the study or population, methods of data collection, validity and reliability, methods of data analysis and ethical consideration ,the fourth part include data presentation, analysis and interpretation and the last part chapter five are summary, limitation conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This literature review attempts to discuss literature related to working environment which has effect on employee performance.

2.1. Work Place Environments.

To be aware the essentiality of workplace environment in the organization is to recognize that the human factor and the organization are synonymous (McGuire, 2009). By incorporating a balanced workplace environment, the organization is optimizing profitability and improving the company's popularity as a workplace; projecting a modern corporate entity, which in turn can help you to attract highly qualified employees. Architectural design affects the way people behave, with designers creating conditions that can hinder, discourage, guide, support or enhance users' behavior (Gutnick, 2007). An enabling workplace environment must thus be the key feature to improve performance and subsequently sustained returns (Abdulla, 2010). Workplace environment is a concept, which has been operationalized by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Haynes, 2008). He further adds that environment is a key determinant of the quality of their work and their level of performance. Heath (2006) states, the biggest goal of all the business organization are to increase their performance, thus making high profits. The benefits of creating and maintaining a positive working environment are huge. Greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance. The modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees (Stoessel, 2001). Organizations must ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily (White, 2001).

2.1.1. Physical Factors of the Workplace Environment.

In pharmaceutical industry the product produced expected to be high standard quality and governed by different regulatory body and in order to achieve those quality the companies could engage their operation in well protected environment, high quality standard physical facilities & machineries, well cleaned compound and surroundings. The physical work environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings (Kohun, 2002). Spatial layout refers to the ways in which machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. The spatial layout of furniture was found to influence the amount and nature of conversation between individuals (Becker, 2002). Functionality refers to the ability of the same items to facilitate performance and the accomplishment of goals. How performance is achieved will be affected by how well people fit with their physical workspace and physical work environment (Srivastava, 2008). Physical work environment can result a person to fit or misfit to the environment of the work place and it is also known as an ergonomic work place. There are some factors of physical work environment which help employees to perform their job more effectively and which leads to enhance their job satisfaction such as lighting, office the floor configuration, office layout and also the furniture layout (Brill et al 1985). According to the Vescher (2007), the physical work environment is one of the most important factor which influences on the work performance. Evidence accumulated that the physical work environment in which people work affects both job performance and job satisfaction. McCoy & Evans (2005) explained that if employees dissatisfy with their working environment and once the employees become stressors at the work place, the employees tend to do their work very slowly. This will directly affects for the employees performance and as well as for the overall productivity of the organization. Vischer (2007), employees affect by the environment of the place they are working and by having a good environment could apply their energy and their full attention to perform work. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees. As per Ismail et al. (2010) opinion that, the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or

arrangement. The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance. The comfort level and temperature also substantially influence health of employees. As per Niemela et al. (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. According to McCoy and Evans (2005) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships at work. All in all, the physical work environment should support the desired performance.

2.1.1.1.Furniture.

Plays a big role in ergonomics. Especially the desk and the chair that is being used at our respective work place where we spend hours utilizing it while performing our work. Long hours spent in the office utilizing this furniture can cause body pain in short term and also severe injury such as nerve or bone injury in the long run if not treated or corrected in the early stages. According to Naharuddin and Sadegi (2013), it is highlighted that ergonomic physical workplace should be implemented in order to avoid occupational hazard. This implementation is to help the employees from not having nerve injury in the long term. Proper workspace with suitable furniture and furnishing should provided by the employer and it is their responsibility to ensure all employees are not exposed to any hazard and would not have any type of injury due to occupational hazard. These will only lead to discomfort and lack of productivity in the workplace because employees would feel difficult to work (Chandrasekar, 2011).

2.1.1.2.Ventilation.

Ventilation as one of the environment factors play a vital role in influencing comfort level (Chandrasekar, 2011). Improper ventilation causes temperature in workplace to increase and this would make employees feel hot, sweaty and discomfort which gives a bad impact to productivity. Additional ventilation can be fixed such as a small portable fan if the air conditioning is not sufficient at the workplace. As reported by Paul et al. (2005), the air quality has shown influence to the employee's performance where improving outdoor ventilation could minimize dissatisfaction by an average of 20%. It was also mentioned that 23.5°C is said to be the preferred temperature and it causes discomfort if the temperature is more than 24°C which

will affect the productivity of the employee. Oswald (2012) also highlighted that high temperatures can cause heat exhaustion that results in poor performance. Moreover, extreme temperatures can lead to heat stroke and can be injurious to an employee especially those working at a site or under the hot sun. Proper ventilation using sufficient air conditioning system is required in order to keep temperatures at its most favorable to every employee at the workplace. Additionally, portable fans and air purifier can be introduced at their respective workspace to enhance the ventilation.

2.1.1.3.Noise.

Noise defined as unwanted sound, is the most common complaint in offices places. According to Melamed, Fried and Froom (2001) confirmed that exposure to high levels of sound may lead to several disease such as cardiovascular disease, endocrine and digestive reaction. employees can also be affected by noise level in the workplace. As per (Naharuddin and Sadegi, 2013) workplace which is noisy causes discomfort and reduces performance level. According to Ajala (2012) besides discomfort, noise causes distraction to the employees as well which leads to reduction in productivity and increases the stress level and inaccuracies while performing their respective work. A study conducted by Bruce (2008) reveals that inaccuracies increased by 27% while productivity reduced by 40% due to distraction at workplace. Even though noise causes distraction and discomfort, music on the other hand could be a stress reliever and gives relaxation to the mind. According to Padmasiri & Dhammika (2014), there has been a profound impact and influence on employees to perform better by playing background music at the workplace. However, the selection of the music to be played should be accepted by most of the workers involved in the workplace or in other words, it should be according to the listeners' preference. Research has shown that soothing and relaxing music actually reduces productivity and it is not suitable whereas fast rhythm music is mostly beneficial to be applied at a workplace that practices monotonous work. It has increased the output of the employees and it is evident that proper music could provide a positive feeling.

2.1.1.4.lighting.

Regardless of fit out design or building type, day light is considered to be number one wanted natural feature in the work place as researcher always discovered that exposure to natural light in an office space impacts employees quality of life. The amount of light needed in the work place depends on the kind of tasks being performed in the day or at night. As a consequence, it will

either increase or decrease the performance. In convenient lighting is a source of distress, thus leading to poor job performance that happens when the employee is exposed to uncomfortable working environment in which there is a high glare, or dim bulk or lack of natural light in the office.(Schultz and Schultz,2006).The brightness of office light influences concentration, alertness and task performance. Modifying the quality and nature of light can appreciably enhance working experience and productivity (Sehgal,2012).According to Chandrasekar (2011) highlighted that discomfort can be caused by poor lighting. Employees will feel stressed due to insufficient lighting which makes it hard to read and perform their task. In addition o this, Oswald (2012) reiterated that lighting affects alertness and focus of an employee on their tasks which then affects the level of performance as well, hence adjusting this variable will significantly improve performance level. However, natural lighting is also good enough as it shows an increase of up to 18% in productivity by providing a workspace with sufficient day lighting system (Ajala, 2012).From a technical study by Mills, Tomkins, & Schlangen (2007), it reveals the positive influence of lighting on task performance as well as improving the mood, alertness and energy which sums up to productivity. Studies claim that indoor lighting is required as a visual aid when there is an absence or insufficient external lighting which impairs visibility to read or perform a task.

2.2.Psychosocial Factors of Workplace Environment Affecting Employees' Performance.

The psychosocial factor of work environment is generally considered to be one of the most important issues in contemporary and future societies. They refer to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, effort, workers' individual characteristics and those members of their families (Vischer, 2008). Therefore, the nature of the psychosocial factors is complex, covering issues relating to the workers, general environment and work. Noe (2008) define employee workplace welfare in terms of six key areas: a manageable workload; some personal control over the job, support from colleagues and supervisors positive relationships at work; a reasonably clear role; and a sense of control or involvement in changes at the workplace. Individual associations with the working environment are important as they impact up on the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002). The behavioral factors that may affect the performance of employees at work place are the

exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over spell (Warr, 2002). There are lots of other aspects that may enhance or lower the employees' performance some of which include role congruity, supervisor support and leadership styles. In pharmaceutical industry the product produced expected to be high standard quality and life saving. Those products strictly followed and inspected till reach to the user without any defects and in order to achieve those facts the employees should be disciplined, psychologically strong and confident in what they do. Thus having strong supervisory support ,exercising quality leadership and role congruity needed to get the best performance of employees.

2.2.1.Leadership:

2.2.1.1.Herzberg Hygiene / Motivation Theory

According to this theory, people work first and foremost in their own self-enlightened interest, for they are truly happy and mentally healthy through work accomplishment. He looked at motivators and hygiene factors. Hygiene factors, often referred to as 'dissatisfiers', are elements in the work environment that include Supervision, Interpersonal relations and Working conditions. Motivators, often referred to as 'satisfiers', are aspects of the work environment that provide employees with job satisfaction and include recognition, work, responsibility and advancement. This theory contributed an insight into the study of employee by explaining how the 'dissatisfies' and 'satisfiers' affected workplace environments on individual performance.

2.2.1.2.Frederick Taylor's Scientific Management Theory.

Its main objective is improving economic efficiency, especially performance, monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working. Management can be defined as the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (Chandrasekhar, 2011). In this study management was seen as a prelude to environments which in due process affected the manner in which employees perform.

2.2.1.3. Leadership Style.

Leadership style is crucial since it determines the quality of employee's performance. It is an interaction between leaders and employees where the leaders control and direct them in attempts to influence their behavior to spur performance (Northouse, 2010). According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership style: leaders' characteristics, subordinates' characteristics and the organization environment. More specifically, the personal background of leaders such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style. Employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require an autocratic leadership style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style (Chen and Silverthorne, 2005). However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994). Therefore, this study conducted to investigate ,how the leadership followed by the leader affect the performance of employees on assigned duties on the organization.

2.2.2. Supervisor Support.

Supervisors are the first level of management who are given the major duties and responsibilities to form and lead work groups in organizations (Noe, 2008). Supervisor' interpersonal role is important since it encourages positive relations and increases self-confidence of the employees and in return improves performance (Arnold, 2007). Immediate supervisors act as advocate for employees, facilitates the allocation resources required by the employees for them to be able to do a good job and providing positive encouragement for a job well done. In order to gain the employees performance, both parties needs to play their part which is to commit with the relationship hence sustain performance (Bauer & Green, 2000). According to Gilbert (2005) supervisor support on performance is determined by different factors, some of them related to the individual performer (such as individual ability and capacity, skills and knowledge, and motivation), others coming from the organizational context (such as standards and expectations, feedback and communication, task support and incentives). Those seven factors interact

regularly in a performance system, where inputs (what the performer has), processes (what the performer has to do), and outputs (what has to be accomplished) have to be aligned in order not only to achieve, but to sustain performance. They should thus supervise the performance of the workers and then provide instructions and give feedback to them to ensure that they maximize their efficiency. Supervisors are the key person who bind relationship with employees in order to be working together (Naharuddin and Sadegi, 2013). This can be achieved by conducting an informal monitoring to create mutual understanding and satisfaction between supervisors and their employees. One of the ways to achieve this is by providing assistance such as guidance on the operational process to their employees if there is a new operational procedure. As said earlier, the interaction between supervisors and employees will create a bond or relationship and commitment is required from both parties to establish a good bonding. This commitment includes sharing information and giving support and guidance in order to complete a task. It can also be in the form of recognition, feedback and reward from the supervisor to the employee. According to Oswald (2012), supervisors' support enhances employees' performance. Supervisors can provide encouragement which leads to an increase in the employee's self-confidence. Further to that, Chandrasekar (2011) said that support given by supervisors to their employees are not limited to just resources but also motivation and encouragement. Motivation and encouragement plays a big part in the performance of an employee. Apart from that, supervisors can also be their mentor and provide coaching to their immediate employees. This would assist their juniors to develop themselves as well as to gain more knowledge and experience in their field expertise. Therefore, this study to analyze how the supervisory support influence the performance of employees on assigned duties of Addis pharmaceutical factory share company(Iv solution).

2.2.3.Role Congruity.

The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent job orientations. An organization's role expectations are typically reflected in formal documents, such as job design, job descriptions and analysis and role specifications. These expectations are in line with responsibilities allocated by the employee's immediate supervisor. A job description is a written statement that explains the purpose, scope, duties and responsibilities of a specified job. Job descriptions can be used as a

roadmap for recruitment, selection and orientation. They also the building blocks used in performance assessment, succession planning, coaching, training and compensation. A job description helps to ensure effective performance and provides a clear guide to all that are involved about the position, its requirements and expected outcomes (Gomes, 2010). Job descriptions are subject to constant change and shift due to the nature of the environment in organizations and businesses. Organizational changes such as restructuring, growth, cutbacks and reassignments have a direct impact on job descriptions (Arnold, 2007). It is important to know how changes affect relationships between positions and help identify possible overlaps or gaps between jobs. Job design is the process of organizing tasks that are required to perform a job (Gomes, 2010). In a stable workplace environment, work simplification can be an effective way to organize labor and improve performance. In a service environment where employees perform simplified and highly specified jobs, job enlargement and job rotation can be good ways to create variation in the duties. Job enlargement expands duties and responsibilities and job rotation moves workers in different duties without disrupting the flow of work. Job enrichment attempts to improve employee performance by putting specified parts of the work back together so that one person produces a satisfactory service. Job analysis is the process of collecting information about the content of a specific job. The purpose of job analysis is to identify the differences and similarities between different jobs and attain knowledge and requirements on jobs in the organization (Gomes, 2010). Job analysis is a prerequisite for preparing a job description and job evaluation. It should include information about the nature and purpose of the job; tasks included, expected outcomes and position in the organizational hierarchy. The job holder's characteristics should also be seen on the job analysis. Job analysis consists of collecting data and applying it by preparing job descriptions, job specification and job standards (Arnold, 2007). Any job requires creativity, enthusiastic environment and challenging goals to accomplish. If the job content is challenging and innovative then the employees are willing to give positive output. If the job tasks are creative and attainment of goal is necessary, then the employees give tend to perform better. For this job enrichment and job rotation is important. Employees get bored of doing the same routine task all the time. Innovation and creativeness enhance the employees' performance. Therefore, this study conducted to investigate how the role congruity in the workplace environment affect the performance of employees on assigned duties in Addis pharmaceutical factory share company(Iv Solution).

2.3.Work Life Balance.

It is a combination of interactions among different areas of one's employed life, the pro and cons associated with the balance or imbalance can affect various levels of employees required roles. Work-life balance is defined as “people spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, friends, and hobbies” (Smith, 2010). It is a reflection of the needs for all employees to balance their work lives with their lives off the job, regardless of whether or not they have day-to-day family responsibilities (Galinsky, Bond & Friedman, 1996).The two measurable aspects of balance between work and family roles in this study are work life conflict and extracurricular conflicts. The inability of employees to achieve balance between the work and home domains can have negative consequences for both the individual and the organization (Allan, Loudoun, & Peetz, 2007). Tausig and Fenwick (2001) measured perceived work-life balance using two items: the extent to which workers feel successful in balancing work and personal life, and the amount of conflict they face in balancing work and personal life.

2.3.1.Work -Family Conflict.

Work-family conflict occurs when work activities interfere with family activities, and in contrast, family work conflict activities interfere work activities (Breugh&Frye,2007;Hill,2005).As per Netemeyer, Boles and McMurrian (1996,p.401) describe family-work conflict as a form of inter role conflict in which general demands of time devoted to ,and strain created by family interfere which performing work related responsibilities", and work-family conflict as "a form of inter role conflict in which the general demands of, time devoted to ,and strain created by the job interfere with performing family-related responsibilities". work family conflict and family work conflict are a result of pressure created by incompatible work and family roles (yang,2005; Greenhouse & Beutell,1985).Greenhouse and Beutell (1985) argue that participation in the work domain is more difficult due to participation in the family domain, and vice versa. Greenhaus and Beutell (1985,p.77) define work family and family work conflicts as a form of friction in which role pressure from work and family domains are mutually incompatible in some respect".These conflicts occur bi-directionally, which means that negative experience at work can affect employees" family life, and vice versa(Wayne,Grazywacz,carlson & Kacmar,2007;Yang,2005).

2.4. Conceptual Frame Work.

Based on the related literature review the relationship between the independent and dependent variables Conceptualized and depicted as in figure 1. The independent variables are physical workplace environments such as furniture, lighting and ventilation and Noise, psychosocial workplace environment variables such as quality leadership, role congruity and supervisory management and Work life balance workplace environments such as work and family conflict and work-extracurricular conflict and the dependent variable is employees work performance.

CONCEPTUAL FRAME WORK OF THE STUDY

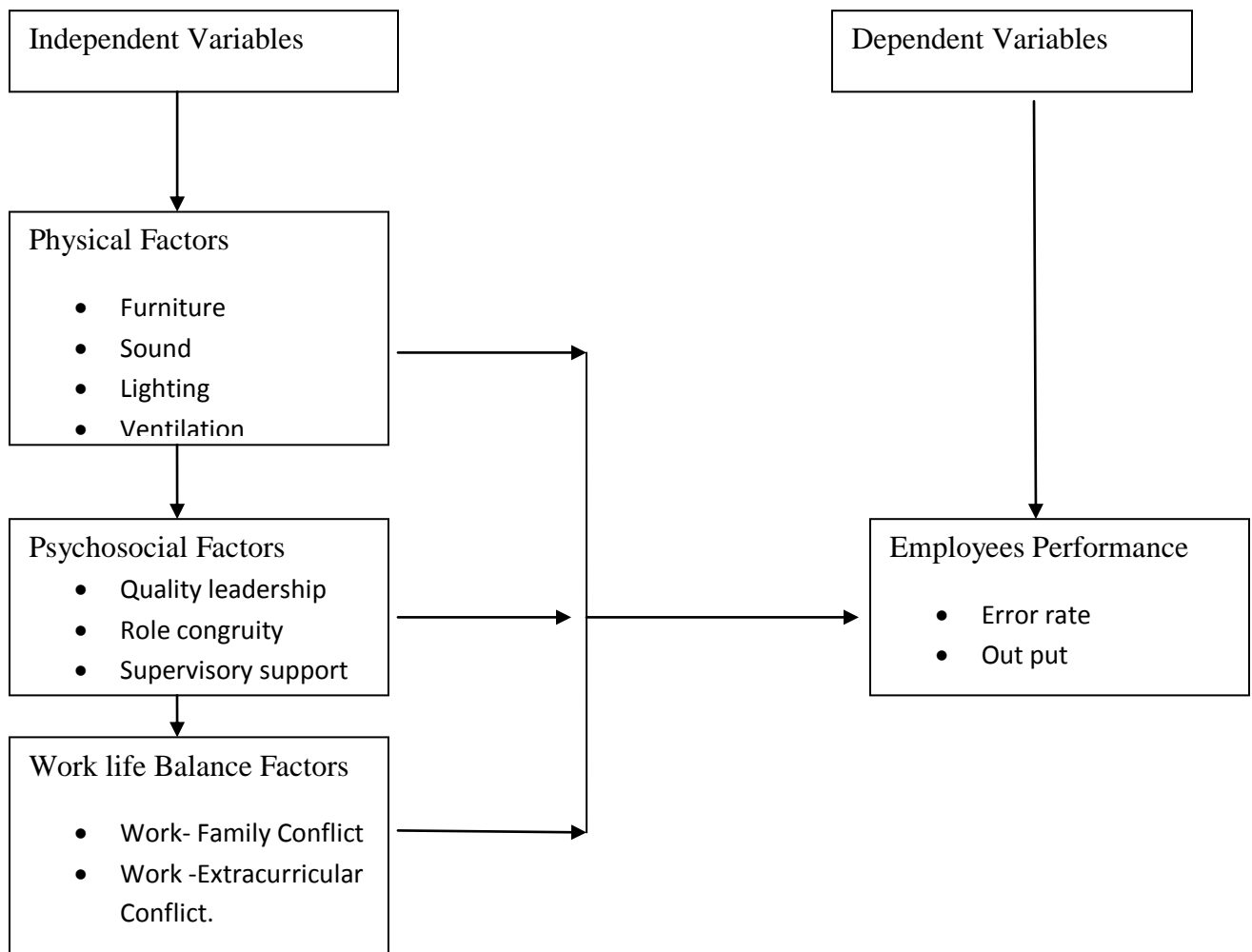


Figure:-1. Conceptual Frame Work of the Workplace Environment and Employee performance.

2.5. Research Hypothesis

(H₁):-Furniture have a Significant Effect on Employee Performance of Addis Pharmaceutical Factory Share Company(IV Solution).

- (H₂):**-Noise factor have a Significant Effect on Employee Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₃):**-Lighting have a Significant Effect on Employee Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₄):**-Ventilation have a significant Effect on Employee Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₅):**-Quality leadership have a significant Effect on Employee Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₆):**-Role congruity have a significant Effect on Employees Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₇):**-Supervisory Support have Significant Effect on Employees Performance of Addis Pharmaceutical Factory Share Company(IV Solution).
- (H₈):**-Work-Family Conflict have a Significant Effect on Employee Performance of Addis pharmaceutical Factory Share Company(IV Solution).
- (H₉):**-Work-extracurricular conflict have a significant Effect on Employee Performance of Addis pharmaceutical Factory Share Company(IV Solution).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY .

3.1. Research Design and Approach

For the purpose of this study, descriptive research design was implemented and the approach used to accomplish the research was quantitative with support tools such as SPSS(statistical packages for social science) soft ware and excel was used in order to analyze the collected data

3.2.Source of Data

The source of information used to accomplish this study was primary source and the data collected directly from all population who were participated as a respondents in the research. the methods implemented for collection of data was through distribution of questioner and interview conducted as per the questioner.

3.3. Population of the study

The total no of permanent employees according to staffing plan of Addis pharmaceutical factory share company(IV Solution) were **100** and it is used census approach for collection of data. After explaining the purpose of the research, questionnaires were distributed to respondents and they fill out and returned back it manually and also interview implemented based on the questioner.

3.4.Methods of data collection.

The instrument applied for the accomplishment of this research was both questioner and interview. The development of questioner was based on the variables physical work environment psychosocial working environment and work life balance work environment. Questioner used was standard with some modification as per existing condition of the organization in association of work environments which is closed ended type. Each question have five point likert scale format was followed:

1) Strongly disagree,2) disagree,3) Neither agree nor Disagree,4)Agree,5) strongly Agree and according to them, those are rated. After explanation was made about the purpose of the research, questioner were distributed to the respondents and they fill out and returned back it manually and also interview implemented to save time and for those respondents who need further clarification and translation of language based on those closed ended question.

3.5. Validity test

Best and Kahn(2006) define validity as the quality of a data gathering instrument or procedure that enables it to measure what is supposed to measure. In justifying the validity some was taken. first after preparing the questioner fifteen questioner distributed for some selected respondents randomly and their feedback entertained, some questioners are omitted and some are included in the questioner to make it practical.

3.6. Reliability test.

Reliability defined as the degree of consistency that, the instrument or procedure demonstrates(Best & Kahn ,2006).Reliability test indicated that, how does the items in a set is positively related to each other in the reliability coefficient. According to the result of the result of the reliability test, the closer the cronbache's Alpha is to 1,the higher the internal consistency reliability. If the reliability is less than 0.60 then it is considered as poor. Meanwhile it is in the range of 0.70, it is considered as acceptable. As for those which are more than 0.80,it is considered as good(Sekaran,2007).

Table .1.Cronbache's Alpha of the study

VARIABLES	NO.OF ITEMS	CRONBACHE'S ALPHA VALUES
Overall Variables.	30	0.810
Physical factors	5	0.534
Psychosocial Factors	8	0.646
Work-life balance factors	8	0.550
Employee performance.	9	0.776

Based on the table 1 indicated above, the overall cronbaches alpha value is 0.810. and this indicated that the data's have good reliability in internal consistency of (thirty questions).From the variables data employee performance has the highest cronbaches alpha value of(0.766) which means the data are at acceptable range of reliability in internal consistency. psychosocial factors has the second highest cronbaches alpha value of (0.646). This shows data reliability in internal consistency at an acceptable range those of (eight questions)but work life balance and physical work place environment have the lowest cronbaches alpha value of 0.550 and 0.534 respectively which shows that the data of those questions under both independent factors are poor reliability. As per the cronbaches Alpha results indicated above, the overall variables were

greater than individuals and this shows that, internal consistency of the overall questions was better than individual variables questions.

3.7.Methods of Data Analysis.

The quantitative approach was implemented in this research and it involved using statistical tool to evaluate the collected data.SPSS was used in analyzing the collected data to gain meaningful conclusion. by using the software data analysis ,correlation and multiple linear regression was conducted in addition to that excel was implemented to compute average result of variables under the same category of the three working environments to determine the impact of physical ,psychosocial and work life balance factors on employee performance. to identify the relationship between work place environment and employee performance. Before conducting the Correlation Analysis, Cronbach's alpha test has done in order to understand whether the multiple likert questions in the questionnaire are reliable.

3.8.Ethical Consideration.

It is important to have the permission of the organization before carrying out the investigation thus, it was agreed with the authorized and responsible manager of the plant to proceed the research and to ensure no complication arose. the questioner distributed and interview was conducted during tea time, lunch and downtime of the company ,further more confidentiality of each respondent was guaranteed by avoiding any revelation of identity or other personal information was enquired during preparation of the questioner and finally promised to report back the finding of the research to the company

CHAPTER FOUR.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.1. Demographic Analysis

Demographic characteristics presented by frequency, percent and cumulative percentage and this study consists of demographic variables gender, Age, marital status, service years, educational level and Job role of the respondents.

Table.2. Demographic characteristics

Variables		Frequency	Percent(%)	Cumulative percent(%)
Gender	Male	52	52	52
	Female	48	48	100
Age	18-28	44	44	44
	29-38	41	41	85
	39-48	10	10	95
	49-58	5	5	100
Marital status	Single	43	43	43
	Married	53	53	96
	Divorced	4	4	100
Service years.	< 5	55	55	55
	6-10	38	38	93
	11-15	6	6	99
	16-20	1	1	100
Education level	Secondary	29	29	29
	Tvet	22	22	51
	Diploma	21	21	72
	Degree	26	26	98
	Master	2	2	100
Job Role	laborer	49	49	49
	Clerical	12	12	61
	Technical	19	19	80
	Supervisory	13	13	93
	Managerial	7	7	100

As per depicted in the table 2 above, 52% and 48% of the respondents are male and female respectively answered the questionnaires distributed and interview conducted, thus the majority of respondents were male, their age category from 18-28 year group constituted respondents of

44% and which is the highest number, followed by 29-38 years with 41% and then 39-48 years made up 10% and the lowest category of age group was from 49 -58 years which constitutes 5%. the marital status of the respondents constitutes that 53% of them are married, which is the highest, followed by 43% of single marital status and the lowest proportion of respondent was 4% divorced status who are involved in responding the questioner and interview conducted, the respondents service years in the organization constitutes the highest proportion which is 55% of them served below five years followed by 38% between 6-10 years, then 6% from 11-15 years, finally the lowest 1% ,16-20 years service years for the organization, the educational levels of the respondents which served the organization was 29%,26%,22%,21%, and 2% which is Secondary school, Bachelor Degree, Technical and vocational level, Diploma and Master level respectively, the job role of the respondents in which they are engaged in the organization was 49% of them laborer which is the highest followed by technical 19% ,thirdly 13% on supervisory ,then 12% Clerical and the lowest and the last proportion 7% is managerial role. The demographic analysis implies that even though 49% of the employees was engaged in laborer role in the organization almost all employees were educated, youngsters, married and they serve the organization less than five years and this shows the status the organization employees are at more demanding level and this is clues and alert for the organization to lose its employees easily therefore at least better work place environment should be created to retain the existing employees and to attract other in today's stiff competition.

4.2. Respondents Response on Independent and Dependents Variables Presentation

Table 3. Respondents response on physical working environment variables.

Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Freq(%)		
The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	52(52%)	28(28%)	7(7%)	7(7%)	6(6%)	4.13	1.19
The office or working area is devoid of unnecessary noise or sound disturbance.	12(12%)	40(40%)	13(13%)	24(24%)	11(11%)	3.18	1.24
The room or office I operate is well illuminated.	23(23%)	25(25%)	15(15%)	27(27%)	10(10%)	2.76	1.34
The temperature in the room or office I operate is appropriate	5(5%)	10(10%)	3(3%)	29(29%)	53(53%)	4.15	1.18
The ventilation system easily managed to control temperature.	32(32%)	29(29%)	10(10%)	23(23%)	6(6%)	2.42	1.31

Source, own survey,2018.

The results in the table 3, shows us the extent of agreement or disagreement of the respondents on the physical working environment variables in the organization, 52% of the respondents strongly agreed,28% of them agree,7% neither agree nor disagree,7% disagree and 6% strongly disagreed that the existing furniture in the workplace is comfortable, flexible to adjust, easy to rearrange or reorganize. from the total respondents 40% of them agree, 24% disagree,13% neither agree nor disagree,12% strongly agree and 11% of them strongly disagreed that, the office or working area is free of unnecessary noise or sound disturbance.27% of them agree,25% disagree,23% strongly disagree,15% neither agree nor disagree and 12% strongly agree the room or office is well illuminated for work. Out of the whole respondents 53% of them are strongly agree,29% agree, 10% disagree,5% strongly disagree and 3% neither agree nor disagree that, the work place or room temperature is appropriate. from all respondents participated in the research 32% of the respondents are strongly disagree,29% disagree,23% agree ,10% neither agree nor

disagree and 6% strongly agreed that, the ventilation system easily managed by employees them self's to control temperature.

The weighted mean value of physical work place environments of furniture, Noise ,lighting and ventilation are 4.13, 3.18, 2.76, 3.285 respectively. Therefore, according the result majority of the respondents agreed that the existing furniture's in the organization was comfortable ,flexible to adjust and easy to re- arrange by them self , rooms and offices was not well illuminated as per the mean value of lighting variable , and on the rest of the two independent factors such as noise and ventilation respondents didn't decide on whether there is existence of disturbance of sound or not around the work place and also availability of proper ventilation system and its controllability.

Table 4. Respondents response on psychosocial workplace environment variables.

Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Freq(%)		
Managers inform employees about important decisions, changes or plans for the future or plans of future.	12(12%)	32(32%)	14(14%)	23(23%)	19(19%)	4.13	1.19
Managers invites employees to participate on important decisions making, changes	10(10%)	27(27%)	15(15%)	25(25%)	23(23%)	4.13	1.19
Job descriptions provided to employees which state the role and responsibility clearly.	41(41%)	40(40%)	4(4%)	9(9%)	6(6%)	4.01	1.17
My job requires the performance of wide range of tasks.	36(36%)	46(46%)	7(7%)	10(10%)	1(1%)	4.06	.96
My company provides standard operating procedure for specific tasks to perform..	44(44%)	39(39%)	4(4%)	9(9%)	4(4%)	4.10	1.1
I frequently meet with my supervisor about my personal development.	42(42%)	41(41%)	5(5%)	7(7%)	5(5%)	4.08	1.1
My supervisors respect the ideas or opinions of the co-workers.	41(41%)	40(40%)	4(4%)	9(9%)	6(6%)	4.01	1.17
I can rely on my supervisor to help me out with a work problem.	38(38%)	30(30%)	9(9%)	13(13%)	10(10%)	3.73	1.35

Source; own survey,2018.

The results in the table 4, shows us the extent of agreement or disagreement of the respondent on the psychosocial working environment variables according to that, from the total number of respondents 32% of them agree, 23% of disagree, 19% strongly disagree, 14% neither agree nor disagree, and 12% strongly disagreed that, the trend of the company Managers inform employees about important decisions, changes or plans for the future. from all respondents 27% of the responds agree, 25% of them disagree, 23% strongly disagree, 15% neither agree nor disagree and 10% strongly agree that, Managers invites employees to participate on important decisions making, changes and future plan. Out of the total respondents 41% of the respondents strongly agree, 40% agree, 9% disagree, 6% strongly disagreed and 4% neither agree nor disagree that, Job descriptions distributed to employees which state clearly the role and responsibility. from the whole respondents 46% of the respondents agree, 36% strongly agree, 10% disagree, 7% neither agree nor disagree, and 1% strongly disagreed that, the job requires the performance of wide range of tasks. 44% of the respondents strongly agree, 39% agree, 9% disagree, 4% neither agree nor disagree and 4% strongly disagreed that, the company provides standard operating procedure for specific tasks to perform. 42% of the respondents strongly agree, 41% agree, 7% disagree, 5% neither agree nor disagree and 5% strongly disagreed that employee frequently meet with their supervisor to discuss about personal development. out of the total number of respondents 41% of the respondents strongly agree, 40% agree, 9% disagree, 6% strongly disagree and 4% neither agree nor disagree. that, supervisors respect the ideas or opinions of the co-workers. From all respondents 38% of the respondents strongly agree, 30% of them agree, 13% disagree, 10% strongly disagree and rest 9% neither agree nor disagree, that, employee can rely on their supervisor to help them out with a work problem.

The weighted mean value of psychosocial work place environments of quality leadership, role congruity and supervisory support were 4.13, 4.05 3.94 respectively. Therefore, according the result majority of the respondents agreed and believed that there is quality leadership exercised in the organization and also role congruity but in case of supervisory support it was undecided due to lack of supportiveness of supervisor when they face work problem or challenge in order to help them out.

Table 5. Respondents response on work-life balance environment variables.

Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Freq(%)		
My job related duties continually makes me to change plans for family activity	35(35%)	34(34%)	13(13%)	8(8%)	10(10%)	3.76	1.29
The demands of my job interfere with my home and family life.	38(38%)	30(30%)	9(9%)	13(13%)	10(10%)	3.73	1.35
The amount of time my job takes up makes it difficult to fulfill family responsibility.	35(35%)	34(34%)	13(13%)	8(8%)	10(10%)	3.76	1.29
My jobs produces strain that makes it difficult to fulfill family duties.	13(13%)	16(16%)	10(10%)	43(43%)	18(18%)	2.63	1.31
The work/job related duties takes my plenty of time and make it up difficult to fulfill extracurricular responsibility.	12(12%)	32(32%)	14(14%)	23(23%)	19(19%)	2.95	1.34
The work/job makes me strain and it makes it difficult to fulfill extracurricular activity.	10(10%)	27(27%)	15(15%)	25(25%)	23(23%)	2.76	1.34
The work/job related duties frequently makes me to change my plan for extracurricular activity.	11(11%)	23(23%)	9(9%)	39(39%)	18(18%)	2.58	1.22
The demand of work/job interfere my extracurricular activity.	10(10%)	15(15%)	14(14%)	45(45%)	16(16%)	2.70	1.31

Source, own survey,2018.

The results in the table 5. above shows us the extent of agreement and disagreement of the respondent on the Work-life balance working environment variables. From the total number of respondents 35% of the respondents strongly agree,34% of them agree,13% neither agree nor disagree,10% strongly disagree and 8% disagreed that, job related duties continually makes employee to change plans for family activity. Out of the total respondents 38% strongly agree,30% of them agree,13% disagree,10% strongly disagree and 9% neither agree nor disagree that, The demands of job interfere with employee home and family life. From all respondents 35% of them strongly agree,34% agree,13% neither agree nor disagree ,10% strongly disagree and 8% disagreed that The amount of time the job takes makes employees difficult to fulfill family responsibility .Out of the total respondents 43% disagree,18% strongly disagree,16% agree,10% neither agree nor disagree that , the jobs produces strain that makes employees difficult to fulfill family duties.32% of the respondents agree,23% disagree,19% strongly disagree,14% neither agree nor disagree and 12% strongly agree that, The work/job related duties takes plenty of time and make employees difficult to fulfill extracurricular responsibility.27% of the respondents agree,25% disagree,23% strongly disagree,15% neither agree nor disagree and 10% of them strongly agree that, the work/job makes employees strain and makes it difficult to fulfill their extracurricular activity.39% of the respondents disagree,23% agree,18% strongly disagree,11% strongly agree and 9% neither agree nor disagree that, The work/job related duties frequently makes employees to change their plan for extracurricular activity.45% of the respondents disagree,16% of them strongly disagree,15% of them agree,14% neither agree nor disagree and 10% strongly agreed that, The demand of work/job interfere employees extracurricular activity.

The weighted mean value of work life factors work of place environments such work family conflict and work extracurricular conflict are 3.47 and 2.75 respectively. Therefore, according the result the respondents didn't decide that if there is any conflict roused between their jobs and family responsibility but in case of work extracurricular variable conflict not happened between their job and their other extracurricular personal .

Table 6. Respondents response on employee performance variable.

Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	SD
	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Freq(%)		
The office or workplace furniture quality has an impact on employee performance.	25(25%)	36(36%)	11(11%)	22(22%)	6(6%)	3.52	1.25
The existence of noise/sound disturbance on workplace has an impact on employee performance	38(38%)	30(30%)	9(9%)	13(13%)	10(10%)	3.73	1.35
The lighting has an impact on employee performance.	35(35%)	34(34%)	13(13%)	8(8%)	10(10%)	3.76	1.29
The ventilation in the working area has an impact on employee performance.	52(52%)	28(28%)	7(7%)	7(7%)	6(6%)	4.13	1.19
Exercising quality leadership style on the work place has an impact on employee performance.	62(62%)	20(20%)	4(4%)	8(8%)	6(6%)	4.24	1.22
Role congruity has an impact on employee performance	24(24%)	58(58%)	7(7%)	5(5%)	6(6%)	3.89	1.02
Existence of supervisory support on the work place has an impact on employee performance.	49(49%)	27(27%)	7(7%)	8(8%)	9(9%)	3.99	1.31
Existence of work-family conflict has an impact on employee performance	44(44%)	28(28%)	13(13%)	8(8%)	7(7%)	3.94	1.24
Existence of work-extracurricular conflict has an impact on employee performance.	29(29%)	35(35%)	10(10%)	10(10%)	16(16%)	3.51	1.42

Source, own survey,2018.

As per the table 6 indicated that, from the total number of respondents 36% of them agree,25% strongly agree,22% disagree,11% neither agree nor disagree and 6% strongly disagree that having quality furniture has an impact on employee performance. Majority of the respondents around 61% responds that, by having quality furniture in the work place helps employees to be comfortable and improve employee performance. From total all respondents 38% them strongly agree,30% agree,13% disagree,10% strongly disagree and 9% neither agree nor disagree that, noise or sound disturbance has an impact on employee performance. From the whole respondents 35% strongly agree,34% agree,13% neither agree nor disagree ,10% strongly disagree and 8% disagree that lighting in the working area has an impact on employee performance. Out of the total respondents 52% of them strongly agree,28% agree,7% neither agree nor disagree,7% disagree, and 6% strongly disagree that, ventilation on workplace has an impact on employee performance. From the total number respondents 62% strongly agree,20% of them agree,8% disagree,6% of and 4% neither agree nor disagree that, exercising quality leadership has an impact on employee performance. From the total number of respondents 58% agree,24% strongly agree,7% neither agree nor disagree,6% strongly disagree, and the remaining 5% disagree that, role congruity has an impact on employee performance. from the total number of respondents 49% of them strongly agree,27% agree,9% strongly disagree,8% disagree and 7% neither agree nor disagree supervisory support have an impact on employee performance. From the total number of respondents 44% of them strongly agree,28% agree,13% neither agree nor disagree,8% disagree and 7% strongly disagree that work family conflict have an impact on employee performance. From the total number of respondents 35% agree,29% strongly agree,16% strongly disagree,10% neither agree nor disagree and the rest 10% disagree that, work extracurricular activity have an impact on employee performance.

The weighted mean value of employees performance which rose from effects of furniture, noise, lighting, ventilation quality leadership, role congruity, Supervisory support work family conflict and work and extracurricular conflict was 3.52, 3.73, 3.76, 4.13, 4.24, 3.89, 3.99, 3.94, 3.51 respectively. As per the result it is observed that the effect of furniture, Noise, lighting, role congruity supervisory support work family conflict and work extracurricular conflict undecided by the respondents weather they have effect on employee performance or not but in case of ventilation and quality leadership variables ,majority of the respondents believed that they have effect on employees performance.

4.3. Correlation result

As per the result of correlation result stated below on table 6 the physical and psychosocial work place environment factors did not show the relationship with employee performance of Addis pharmaceutical factory(Iv Solution) which have(r value =.120,p value=.235) and (r value =0.286**,p value =0.004) respectively and this was the indication and leads to the ground of accepting the null hypothesis but work life balance environment factors and employee performance have a positive relationship which have (r value=0.608**,p value=.000)

Table 7. Summary of correlation

		Correlations			
		Physical Factors	Psychosocial Factors	Work life balance Factors	Employee performance APF
Physical Factor	Pearson Correlation	1			
	p-value				
	N	100			
Psychosocial Factors	Pearson Correlation	.318**	1		
	P-Value	.001			
	N	100	100		
Work life balance factors	Pearson Correlation	.168	.357**	1	
	p-value	.095	.000		
	N	100	100	100	
Employee performance of APF	Pearson Correlation	.120	.286**	.608**	1
	p-value	.235	.004	.000	
	N	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source; *own survey, 2018.*

4.4. Multiple linear regression analysis model summary

The model summary table 7 below shows that the results of regression result of independent variables towards employee performance of Addis pharmaceutical factory share company(iv solution). The adjusted r^2 value was .356 which means 35.6% and according to the adjusted r^2 result it is concluded that 35.6% of the variation from dependent variable is being attributed from independent variables of physical factor, psychosocial and work life balance factors together.

Table 8. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.375	.356	.61676

a. Predictors: (Constant), work life balance, physical work place environment, psychosocial work place environment

As per the anova model table 9 below the average amount of variation between group is greater than that of within group which means that F ratio is greater and the p value is low and which shows statistically significant , (p-value < 001).

Table 9. Anova model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.933	3	7.311	19.219	.000 ^b
2	Residual	36.518	96	.380		
	Total	58.451	99			

a. Dependent Variable: Employee performance of Addis pharmaceutical

b. Predictors: (Constant), work life balance factors, physical factors, psychosocial factors.

Table 10. Indicated that, the prediction equation for this study of being employee performance of Addis pharmaceutical factory(iv solution) = 1.346 + -.003(Physical work place factors) + 0.080(psychosocial work place factors) + .580(work life balance factors) that means Physical and psychosocial work place factors of each is predicted to increased by 1.346 when the performance variable increase by one and work life balance factors goes up by 0.080 and .580 respectively.

Table 10. Multiple regression results

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	1.346	.443		3.040	.003
1.	Physical work place environment	-.003	.086	-.003	-.033	.974
2.	Psychosocial work place environment	.095	.108	.080	.887	.377
3.	Work life balance work place environment	.695	.104	.580	6.703	.000

a. Dependent Variable: Employee performance of Addis pharmaceutical

Source: *Own research, 2018*

As per summary of coefficient table 11 model equation predicted employee performance of Addis pharmaceutical factory share company (iv solution) of physical, psychosocial and work life balance factors of work place environments are as follows.

Predicted employee performance of physical work place factors = $2.754 + \text{Furniture}(.333) + \text{Noise}(-.165) + \text{Lighting}(-.025) + \text{Ventilation}(.152)$ from the model equation of physical factors, if the employee performance goes up by one the furniture predicted to increase by .333 and the rest variables such as noise, lighting and ventilation increased by their respective coefficient and predicted employee performance is equal to the constant value 2.754 because they have no significant to employee performance, predicted employee performance of psychosocial factors = $3.271 + \text{quality leadership}(.068) + \text{Supervisory support}(.146) + \text{role congruity}(.146)$ from the equation predicted employee performance is equal to the constant value 3.271 because all the variables of psychosocial factors have no significant to employee performance, predicted employee performance of work life balance factors = $1.272 + \text{Work family conflict}(.469) + \text{Work extracurricular conflict}(.100)$ from the equation it is concluded that if the employee performance goes up by one work family is increased by .469 and employee performance was constant if the work extracurricular goes up by .100. most of the variables as per summarized coefficient table are insignificant to employee performance and this indicates that there are other variables may affect employee performance.

Table 11: Summary of coefficient.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.754	.371		7.423	.000
	Furniture	.245	.089	.333	2.771	.007
	Noise	-.116	.069	-.165	-1.674	.097
	Lighting	-.016	.064	-.025	-.254	.800
	Ventilation	.132	.105	.152	1.256	.212
2	(Constant)	3.271	.439		7.448	.000
	Quality leadership	.048	.078	.068	.606	.546
	Supervisory support	.156	.121	.146	1.295	.198
	Role congruity	.156	.121	.146	1.295	.198
3	(Constant)	1.272	.520		2.445	.016
	Work family conflict	.584	.111	.469	5.271	.000
	Work extracurricular conflict	.156	.138	.100	1.127	.262

a. Dependent Variable: Employee performance

Source, *Own survey, 2018*

4.5. Hypothesis testing

H₁: *Furniture have a significant effect on employees performance of Addis pharmaceutical factory share company (iv solution)*. According to the Coefficients table 10. Statistically stated (p-value of **0.007**) which is less than the corresponding standard Beta value of = **.333** that means furniture have a significant effect on employees performance and they have positive relationship, therefore, the null hypothesis (H₀) is rejected.

H₂: *Sound factor have significant effect on employees performance of Addis pharmaceutical factory share company (iv solution)*. According to the Coefficients table 10. Statistically stated (p-value of - **0.165**) with corresponding Beta value of = **.097** which is not significant that means sound and employee performance have no relationship environments, therefore, the null hypothesis (H₀) is accepted.

H₃: *Lighting have a significant effect on employees performance of Addis pharmaceutical factory share company (iv solution)*. According to the Coefficients table 10. Statistically stated (p-value of .800) with corresponding Beta value of - **.025** which is not significant that means

lighting and employee performance have no relationship environments, therefore, the null hypothesis (Ho) is accepted.

H₄:*Ventilation have a significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)* .According to the Coefficients table 10. Statistically stated (p-value of .212) with corresponding Beta value of **.152** which is not significant that means ventilation and employee performance have no relationship environments, therefore, the null hypothesis (Ho) is accepted.

H₅:*Quality leadership have a significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)*. According to the Coefficients table 10, Statistically stated (p-value of .546) with corresponding Beta value of **.068** which is not significant, therefore, the null hypothesis (Ho) is accepted

H₆:*Role congruity have a significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)*.According to the Coefficients table 10, Statistically stated (p-value of .198) with corresponding Beta value of **.146** which is not significant that means supervisory support and employee performance have no relationship environments, therefore, the null hypothesis (Ho) is accepted

H₇:*Supervisory Support have significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)*.According to the Coefficients table 10, Statistically stated (p-value of .198) with corresponding Beta value of **.146** which is not significant that means supervisory support and employee performance have no relationship environments, therefore, the null hypothesis (Ho) is accepted

H₈:*Work-family conflict have a significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)* .According to the Coefficients table 10, Statistically stated (p-value of .000) with corresponding Beta value of **.469** which is significant that means work family conflict and employee performance have positive relationship, therefore, the null hypothesis (Ho) is rejected

H₉:*Work-extracurricular conflict have a significant effect on employees performance of Addis pharmaceutical factory share company(iv solution)* According to the Coefficients table 10,Statistically stated p-value of .262 with corresponding Beta value of **.100** which is not significant therefore the null hypothesis(Ho) is Accepted.

CHAPTER FIVE

SUMMARY,LIMITATION CONCLUSION AND RECOMMENDATION.

5.1.Summary of the major finding

Majority of the respondents agreed and believed that the existing furniture's in the organization was comfortable ,flexible to adjust and easy to re- arrange by them self and work place, rooms and offices was not well illuminated , and the two independent factors of physical environment such as noise and ventilation respondents didn't decide on whether there is existence of disturbance of sound or not around the work place and also availability of proper ventilation system and its controllability or not. from psychosocial work place environment majority of the respondents agreed and believed that there is quality leadership exercised in the organization and also role congruity but in case of supervisory support it was undecided due to unwillingness of supervisor when they face work problem or challenge in order to help them out. from the third work place environment which is work life balance, the respondents didn't decide that if there is any conflict roused between their jobs with their family responsibility but in case of work extracurricular variable conflict couldn't happened between their job and their other extracurricular personal work .respondents believed that ventilation and quality leadership variables have effect on employees performance but on the others undecided or in dilemma such as furniture noise, lighting, role congruity, supervisory support work family conflict and work extracurricular conflict. The main objective of the research is to identify the impact of working environment on employees performance of Addis pharmaceutical factory share company (IV Solution) especially focusing on three working environments such as physical working environments, psychosocial working environments, and work life balance factors. as per the result from the correlation and regression analysis work life balance factors especially existence of work family conflict variable have a significant effect on employee performance of Addis pharmaceutical factory share company(iv solution) however, physical and psychosocial factors have no effect on employee performance.

5.1.Limitation of the study.

The population of the study is 100(one hundred) permanent employees and the response of all response was considered for data analysis and this took long period of time to collect data as per schedule because it was agreed with the authorized plant manager to make interview only on tea and lunch break, down and rest time, in addition, unavailability of employees on the work place due to different reason makes it difficult and also some of the respondents reluctant in filling and returning back the filled questioner and all the above challenges creates shortage of time to finalize the study as per planned and to compensate those shortage of time due to the above indicated challenges and the respondents pushed to conduct interviews and to fill the questioner in hurry and this may affect the quality of the response and as well as the final research outcomes.

5.2.Conclusion.

Employee performance of Addis pharmaceutical factory share company(iv solution significantly affected by some factors of work place environments. The study findings have discovered that work life balance aspects were an important factor in boosting the performance of employees while compared to other two variables; (Physical aspects and psychosocial aspects), In particular work family factors had strong influence on employee performance and furniture also have effect on employee performance. Many factors affect employee performance that the management of the organization need to be aware of and should work to improve at all times.. Hence, based on these findings, the study concludes that all of them were important variables in the study beginning with the most crucial which in this case was work life balance aspects and physical factors also significant.

5.3.Recommendation.

It is recommended for Addis pharmaceutical factory share company (Iv solution),that to create better working environment strategically exert its effort selectively on work family variable from work life balance and furniture from physical aspects. To avoid work family conflict by implementing best practice of human resource policies such as suitable work time schedule, better leave schedule arrangement, having supportive policies either financially or physically on their family issue for employees in order to fulfill responsibility of their family life and for

furniture variables by availing quality, comfortable furniture which is easily organized and rearranged in order to get their best performance, to retain and attract employees, to be competitive in today's highly booming and competitive pharmaceutical industry in Ethiopia and to stay in the market for long.

REFERENECES

- Abdulla, J. Baker, S.; Vlastic, B. (2010).** *Environmental performance In a Banking Perspective. Journal on Finance and Banking 33(1) 22-33.*
- Aguinis,herman,(2009).***performance management ;prentice hall international.*
- Allan, C., Loudoun, R., & Peetz, D. (2007).** *Influences on work/non-work conflict. Journal of Sociology, 43, 219–239.*
- Ajala, E. M. (2012).** *The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity. The African Symposium: An Online Journal of the African Educational Research Network, 12(1), 141–149.*
- Armstrong, M. (2006).** *Performance Management: Key Strategies and Practical guidelines, Approaches. Nairobi: Africa Centre for Technology Studies (ACTS).*
- Arnold & Freidman (2007).***Supervision and Employee Perception. Journal on Comparative Financial and Banking Studies.*
- Becker, F. (2002).***Improving organizational performance by exploiting workplace flexibility. Journal of Faculty Management, 1(2), 154-162.*
- Brill, (1984)** *Using Office Design to Increase Productivity. Vol. 1, 1984: Vol.2, 1984..*
- Chandra, E. (2004)** *Research Methods: A Quantitative Approach with Illustrations From Financial Institutions'. Nairobi, Kenya: Daystar University.*
- Chandrasekhar, K. (2011).** *Workplace environment and its impact on organizational Performance, International Journal of Business Systems, Vol. 7, pp. 17-18.*
- Chen, J. & Silverthorne, C. (2005).** *Leadership effectiveness, leadership style and employee readiness. Leadership & Organization Development Journal, 26(4): 280-288.*
- Challenger, J.A. (2000).** *Trends reshaping the workplace. The Futurist, 35-41.*
- Cunneen, P. (2006).***How to improve performance management. People Management. Vol 12, No 1, 12 January. Pp42.*
- Farh, C. C.; Seo, Tesluk (2012).** *"Emotional Intelligence, Teamwork Effectiveness, & Job Performance: The Moderating Role of Job Context". Journal of Applied Psychology.*
- Galinsky, Bond & Friedman, (1996).** *The role of employers in addressing the needs of employed parents. Journal of social issues, 52, 111-136.*

- Gilbert, T. (2005).** *Human Competence*. New York, NY; John Wiley Global Workforce Study, (2012). *Engagement at Risk: Driving Strong Performance in a Volatile Global Environment*.
- Greenhaus, J. H. & Beutell, N. J. (1985)** *Sources of conflict between work and family roles*". *Academy of Management Review*, 10 (1): 76-88.
- Gutnick, L. (2007).** *A workplace design that reduces employee stress and increases employee productivity using environmentally responsible materials*. An unpublished Thesis Eastern Michigan University.
- Haynes, B.P. (2008).** *The Impact of office comfort on productivity*. *Journal of Facilities*.
- Heath, B. (2006).** *Effect of perceived work environment on employee's job behaviour and organizational effectiveness*, *Journal of Applied Psychology Banarashindu, University, Varanasi*.
- Humphries, M. (2005).** *Quantifying occupant comfort: Are combined indices of the indoor environment practicable?* *Building Research and Information*, 33(4), 317-325.
- Kavanaugh, R.R. and Ninemeier J.D. (2001).** *Supervision in the Hospitality Industry*. (3rd ed.). Michigan:
- Kohun, (2002).** *Workplace Environment and its impact on organizational performance in Public sector organizations*, *International Journal of Enterprise Computing and Business System International Systems*, Vol. 1 Issue 1 January 2011.
- Leblebici,D.(2012).** *Impact of Workplace Quality on Employee's Productivity: Journal of Business, Economics and Finance*, Vol. 1, Iss. 1 pp.38-40.
- McGuire, D., & McLarin, L. (2009).** *The impact of physical environment on employee commitment in call centres. The mediating role of employee well-being*. *Team Performance Management*, 15(1/2), 35-48.
- Mills, P. R., Tomkins, S. C., & Schlangen, L. J. M. (2007).** *The Effect of High Correlated Colour Temperature Office Lighting on Employee Wellbeing and Work Performance*. *Journal of Circadian Rhythms*, 5(2), 1–9.
- Naharuddin, N. M., & Sadegi, M. (2013).** *Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia*. *International Journal of Independent Research and Studies - IJIRS*, 2(2), 66– 78.

- Noe, R.A. (2008).** *Employee training and development*, New York: McGraw Hill.
- Northouse, P.G. (2010).** *Leadership: Theory and Practice*. (3rd Ed). California: Sage Publications, Inc.
- Oswald, A. (2012).** *The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District*. Unpublished. Muhimbili University of Health and Allied Sciences.
- Padmasiri, M. K. D., & Dhammika, D. K. A. S. (2014).** *The Effect Of Music Listening On Work Performance: A Case Study Of Sri Lanka*. *International Journal Of Scientific & Technology Research*, 3(5), 118–122.
- Paul, M. (Chair), Davis, L. (LLP), Ron German, S. (PLC), Alexi, M. (Alexi M. A., James, S. (CB), Richard, E., ... Ian, S. (BCO). (2005).** *The impact of office design on business performance*
- Platt & Sobotka (2010).** *Psychological Management of Individual Performance*.
- Sabir, M. S., Iqbal, J. J., Rehman, K., Shah, K. A. Yameen, M. (2012).** *Impact of Corporate ethical values on ethical leadership and employee Performance*, *International Journal of Business and Social Science*, Vol. 3, pp. 163-171.
- Sehgal, S. (2012).** *"Relationship between Work Environment And Productivity."* *International Journal of Engineering Research and Applications* 2(4): 1992-1995.
- Shrestha & Shruti. (2007).** *Improving employee performance*. *Journal of banking and finance*, Vol.E90–D, No.10, pp. 1621-1629.
- Smith, K. T. (2010).** *Work-life balance perspectives of marketing professionals in generation Performance: The Moderating Role of Job Context*". *Journal of Applied Psychology* Sundstrom, E., Town, J.P., Rice, R.W., Osborn, D.P. and Brill, M. (2009). *Office noise*,
- Srivastava, A. K. (2008).** *Effect of perceived work environment on employees' job behavior and organizational effectiveness*, *Journal of Applied Psychology* Banarashindu, University, Varanasi.
- Stoessel, J. M. (2001).** *The impact of the workplace on effective employee performance In Corporate America*, Unpublished Thesis New Jersey: Seaton Hall University.
- Sundstrom, E. & Sundstrom, G.M (1994).** *Work places: The Psychology of the Physical Environment in Office*. Cambridge University Press. New York.

- Sandstorm, E., Town, J.P., Rice, R.W., Osborn, D.P. and Brill, M. (1994).** *Office Noise, satisfaction, and performance, Environment and Behavior, 26(2), pp. 195-222.*
- Taiwo, A.S. (March 2010).** *The Influence of Environment on Workers' Productivity: A Case study of Selected Oil and Gas Industry in Lagos, Nigeria.*
- Tausig, M., & Fenwick, R. (2001).** *Unbinding time: Alternate work schedules and Work life Balance. Journal of Family and Economic Issues, 22(2), 101-119.*
- Vischer, J.C. (2007).** *The effects of the physical environment on job performance: Towards a theoretical model of workplace stress., 23, 175–84.*
- Vischer, J.C. (2008).** *Towards an environmental psychology of workplace: How people are Affected by environments for work. Journal of Architectural Science Review, 56 (2), 97-105..*
- Warr, P. (2002).** *Psychology at work, London: Penguin Books.*
- "White, R.E. (2001),.Generic business strategies, organizational context, and performance: An empirical investigation", Strategic Management Journal, Vol. 7 No.2, pp.217-31.**
- Wood, R.C. (1994).** *Organizational Behavior for Hospitality Management. (1st ed.).*
- Yusrizal and Halima.(2009).***Development and Validation of an instrument to access The lecture performance in education and teaching Duties.Jurnal pendidican malaysia,vol.34 No.2/2009 hh.33-47.*

QUESTIONER

Dear Respondent,

This questioner is prepared and distributed to collect primary data on the impact of workplace environments to Fulfill the partial requirement of Master of business administration in General management (MBA) Degree at St Mary University.

The questioner has five parts having the objectives of ONLY to assess the impact of work place environments on the performance of employees in case of Addis pharmaceutical factory share company IV Solution (intravenous fluid).

Honest responses are highly appreciated to make the analysis of this research more reliable, in order to keep the confidentiality, respondents will not required to write their names.

For more information please Contact the researcher on person ,through cell phone 0910-457220/Email beshawmesfin@yahoo.com.

Thank you in advance for your kindly Cooperation and participation to fill out the questioner.

Mesfin Hailu Beshaw.

GENERAL INSTRUCTION

Please put "√" mark on the space provided for each question.

Please choose only one answer choices unless it is described that it is possible to make.

Please write your own description on the space provided as "Others"

PART ONE:-Personal Information.

1.What is your gender?

- Male []
- Female []

2.How old are you?

- 18 -28 years []
- 29--38 years []
- 39-48 years. []
- 49 - 58 years. []
- Above 58 years []

3.What is your marital status?

- Single []
- Married []
- Separated []
- Divorced []

4.How long have you worked with your current organization?

- Below 5 years []
- 6 - 10 years []
- 11 - 15 years []
- 16 - 20 years []
- Above 20 years []

5. What is your level of Education?

- Secondary []
- TVET []
- Diploma []
- Degree []
- Master []
- PHD []

6. What is your job role in your current organization?

- laborer []
- Clerical []
- Technical []
- Supervisor []
- Managerial [] .

For the following questioner parts such as Part two ,Part three , Part four and part five your response expected to be the extent of your agreement and Disagreement for the questions.

Therefore, please give your answer by putting " ✓ " mark on the table or given space.

PART TWO - Physical work place Aspects

SECTION ONE- Furniture

S.no	Physical workplace (furniture)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1	The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize					

SECTION TWO -Noise.

S.no	Physical work place (Noise)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1	The office or working area is devoid of unnecessary noise or sound disturbance.					

SECTION THREE- Lighting

S.no	Physical work place (lighting)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1.	The room or office I operate is well illuminated					

SECTION FOUR - Ventilation

S.no	Physical work place (Ventilation)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1	The temperature in the room or office I operate is appropriate.					
2	The ventilation system easily managed to control temperature.					

PART THREE - Psychosocial workplace environments Aspects.

SECTION ONE Quality leadership

S.no	Psychosocial workplace environment (Quality of leadership)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1.	Managers inform employees about important decisions, changes or plans for the future or plans of future.					
2.	Managers invites employees to participate on important decisions making, changes					

SECTION TWO- Role congruity.

S.no	Psychosocial workplace environment. (Role Congruity)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1.	Job descriptions provided to employees which state the role and responsibility clearly.					
2.	My job requires the performance of wide range of tasks.					
3.	My company provides standard operating procedure for specific tasks to perform..					

SECTION THREE-Supervisory Support.

S.no	Psychosocial workplace environment (Supervisory Support)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1	I frequently meet with my supervisor about my personal development.					
2	My supervisors respect the ideas or opinions of the co-workers.					
3	I can rely on my supervisor to help me out with a work problem.					

PART FOUR .Work-life Balance environment.

SECTION ONE . Work -family conflict Aspect

S.no	Work family Conflict related	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree.
1.	My job related duties continually makes me to change plans for family activity					
2.	The demands of my job interfere with my home and family life.					
3.	The amount of time my job takes up makes it difficult to fulfill family responsibility.					
4.	My jobs produces strain that makes it difficult to fulfill family duties.					

SECTION TWO - Work-Extracurricular conflicts.

S.no	Work- Extracurricular conflict.	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree.
1.	The work/job related duties takes my plenty of time and make it up difficult to fulfill extracurricular responsibility.					
2.	The work/job makes me strain and it makes it difficult to fulfill extracurricular activity.					
3.	The work/job related duties frequently makes me to change my plan for extracurricular					

	activity.					
4.	The demand of work/job interfere my extracurricular activity.					

PART FIVE: Employees performance.

SECTION ONE-Output/work result.

S.no	Employees performance (Output/Work Result).	Strongly agree.	Agree	Neither agree or Disagree	Disagree	Strongly Disagree.
1.	The office or workplace furniture quality has an impact on employee performance.					
2.	The existence of noise/sound disturbance on workplace has an impact on employee performance					
3	The lighting has an impact on employee performance.					
4.	The ventilation in the working area has an impact on employee performance.					
5.	Exercising quality leadership style on the work place has an impact on employee performance.					
6.	Role congruity has an impact on employee performance					
7.	Existence of supervisory support on the work place has					

	an impact on employee performance.					
8.	Existence of work-family conflict has an impact on employee performance					
9	Existence of work-extracurricular conflict has an impact on employee performance.					

"Thank you for your time and participation"