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THE EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE:
THE CASE OF GOLDEN TULIPADDIS ABABA HOTEL

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

I, the undersigned, declare that this thesis entitled "*The effect of workplace environment on employee performance: The Case of Golden Tulip Addis Ababa Hotel*" is my original work, prepared under the guidance of Dr. Ephrem Assefa. All sources of material used for the thesis have been duly acknowledged. I 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.

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ENDORSEMENT

This thesis entitled “*The effect of workplace environment on employee performance: The Case of Golden Tulip Addis Ababa Hotel*” has been submitted to St. Mary’s University School of Graduate Studies for examination with my approval as a University advisor.

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ACRONYMS

EP- Employee performance

GTA- Golden Tulip Addis Ababa

HR- Human resource

SPSS- Software Package for Social Science

WLB- Work life balance

ABSTRACT

The purpose of the study was to assess the effect of work place environmental factors on employee performance of Golden Tulip Addis Ababa Hotel. More specifically, the study attempt to test the extent to which physical workplace, psychosocial and the work life balance environmental factors affect the performance of employee on the work place. The population of the study was 100 permanent employees of the hotel from which all data were returned and used for further analysis, for the collection of data census approach was used. This study applied a mixed research approach and explanatory research design. The Quantitative data were processed through SPSS and analyzed via descriptive and inferential statistical tools. The result of the study shows that the physical and psychosocial workplace environmental factors did not have a significant effect on employee performance; however, work life balance factors caused a statistically significant effect on employee performance. Moreover, the result of correlation analysis shows that work-life balance has a positive association with employee performance. Therefore, based on the findings of the study, it is advisable for the company to focus on improving and creating better working environment and maintaining work-life balance so as to increase the performance of employees in the organization.

Keywords: *Physical workplace environment, psychosocial workplace environment, Work-life balance factors, employee performance.*

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Chapter I

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(Chandrasekar, 2011). In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun&Makhbul, 2005). When employees are physically and emotionally fit, they will have the desire to work and their productivity outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employee's productivity which leads to increased productivity at the workplace (Boles et al., 2004). Productivity is defined as, the system's success in using resources to achieve their goals (Konrad and Mengel, 2000).

An efficient physical office environment results in a number of benefits to the organization, since it affects how much satisfaction employees derive from their jobs, affects the impression individuals get out of the organization's work areas, provides effective allocation and use of the building's floor space, provides employees with efficient, productive work areas, facilitates the expansion and rearrangement of work areas when the need arises, and facilitates employees supervision (McCoy and Evans, 2005). The workplace entails an environment in which the worker performs his work consequently; an effective work place is an environment where results can be achieved as expected by management (Shikdar, 2004). Therefore, this study is aimed to investigate how workplace environment affects employee performance of Golden Tulip Addis Ababa Hotel.

Golden Tulip Addis Ababa Hotel is a 5-star upscale hotel with 90 rooms made up of Comfort Rooms and Suites. The hotel is located in an expansive ground in a strategic location 2 KM from International Airport with high quality of services. It offers facilities for conferencing and private function facilities, excellent food and beverage facilities with 2 restaurants offering international cuisine, in house laundry and dry-cleaning facilities, 3 ATM machines at the convenience of guests, VIP (Very Important Person) bar and an in Health and Training Centre. Therefore, the study focuses on employees of Golden Tulip Addis Ababa Hotel only, on effect of physical, psychosocial, work-life balance environmental factors on employee's performance. Golden tulip Addis Ababa hotel has a total of 140 line employees out of which 20 are contract employees and 20 which are on training. The permanent employees of the hotel are 100 which will be the target respondent of this study.

1.2 Statement of the problem

The service sector in Ethiopia is constantly growing, especially the tourism industry. The tourism industry has greatly contributed to the economic growth in Ethiopia. The number of tourists is increasing as Addis Ababa is becoming a center for City wide summits and attracting international investors and visitors. In order to accommodate the growing number of travelers the hotels opening in Addis Ababa have increased at an alarming rate. In Addis Ababa there is cut throat competition among hotels the employer is faced with the challenge of attracting, retaining and motivating the employees. Employees are affected on work-related problems and it reflects on the employee's performance. Thus efficiency is minimizing due to the workplace environment problems (Chandrasekar, 2011).

In order to reach their organizational peak performance, hospitality businesses must be able to create a workplace environment where employees are motivated to work. Boles et al. (2004), stated that when employees have physical and emotional desire to work their performance shall be increased. However, based on the HR data there is a huge number of absenteeism, turn over and low performance in employees of the hotel. In order to rectify this issue the HR department has taken actions by trying to motivate and reward the employee; however, no major change was shown on the performance of employees. Understanding this gap, the researcher would like to assess factors affecting employee performance from different dimension which is the workplace environment of the hotel.

Many studies have been conducted in relation to workplace environment and employee performance. To the researcher's knowledge, although the effect of workplace environment on employee's performance in different sectors has been studied well, it seems to neglect the tourism sector especially the hotel industry. The hotel industry in Addis Ababa plays a very critical role in the economic development of the country. This study, therefore, sought to answer the question - how do physical workplace; psychosocial workplace and work life balance factors affect performance of employees in Golden Tulip Addis Ababa Hotel.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General objective

The general objective of the study was to test the effect of workplace environmental factors on employee performance in the case of Golden Tulip Addis Ababa Hotel.

1.3.2 Specific Objectives

- To test the effect of physical workplace environment factors on employee performance in the case of Golden Tulip Addis Ababa Hotel.
- To determine the effect of psychosocial workplace environment factors on employee performance in the case of Golden Tulip Addis Ababa Hotel.
- To analyze the effect of work life balance on employee performance the case of Golden Tulip Addis Ababa Hotel.

1.4 Significance of the study

It is anticipated that the findings of the study will pave way for the management of the hotel under study to have clear picture of which variables of working environments affect employee's

performance. Therefore, the study will contribute knowledge to the hotel management team and owners to take corrective action to improve the working environments for better performance and to be competitive in the booming hospitality industry. Policy makers in the hospitality sector will obtain knowledge about the aspects of workplace environment that affect performance. They will therefore get a head start on formulating the appropriate policies that enhance favorable working environments. The study may serve as an important springboard for other researchers who want to investigate the subject further. Scholars in Human Resource practice can use the study as reference for further research on the topic or related topics.

1.5 Scope of the study

Even if a broader research that encompasses all the hotels involved in the sector would give a more holistic view on the subject; due to the broadness of the subject to be studied and to achieve the objectives of the study within the timeframe, certain delimitations was made by the researcher. First, the study is restricted to Golden tulip Addis Ababa hotel only, instead of the hotel industry in the city. Second, even though there are more than 100 employees in the hotel, the study will only focus on the effect of workplace environment on employee performance of the permanent employees. Finally, only three categorical variables were considered such as physical, psychosocial and work life balance which affects the performance of employees. For the purpose of this study Correlation and multiple linear regression methodology were implemented for data analysis.

1.6 Limitations of the Study

This study is not without limitations. One of the limitations arises from small sample size. The population of the study is 100 (one hundred) employees and the response of all respondents 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 HR 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 this may affect the quality of the result.

1.7 Definition of key operational terms

- **Employee Performance:** Employee performance defined as the efficiency level of Employees productions or output performing in a job. (Junaida ismail 2010),
- **Performance:** is often defined simply in output terms; the achievement of quantified objectives. But it is a matter not only of what people achieve but how they achieve it. The Oxford English Dictionary confirms this by including the phrase ‘carrying out’ in its definition of performance: The accomplishment, execution, carrying out, working out of anything ordered or undertaken” (Michael Armstrong, 2006: 497).
- **Physical work environment:** is the working environment that deals with the physical or tangibles at the setting where job is performed. It includes machinery, office layout, temperature, ventilation, lighting, noise level and space (George Kafui Agbozo et.al, 2017:13).
- **Workplace Environment:** is an atmosphere where employees perform activities every day (Wilda al Aluf, Sudarsih, Didik Pudjo Musmedi & Supriyadi, 2017: 340); anything that exists around the employee.

1.8 Organization of the study

The research is organized into five chapters. The first chapter is about introduction, background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitations of the study, and definition of key operational terms. The second chapter discusses review of related literature, conceptual framework and research hypothesis. The third chapter discusses research methodology and comprises 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 chapter is all about data presentation, analysis and interpretation. Finally, the fifth chapter deals with summary, conclusion and recommendation based on the findings of the study.

CHAPTER II

Literature Review

2.1 Theoretical Literature

2.1.1 The concept of work place environment

Kohun (1992) defines working environment as an entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Brenner (2004) stated that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

2.1.2 Components of the working environment

Opperman (2002) defines working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment includes systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

According to Rorong (2016), factors related to physical workplace environment need to be scrutinized in all workplace since the findings can assist in creating the workplace environment that can further improve the employees' experience and better performance. There is an example of physical environment which is indoor climate. It includes temperature, lighting and acoustic. Normally organizations primarily focus on achieving a better performance at a lower cost, but for employees, it is crucial for them to attain workplace pleasure. With respect to employee satisfaction, a common belief was that given up one's personal desk conflicts with basic human needs for privacy, territoriality and expressed one's status. Employees had a problem when they do not feel comfortable with their workplace environment and that lead to decreased employee performance toward the organizations. Furniture and equipment that had been provided by the company was not comfortable for the employees especially when they need to sit for a longer time to complete their work. For instance, office ergonomics should be applied at every company in order to fulfill employees need and ensure they are happy working with the organizations. Employee engagement is the science of instilling enthusiasm and commitment among employees, measured by increased performance, productivity, customer satisfaction, profitability and other positive business outcomes.

Gallup (2015) reported that only 13 per cent of employees worldwide are participated in their jobs. These statistics served to confirm the common belief that work was often a source of grievance than satisfaction. Gallup's report also noted that Thailand, Malaysia, Indonesia and Singapore had among the highest proportions of employees who do not participate in their jobs. In Malaysia particularly only 11 per cent of employees give participation to their jobs while another 81 per cent do not give participation to their job and 8 per cent are actively participative. According to Brill (1992), as cited by Naharuddin and Sadegi (2013), the result of the employees' performance can increase from 5 to 10 percent depending on the improvement of the physical workplace designated at their workplace. According to Boles et. al (2004) as cited by Naharuddin and Sadegi (2013) when employees are naturally feeling relaxed and enjoy their work, it is predicted that their work performance is also increased. Indeed, by having a good and proper workplace environment, it can also help to reduce the total number of absenteeism among workers and thus can increase the employees' performance that will boost the productivity in the workplace.

2.2 Employees Performance

2.2.1. The concept of employee performance

Employee's performance is the contribution of employees for the achievement of organizational objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Michael, 2009). Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards. Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas & Yaqoob,2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

2.2.2. Theories of employee performance

Three theories have dominated the literature, on the relationship between work place environment and employee's performance: the AMO theory, Job characteristics theory and Socio-technical theory. This study introduces an alternative theoretical lens through which the relationship between work place environment and employee's performance outcomes could be explained.

2.2.2.1. Ability-Motivation-Opportunity (AMO) theory

Ability-Motivation-Opportunity (AMO) theory was proposed by MacInnis and Jaworski in 1989 and it has been widely employed to explain consumer behaviors and knowledge management practices (MacInnis, Moorman, &Jaworski, 1991; Siemsenm, Roth, &Balasubramanian, 2008; Argote, McEvily, & Reagans, 2003). This theory suggests that motivation, opportunity, and

ability determine the degree to which individuals process information. It also particularly highlights the importance of the motivation factor that acts as a driver of behaviors. In general, motivation is a force that directs individuals toward goals and determines the individuals' willingness and readiness to act. Marketing research usually investigates ways which can be used to motivate consumers' engagement in their decision-making journeys (Gruen, Osmonbekov, & Czaplewski, 2006). Opportunity shows the contextual or environmental mechanisms which are conducive to achieving desired goals or behavioral outcomes. There are several situational factors, such as time, opportunity, availability, attention paid, and a number of repetitions which will trigger or deter the desired goals and behavioral outcomes (MacInnis & Jaworski, n.d.).

In the human resource management discipline, the Ability, Motivation and Opportunity (AMO) theory has been adopted extensively to potentially explain the complex relationship between how people are managed and subsequent performance outcomes. A commonly accepted view is that some combination of an individual's ability (A), motivation (M) and their opportunities (O) can give us a measure of an individual's performance (P) (expressed as $AMO=P$). although it is unclear through the expression of this formula, HRM researchers have in recent decades applied the AMO framework in a way that suggests it is the associated HRM practices that in fact influence an individual's ability, motivation and opportunity, which therefore leads to performance-related outcomes. Employee ability for instance could possibly be improved through training, motivation potentially develops through performance-based pay, and opportunity to participate could be influenced by self-directed team membership. Unfortunately, the application of such HRM practices is somewhat vague and a prescriptive course of action to realize the potential of AMO remains elusive. However, taken broadly as an HRM system, the total effect of practices is to increase outcomes such as individual productivity, team performance or firm profitability. Similarly, the AMO model can also be used to understand behavioral process between people management initiatives and potential performance improvements (Purcell et al., 2003). There is a lot to like about this model and, hence, intuitive acceptance is common place in the discipline (Boselie et al., 2005). AMO theory allows various practices to be grouped together in to three different dimensions of performance antecedents and suggests the interaction of these elements can help predict a large number of performance outcomes.

2.2.2.2.Job characteristics theory

As some recent writers have noted, the job characteristics theory of work performance is the latest alchemists' stone for turning alienated, unproductive and dissatisfied employees into involved, productive and satisfied employees (Evans, Kiggunder, & House, 1979). The theory has been accepted uncritically and used to provide recipes for individual job design (Korman, 1977; Lansbury & Prideaux, 1980; McCormick & Ilgen, 1981). The theory consists of a number of propositions about the relationship between job characteristics, psychological states, and performance variables (Hackman & Oldham, 1975, 1976, 1980). The central psychological states that predict work motivation, satisfaction and productivity are experienced meaningfulness of work, experienced responsibility for outcomes of work, and knowledge of the results of work activities. The strength of these states combined is assumed to be linearly related to all of the performance measures. The psychological states are, in turn, predicted by the extent to which an employee's job contains certain job characteristics. Experienced meaningfulness is predicted by skill variety, task identity and task significance. Experienced responsibility for outcomes is predicted by job autonomy. Knowledge of results is predicted by the degree to which the job itself provides feedback to the employee about his or her performance. Job characteristics such as the amount of variety, responsibility, and interpersonal relations provided by a job appear to be related to employee attitudes and behavior (Davis, 1957; Hackman & Lawler, 1971; Lawler, 1969). Changes in job characteristics introduced by behavioral scientists are intended to affect the work content and the relationships of employees to their jobs and to each other. Such interventions have been termed technostuctural approaches to organization development (Friedlander & Brown, 1974) because these interventions affect task processes and interpersonal relations within the organization.

2.2.2.3.Socio-technical theory

The concept of a sociotechnical system is derived from the premise that any production system requires a technology, a process of transforming raw materials into output, and a social structure linking the human operators both with the technology and to each other. A sociotechnical system is any unit in the organization composed of a technological and a social subsystem having a common task or goal to accomplish. Thus, a sociotechnical system may contain numerous jobs or functions which are interrelated through the techniques applied in the processing of raw

materials. A sociotechnical system also contains a social structure linking the human operators to the work methods and to each other. In this system, the completion of all jobs or functions within the unit is required to achieve a common goal. Limits are placed by technology on the type of social structure possible (Katz & Kahn, 1966).

The purpose of the sociotechnical systems approach is to design organizations or units to maximize performance or the accomplishment of the system's goals (Cooper & Foster, 1971). The sociotechnical systems approach is based on the concept of organizational choice, the assumption that there is often an element of discretion in the design of effective work systems, and that this choice must involve consideration of the interaction of social and technical components of the work system. In the sociotechnical approach, poor performance or variance from the accomplishment of the unit's task or goal is minimized by (1) providing control mechanisms to deal with variance or performance problems arising from uncertainty within the system, and (2) by the joint optimization of the social and technical subsystems. As a consequence of Ashby's law, the sociotechnical approach to work systems design involves specification of only the minimal conditions required to establish self-regulating production units. Noncritical variables, such as the number of tasks or functions performed by work group members, are left unconstrained to provide the system with potential variability to cope with uncertainty from both internal and external sources. This approach is the antithesis of traditional organizational theory as embodied in Taylor's (1923) Scientific Management and Weber's (1958) machine theory model of bureaucracy which assumes that optimal work structure requires maximum specification.

2.3. Factors affecting workplace environment

The workplace environment comprises of various factors that are imperative determinants of employee performance (Lambert, 2001). Many managers and supervisors labor are under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's payment. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement". It is the quality of the employee's workplace environment that most impacts on their level of subsequent

performance. The most important workplace environment factors are mentioned below. These factors may positively or negatively contribute to achieving maximum employee performance.

2.3.1. Physical Factors of the Workplace Environment

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, 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. Moreover, 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.

2.3.1.1 Furniture

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), 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 be 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).

2.3.1.2. Ventilation

Ventilation as one of the environment factors plays 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.

2.3.1.3.Noise

Noise defined as unwanted sound, is the most common complaint in offices places. According to Melamed, Fried and Froom (2001) exposure to high levels of sound may lead to several diseases 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.

2.3.1.4.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 employee's 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). 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 to 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).A technical study by Mills, Tomkins, &Schlangen (2007)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.

2.3.2. Psychosocial Factors Affecting Employee 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.

2.3.2.1. 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.

2.3.2.2. Employee Role Clarity

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.

2.3.3. 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.

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). Netemeyer, Boles and McMurrian (1996) 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) 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. Empirical Review

Several studies have been conducted in related to workplace environment and end employee performance. Tesfaye (2018) has studied working-environment of employees in the case of hotels in Dessie and Kobolecha towns. The study assesses the working environment of employees in the hospitality industry in the case of the hotel sector in Dessie and Kobolecha towns. Descriptive type of research was applied with a survey design. A close ended questionnaire method was used. The reliability measure of the questionnaire items is 0.86 based on Cronbach's Alpha. Samples of 78 employees were selected based on simple random sampling method. The main finding of the study revealed low levels of health protection support systems at the work place. Tools, equipment, technology products, aesthetically pleasing atmosphere, lighting and ventilations were available in a less and moderate extent in the hotels. Help and support among the staff, as well as willingness of the staff members to listen to their problem at the work place are still low. Clear objective of the work, the fair treatment of the employees and the management respect towards employees were very low. The employee's salary level, the informed consent of employees in the issue of important decisions about the hotels, recognition of work and appreciation by the management, the immediate supervisors' ability to work on planning and solving conflicts is still low and needs improvements in the sampled hotels.

Fitsum(2018) has studied the factors influencing employee performance in hotel, which was a comparative study between government and privately owned hotels in Eritrea. The study employed two models using five variables—namely motivation, leadership, employee-employer relationship, training, and working conditions to establish if a relationship exists with employee performance in the hotel industry. The study found out that there is a positive and significant relationship between motivation, training, working conditions and performance, while leadership and employee-employer relationship emerged to have no significant relationship. The empirical results of the analyses in this study suggest that the impact of motivation, training, and working conditions on employee performance is significant. These could be owed to the fact that employees are satisfied with their current salary, rewarded for the quality of their efforts, received recognition and appreciation from their supervisor, got incentive and bonus and promotion as well, and that the tips and encouragement given by customers is so considerable that influencing employees' performance. NinaMuniraNaharuddin et al, (2013), have studied Factors of Workplace Environment that Affect Employees Performance: A Case Study onMiyazu Malaysia. This study aims to investigate the effect of workplace environment's factors

towards employees' performance. Data was collected through the survey method; total 139 employees were participated from three main workplaces of Miyazu (M) Sdn. Bhd. Based on the findings it shows that only supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment are having a significant relationship towards the employees' performance.

Nwachukwu Precious Ikechukwu et al, (2019) have studied work environment as a tool for improving Employees performance and organizational productivity. The purpose of the study was to investigate the influence of work environment on employee's performance and organizational productivity in manufacturing firms in Port Harcourt. The research design was descriptive survey to investigation and observed the influence of organizational environment on employee's performance and organizational productivity. Findings from the research show that when the environment of organization is conducive for job task to be carried out, it does not only increase the performance of the employees but also increases the organizational productivity hence, allowing the management to achieve its objectives. It was concluded that environment of organizations has a great impact on both the workers performance and organizational productivity since the organization depends on its environment for its survival. Kithuka (2015), conducted research on the influence of work environment on bank employees performance; a case of commercial banks in Machakos town, findings showed that there is a positive relationship between workplace design that is suitable for employee's work and the level of employee's performance; workforce diversification is a vital tool in enhancing employee satisfaction in the organization.

Based on the empirical studies conducted, the studies did not establish the effect of work place environment on employee performance in Addis Ababa context. The studies did not also exhaustively discuss the factors of workplace environment that affect employee performance and it cannot be said to be inclusive of the star rated hotels. Therefore, the researcher seeks to answer the effect of workplace environment on employee performance: the case of Golden Tulip Addis Ababa Hotel.

2.5. Conceptual framework of the study

Based on the literature review, the relationship between workplace environment and employee performance is conceptualized in Fig. 1. It shows that the three independent variables, namely physical factors, psychosocial factors and work life balance said to affect the dependent variable-employee performance.

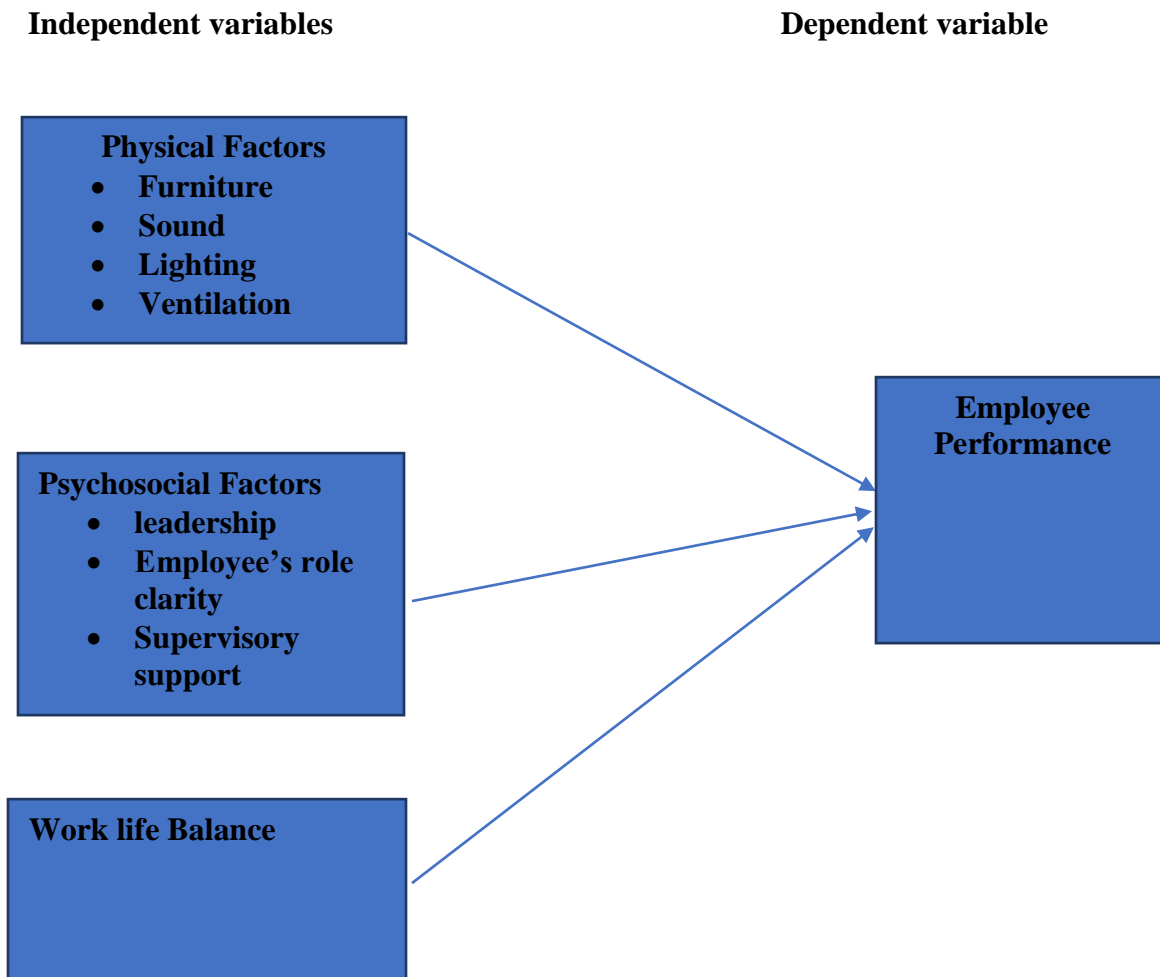


Figure 1 Conceptual framework of the study

2.6 Research hypotheses

Based on review of prior empirical studies, the researcher has drawn the following hypothesis to be tested.

An organization should consider various issues before purchasing furniture. This is because, not only the employees' performance is affected but also furniture and equipment affect the space in the organization. Sarode and Shirsath (2012) further highlight that office furniture comprises of desks chairs, the filing system, shelves, drawers, etc. All of them have specific roles to play in office in order to empower the productivity and efficiency of the employees. Moreover, one of the most important things to be considered when buying office furniture is to ensure whether it is ergonomic or not. Ergonomics can be defined as the nature of the relationship between the employee and his or her job duties. Ergonomics helps to ensure that the employees' tasks, tools and equipment, and physical environment closely match their individual needs (Quible, 2005). The ergonomics of office furniture is important as an employee has to work with them whenever he is the office. Hence, if they are uncomfortable and not user friendly, their working style and efficiency gets hampered considerably and eventually this can affect the overall organizations performance. On the contrary, non-ergonomic office furniture can also lead to health problems of employees, which again has an adverse effect on the productivity. Office furniture helps the organization tremendously in increasing its productivity, and at the same time taking care of the employees' health (Sarode&Shirsath, 2012).

H1: Furniture has a significant positive effect on employee performance

Noise is element of the work environment, which has an important role in affecting employee productivity. Too much noise, such as sound from equipment, tools, and people's conversation, may prevent workers from concentrating on their jobs, consequently decreasing their productivity. However, according to Keeling and Kallaus (1996) people cannot achieve good performance in a silent environment, because at some level, sound may generate a healthy background and can also assist employees accomplish their work. According to (Dobrucki, zoltogorski, Pruchnicki and Bolejko, 2010), noise is one of the leading causes of employees' distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress; workplace distractions cut employees' productivity by as much as 40%, and increase errors by 27 %.

H2: Noise factor has a significant negative effect on employee performance

Regardless of building design, natural light is considered to be the number one wanted natural feature in the workplace. The exposure to natural light in an office space impacts employees' quality of life. The amount of light needed in the workplace depends on the kind of tasks being performed, either outdoors or indoors. As a consequence, it will either increase or decrease the performance. Inconvenient lighting is a source of distress, thus leading to poor job performance. Poor job performance happens when the employee is exposed to uncomfortable working environment in which there is a high glare, or dim bulk, or a lack of natural light in the office (Samson et al., 2015). 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). Ali et. al. (2015) stated that in a workplace, whether in an office setting or in an industrial one, lighting is needed in order to ensure the workplace is safe and to allow all tasks to be completed on time and effectively. Lighting standards vary with different work environment and in order to perform various types of work, different types of lighting are required. In addition, as mentioned by Boyce et. al (2003, as cited in Naharuddin and Sadegi, 2013), there are few factors that could affect employees' performance in term of physical work environment, for instance, lightings of the workplace. Meanwhile Sarode and Shirsath (2012) stated that eyestrain, headaches, irritability and inevitability, reduced productivity are resulted from working in dim or over bright work environments. Light sources, including the sun, can create unwanted reflections, glare and shadows in the workplace that can cause discomfort and distraction, and can interfere with the performance of visual tasks.

H3: Lighting has a significant positive effect on employee performance

Temperature of the workplace is greatly dependent on the work nature. If you work in a workshop, then the employees have the natural air. But if the employees work in an office, then the temperature depends on several factors. 35% of employees responded instantly that the lack of windows was their biggest difficulty with their office space. The specific reasons given for the dislike of the windowless offices were no daylight, poor ventilation, inability to know about the weather, inability to see out and have a view, feelings of being cooped up, feelings of isolation and claustrophobia, and feelings of depression and tension (Seppanen, 2006). Berry, Bowen and Kjellstrom (2010) confirmed that temperature plays a significant role in workplace environment, especially how the human body tries to maintain an ideal temperature. A theory of effective temperature proposed four components; namely, air temperature, humidity, airflow and temperature of objects. However, temperature is also considered one of the most important factors of the work environment. The moderate temperature leads to an increase in productivity while high or low temperature leads to the discomfort of the employees and a decrease in

productivity (Jaakola,2012).Office temperature has impact on employees' performance. In high temperature employees' fell tiredness due to increase their body temperature as a result performance decreases. Similarly, low temperature decreases efficiency due to cooler body heat and shivering. World Health Organization recommends a maximum working temperature is 24°C and minimum working temperature is 16°C (Al-Anzi N. M., 2009).

H4: Ventilation has a significant positive effect on employee performance

Employee's role clarity is evaluated to have important outcomes for the teams' performance and success in industry and business which is sometimes referred to by the contrasting term role ambiguity, (Rizzo et al, 1970). Role clarity is an important element of overall team effectiveness (Feistritzter and Jones, 2014). Team members consider a team as a group of people working together on the basis of shared perception, a common purpose, agreed procedures, commitment, cooperation and resolving disagreements openly by discussion. Role clarification of team emphasizes communication among team members, and thus it is likely that an increase in the level and quality of communication between team members will impact their effectiveness (Klein et al., 2009). Forsyth (1999) stated that role clarity may have both psychological (e.g., self-efficacy, job satisfaction) and behavioral (e.g., performance) implications not only for role occupants but also for the rest of the team. Tubre and Collins (2000) emphasize that role clarity has a positive attribute for individuals who perform their jobs. According to Hartenian et al. (1994), increased role clarity of individual employees leads to better individual job effectiveness. Ali (2019), on his study on Impact of vision and role clarity on team performance confirms that there is a positive relation between performance and role clarity. These types of conclusions show that the higher levels on clarity in roles are directly and positively affecting team performance. Ali (2019) also found a direct relationship with role clarity and team performance. Though this finding has both supporting research papers in the current scholarship as well as a few of the studies unlike the others found no significant relationship between the two variables. It can be like this because of the contextual differences amongst the studies and the areas where the research has been conducted. Therefore, this study may have differentiating results. Most of the scholarship supports the importance of role clarity with both team level performance and overall organizational level performance.

H5: Role clarity has a significant positive effect on employee performance

The supervisor, as an organizational participant, has to a large extent, been ignored in Social Learning research. In past studies, vicarious learning has been used in training supervisors, as well as the principles of Social Learning Theory in a supervisory behavior modeling program (Goldstein & Sorcher, 1974; Latham & Saari, 1979a). However, Latham and Saari (1979b) stress

the need for additional research in the area of supervision, and in particular supervisory support. Furthermore, various leadership theories have identified supervisory support as an important component of effective supervision (Blake & Mouton, 1982; Likert, 1961, 1967). Locke and Latham (1984) state that supportive supervisors ensure that employees understand their goals, help and encourage those employees who have difficulty in attaining goals rather than resorting to punishment. Thus, supervisory support is defined as a positive, constructive and helpful attitude toward employees (Locke & Latham, 1984). Supportive supervisors are seen as goal facilitators and a lack of supervisory support may have a detrimental impact on performance. SharjeelSaleem (2013) has studied the impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani Academic Sector. The research findings indicate that increase in supervisory support results in increasing and enhancing employee performance. A strong significant relationship was found between Supervisory Support and Employee Performance. It shows that impact of Supervisory Support on Employee Performance has a very strong effect.

H6: Supervisory support has a significant positive effect on employee performance

Conflict can be defined as all kinds of interaction interactions between two or more parties. According to Ranupandojo&Husnan (1984), conflict actually becomes functional and can also be dysfunctional. Conflict can only improve and worsen individual or organizational performance depending on the conflict management. Work-family conflict in general can be defined as a form of role conflict in which the demands of the role of work and family are mutually incompatible in several respects (Ching in Kussudyarsana&Soepartini, 2008). Previous research (Agustina, 2008; Namasivayam& Zhao, 2006; Passewark&Viator, 2006; Riley, 2006) divided work-family conflict into 2 (two) dimensions, namely: 1) Work Interfering With The Family (WIF) According to Kossek and Ozeki in Namasivayam and Zhao (2006), WIF is a conflict that arises when the role of work interferes with one's role in the family. 2) Family Interfering with The Work (FIW) According to Kossek and Ozeki in Namasivayam and Zhao (2006), FIW is a conflict that arises when a person's role in the family interferes with the role of work.IWayanGdeArsania (2020) has studied the effect of work family conflict on employee performance with mediation of work stress in the Case of Ari Firm-Wooden Crafts Exporter. The findings of the study show that work family conflict has a positive and significant effect on employee work stress on Ari Firm's employee.

(H7): Work Life Balance has a significant positive effect on employee performance

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research approach

This study applied a mixed research approach as it helps to collect and analyze both quantitative and qualitative data within the same study. A mixed method study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the research process (Gutmann& Hanson, 2002). In other words, the approach helps the researcher answer questions that cannot be answered using only qualitative or quantitative methods alone. Mixed methods provide a more complete picture by noting trends and generalizations as well as in-depth knowledge of participants' perspectives. The researcher has collected data through interview and questioner; in order to utilize both quantitative and qualitative data collection methodologies, research approach was mixed approach (a combination of qualitative and quantitative approaches).

3.2 Research design

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). Explanatory research looks for causes and reasons and provides evidence to support or refuse an explanation or prediction. It is conducted to discover and report some relationships among different aspects of the phenomenon under study. Explanatory studies are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied. The researcher has used descriptive and explanatory research design in order to investigate the cause-and-effect relationship between workplace environmental factors and employee performance.

3.3 Population

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). Therefore, the target population of this study included lower level employees & Human resource managers from both operations and administration divisions (Including staffs from Front desk, Bar and Restaurant employees,

housekeepers, food preparation, engineering, marketing, Human resource, finance and securities). For the purpose of this study, the population were permanent employees working at Golden tulip Addis Ababa whose number stood at 100. Due to this, the researcher used census approach for collection of data.

3.4 Research respondents

Respondents are those persons who have been invited to participate in a particular study and have actually taken part in the study. The research respondents for this study were the permanent employees and immediate supervisors of Golden Tulip Addis Ababa hotel.

3.5 Data sources & data collection method

To obtain the relevant information, the researcher has collected data from the hotel staffs and the immediate supervisors. Therefore, to better meet the research objectives, the student researcher used both primary and secondary data sources. In order to collect primary data, the researcher used both structured interview and questionnaire survey. A standard questioner was developed with some modification as per existing condition of the organization in association of work environments which is closed ended type. Each question has five points Likert scale formats. Questionnaire was distributed to employees of the hotel in order to assess their perception towards workplace environment. Moreover, in order to measure the performance of the respective survey respondents, the researcher included the immediate supervisors to evaluate the performance of their respective employees.

3.6. Reliability and validity of the measurement scales

In order to ensure the internal consistency of the variables, Cronbach's alpha was used in this study. According to Bonett and Wright (2014), Cronbach's alpha coefficient of .70 or higher is acceptable to determine the reliability of variables. According to Saunders, (2003) reliability refers to the degree to which data collection method or methods will yield consistent findings (J. Briony, 2006). To check the internal reliability of the instrument, Cronbach's alpha will run.

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, the following measures were followed.

- Data were collected from line employees & HR manager of the hotel. So, the data will be representative and from a reliable source
- Questions were made based on literature review and frame of reference to ensure the validity of the result;
- The questionnaire was reviewed by the research advisor for the sake of advice and suggestion to make some correction.

To measure workplace environmental factors, the researcher has adopted and further modified the measurement scale developed by(Samson et al., (2015), for their study on effect of workplace environment on the performance of commercial banks employees in Nakuru Town. The researchers have used Cronbach's alpha since it is a coefficient of internal consistency commonly used as an estimate of the reliability. As shown in table 1, the Cronbach alpha coefficients for the three dimensions of workplace environmental factors used in this study namely physical, psychosocial and work-life balance were 0.889, 0.888 and 0.924, respectively. Since the alpha coefficient for each of the factors is above 0.70, it can be said that the scales are reliable

Table 1 Reliability coefficients for workplace environmental scales

Variable	Coefficient
Physical Aspects	0.889
Psychosocial Aspects	0.888
Work Life Balance	0.924

Source;(Samson et al., 2015).

In order to measure employee performance, the researcher has adopted and modified a measurement scale adopted from Widyastutiet al.,(2018)-Adaptation of Individual Work Performance Questionnaire (IWPQ) into Bahasa Indonesia.

The scales had a 5-point rating scale ranging from seldom, sometimes, frequently, often, to always. The scale has two dimensions namely task performance and contextual performance. The reliability coefficients for task performance and contextual performance were .871 and .858, respectively. Since the alpha coefficient for each of the factors is above 0.70, it can be said that the scales used to measure employee performance are said to be reliable.

3.7 Method of data analysis

Quantitative data gathered through structured questionnaire was processed through SPSS version 25 and analyzed via descriptive statistics (frequency, percentage, standard deviation and mean analysis) and inferential statistics (correlation and regression analyses). In addition to that, excel was used 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. Moreover, qualitative data gathered through interviews were analyzed via thematic analysis. Therefore, qualitative and quantitative analysis techniques were used to better understand and conclude the study.

3.8. Ethical considerations

To ensure that the study will be conducted as thoroughly and ethically as possible, the employees of the hotel participated for this study was aware of that their identities and answers would remain confidential. The following ethical guidelines were put into place for the research period:

1. Participants were notified participation is voluntary and that they are free to withdraw at any time
2. The research data remained confidential throughout the study.

Chapter IV

Data Presentation, Analysis and Interpretation

4.1. Response Rate

In an attempt to achieve the objectives of the study, questionnaires were designed and distributed to a total of 100 respondents by which all of them were collected successfully representing 100% response rate. Employee respondent's responses and their performance evaluation were used for the analysis. Therefore, this chapter has statistically examined the effect of workplace environment on the performance of the employees of Golden Tulip Addis Ababa Hotel.

4.2 Demographic characteristics of survey respondents

Demographic characteristics is 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 Analysis

Variables	Measurement	frequency	Percentage
Gender	Female	39	39%
	Male	61	61%
	Total	100	100
Age	18-28	44	44%
	29-38	26	26%
	39-48	13	13%
	49-58	11	11%
	Above 58	6	5%
	Total	100	100
Marital Status	Single	48	48%
	Married	47	47%
	Divorced	5	5%
	Total	100	100
Service Year	Below 2 Years	17	17%
	2- 3years	18	18%

	3-5 years	16	16%
	More than 5 Years	49	49%
	Total	100	100
Education level	Secondary	17	17%
	Certificate	29	29%
	Diploma	12	12%
	First Degree	33	33%
	Second degree and above	9	9%
	Total	100	100

Source: Own survey data, April 2021

As depicted in the above Table 2, the majority of the survey respondents(61%)were male and 39% were female. As far as the age of the respondents is concerned, the vast majority (44%) was grouped under 18-28 age group, followed by 29-38 years with 26% and then 39-48 years made up 13%, 11% of respondents were 49-58 years and the lowest category of age group was from the age of 58 and above years which constitutes 5%. In respect of the marital status of the respondents,48% of them were single, which is the highest, followed by 47% of them married and the lowest proportion of respondent was 5% with divorced status.

Table 2 depicted that the respondents service years in the organization constitutes the highest proportion which is 49% of them served more than 5 years followed by 18 % between 2-3 years, then 17% of them below 2 years, finally the lowest 16% of the respondents served the company 3 to 5 service years. As far as the level of education is concerned, 17%,29%,12%,33%, and 9% of the respondents have secondary school, certificate, diploma, first Degree, and second degree and above level, respectively. The finding shows that the company has well educated employees.

4.3 Analysis of Collected Data

4.3.1 Descriptive statistics for workplace Environment Factors

This part of the thesis describes each of the workplace environmental factors namely physical, psychosocial and work life balance using descriptive statistics (frequency, percentage, mean and standard deviation).The respondents were asked to select the rate that best deemed their workplace environment in relation to their performance. The Likert-type scale was used to rate their responses on a 5 – point scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree.

4.3.2 Physical Workplace Environment Variables

The researcher sought to determine whether the physical workplace environment had an effect on the employees' performance. This section presents the data from the first part of the questionnaire that was gathered regarding the impact of the physical work environment factors on the work performance of the employees, and respondents were asked to indicate their level of agreement on a five point Likert response format ranging from 1 (strongly disagree) to 5 (strongly agree). The findings are provided in Table 3 below.

Table 3 Physical workplaceenvironmentalfactors

Item	N	Mean	SD
The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	100	4.13	1.19
The office or working area is free of unnecessary noise or sound disturbance.	100	3.18	1.24
The area or office I operate is well illuminated.	100	2.76	1.34
The temperature in the room or office I operate is appropriate.	100	4.15	1.18
The ventilation system easily managed to control temperature.	100	2.42	1.31
Aggregate		3.328	1.029

Source: Own survey data, April 2021

As per table 3, the aggregate mean score for physical workplace environmental factors was calculated to be 3.328. Item wise, the mean score (4.15) implies that the temperature in their working area is appropriate to properly handle the job, followed by mean score of 4.13 implying that respondents agree with the comfort of their furniture and mean score of 3.18 showing that the working area is free of unnecessary noise and sound disturbance. Based on the data collected, respondent's satisfaction level on the lighting system of their working area is moderate 2.76, and 2.42 mean score of respondents said manageability of the ventilation system is average. The analysis implies that the existing physical workplace environment doesn't have an effect on employee's performance.

4.3.3 Psychosocial Workplace Environment

The researcher sought to determine whether psychosocial workplace environment had an effect on employees' performance. This section presents the data from the second part of the questionnaire that was gathered regarding the impact of the Psychosocial work environment factors on the performance of the employees, and respondents were asked to

indicate their level of agreement on a five point Likert response format ranging from 1 (strongly disagree) to 5 (strongly agree). Table 4 below outlines the results.

Table 4 Psychosocial workplace environment factors

Item	N	Mean	SD
Managers inform employees about important decisions, changes or future plans.	100	4.13	1.19
Managers invites employees to participate on important decisions making and changes	100	4.13	1.19
Job descriptions provided to employees stating the role and responsibility clearly.	100	4.01	1.17
My job requires the performance of wide range of tasks.	100	4.06	.96
My company provides standard operating procedure for specific tasks to perform.	100	4.10	1.1
I frequently meet with my supervisor about my personal development.	100	4.08	1.1
My supervisors respect the ideas or opinions of the co-workers.	100	4.01	1.17
I can rely on my supervisor to help me out with a work problem.	100	3.37	1.35
Aggregate		3.98	.95056

Source: Own survey data, April 2021

As per table 4, the aggregate mean score for psychosocial workplace environmental factors was calculated to be 3.98. The mean value for both items ‘Managers inform employees about important decisions, changes or future plans’ and ‘Managers invites employees to participate on important decisions making and changes’ were 4.13. This shows a strong level of agreement. Mean score for the item ‘the company provides standard operating procedure for specific tasks to be performed’ was 4.10. The mean score for the item ‘In respect to meeting a supervisor is regarding employee’s personal development’ was 4.08. This shows respondents’ strong level of agreement. The 4.01 mean a value of respondents implies that job descriptions were provided to them stating the role and responsibility clearly and the supervisors respect the ideas or opinions of the co-workers. 3.37 mean value of respondents believed that they can rely on the supervisors help with a work problem. Based on the overall mean value (mean= 3.98), the psychosocial workplace environment seems to be favorable to the performance of the employee’s.

4.3.4 Work-life balance workplace Environment

Work-life balance contributes to employee performance. The respondents were asked to indicate their agreement or disagreement to statements on work life balance in their organizations. Table 5 shows the results.

Table 5 Work life balance environmental factor

Statements	N	Mean	SD
My job-related duties continually make me to change plans for family activity	100	3.76	1.29
The demands of my job interfere with my home and family life.	100	3.73	1.35
The amount of time my job takes up makes it difficult to fulfill family responsibility	100	3.76	1.29
My jobs produce strain that makes it difficult to fulfill family duties.	100	2.63	1.31
The work/job related duties take my plenty of time and make it up difficult to fulfill extracurricular responsibility.	100	2.95	1.34
The work/job makes me strain and it makes it difficult to fulfill extracurricular activity.	100	2.76	1.34
The work/job related duties frequently make me to change my plan for extracurricular activity.	100	2.58	1.22
The demand of work/job interfere my extracurricular activity.	100	2.70	1.31
All items of the field		3.1087	1.1039

Source: Own survey data, April 2021

As per table 5, the aggregate mean score for work-life balance environmental factors was calculated to be 3.1087. Based on the data collected, the mean value for each of the items ‘job-related duties continually make them change plans for family activity’, and ‘employees believe that the amount of time their job take makes it difficult to fulfill family responsibility’ was calculated to be 3.76. The mean value for the item ‘the demands of the job interfere with their home and family life’ was 3.73. When it comes to the work/job related duties take plenty of time and make it difficult to fulfill extracurricular responsibility question mean value of 2.95 indicates an almost moderate response. Mean values of 2.76 respondents were indecisive if the work/job makes them strain and if it is difficult to fulfill their extracurricular activity. An almost equal number 2.70 of respondent’s response were average to whether the demand of work/job interferes to their extracurricular activity.

As per the survey employee's level of satisfaction in regard to if jobs produce strain that makes it difficult to fulfill family duties were average, 2.63, and only 2.58 mean score of respondents said the work/job related duties frequently make them to change their plan for extracurricular activity. Therefore, according to 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 did not happened between their job and their other extracurricular activity. This implies that work life balance is great importance of employees, when they are able to balance work and personal life employees can perform better.

4.3.5 Descriptive statistics for employee performance

In order to measure the performance of survey respondents (employees), the student researcher has used appraisal results by their immediate supervisors. The following table shows the descriptive statistics (frequency, percentage and mean) for employee performance measured through five-point Likert scale.

Table 6 Employee Performanc

Employee's Performance	N	Mean	SD
He/ She is able to plan his/her work so that they can finished it on time	100	2.48	1.25
He/ She is able to set priorities in relation to his/her work	100	2.27	1.35
He/ She is able to carry out the work efficiently	100	2.2	1.28
He/ She manage his/her time well	100	1.87	1.18
On their own initiative, my employees started new tasks when their old tasks were completed.	100	1.76	1.2
He / She takes on challenging tasks when they were available	100	2.1	1.0
He /She worked on keeping his/her job-related knowledge up-to date	100	2.0	1.3
He /She came up with creative solutions for new problems	100	2.0	1.2
He /She took on extra responsibilities	100	2.49	1.4
All items of the field		2.1433	.94918

Source: Own survey data, April 2021

As per table 6, the aggregate mean score for employee performance was calculated to be 2.143. This implies that employees have low level of performance. Item wise, the mean value for ‘employees took on extra responsibility’ was 2.49, followed by ‘employees are able to plan the work so that they can finished it on time’ with mean score of 2.48. The mean values for ‘employees are able to set priorities in relation to the work’ ‘employees are able to carry out the work efficiently’ and ‘employee’s takes on challenging tasks when they were available’ were calculated to be 2.27, 2.2 and 2.1, respectively. An equal number of mean value of 2.0 response were given to if employees were worked on keeping the job-related knowledge up-to date and if they came up with creative solutions for new problems. The research respondent, employee immediate supervisors strongly disagreed on whether employees were able manage their time well with mean value of 1.87 and with 1.76 that employees doesn’t take the initiative to started new tasks when their old tasks were completed. Based on the data collected, the overall performance of the employees is considered low.

4.4. Inferential statistics

In order to determine the relationship between the workplace environmental factors and employee performance, the student researcher has used inferential statistics mainly correlation and regression analyses.

4.4.1. Correlation Analysis

Pearson correlation analysis was used to test the association between the workplace environmental factors and employee performance. Table 6 shows the result of correlation analysis between each of the workplace environmental factors and employee performance. As per the result of correlation analysis, the physical environmental factors did not show a statistically significant relationship with employee performance ($r = .120, p \text{ value} = .235$). However, employee performance was positively correlated with psychosocial ($r = .286, p \text{-value} = 0.004$) and work-life balance environmental factors ($r = .608, p \text{ value} = .000$). This implies that as the organization creates favorable environment for its employees in terms of psychosocial and work-life balance dimensions, their performance would be also being improved.

Table 7 Summary of correlation

		Physical Factors	Psychosocial Factors	Work life balance Factors	Employee performance GTA Hotel
Physical	Pearson Correlation				

Factor	p-value	1			
	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 Golden Tulip Addis	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).

4.4.2. Multiple linear regression analysis

In order to determine the effect of independent variables (workplace environmental factors namely physical, psychosocial and work-life balance factors), the student researcher has used multiple linear regression analysis. However, before that the basic assumptions of regression analysis namely normality, homoscedasticity, multicollinearity and autocorrelation assumptions were tested.

4.4.3 Normality Test

In order to assess the normality of the data collected, descriptive statistics was produced. Based on this, Skewness and Kurtosis were applied to validate the normality of the data. The table below elaborated the Skewness and Kurtosis results of the data collected for this study:

Table 8 Normality test

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Physical Workplace Environment	100	.284	.141	-.694	.281
Psychosocial Workplace Environment	100	-.584	.141	.006	.281
Work life balance Workplace Environment	100	-.736	.141	-.193	.281
Employee Performance	100	-1.428	.141	-.083	.281

Source: Own survey data, April 2021

Based on the descriptive statistics result above, it can be noted that the Skewness and Kurtosis results fall within the acceptable range of -2 to +2. Thus, it could be concluded that the data was fairly normal, and the basic assumptions or normality test were fulfilled.

4.4.4 Multicollinearity Assumption

This study was checked for multicollinearity of the regression deploying Variance Inflation Factors (VIF) and Tolerance Values. The VIF and Tolerance Values helped to spot a possible existence of multicollinearity at times even when the problem is not apparent in the correlation analysis. The table below checked for existence of the multicollinearity of the data using VIF and Tolerance Values:

Table 9 Multicollinearity test

Model	Collinearity statistics	
	Tolerance	VIF
Physical work place Environment	.620	1.086
Psychosocial workplace Environment	.830	1.205
Work life balance work place Environment	.892	1.122

Dependent Variable- employee performance

Source: Own survey data, April 2021

As stipulated in Table 9, the tolerance values and VIF fall within a range of 0.620 to 0.892 and 1.086 and 1.205 respectively. This indicated that Tolerance Values greater than 0.01 and VIF values less than 10 are fairly acceptable. Accordingly, as indicated in the table above, both the tolerance values and VIF indicators revealed the data were free from multicollinearity.

4.4.5 Autocorrelation assumption

Autocorrelation was checked by assessing the Durbin-Watson statistic, which searches for serial correlation between errors. The possible value can range between zero and four, with the value of two indicating that the residuals are uncorrelated (Field, 2009). For the current data the Durbin-Watson statistic is 2.066, which indicates that the residuals are independent.

Table 10 Auto correlation

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.323 ^a	.105	.077	.91208	2.066

a. Predictors: (Constant), WLB, Physical Env't, Psychosocial Env't

b. Dependent Variable: EP

Source: Own survey data, April 2021

In conclusion it can be said that the assumption of normality, linearity, multicollinearity are met. The model summary table 11 below shows the value of r square or coefficient of determination. This value indicates the portion of the dependent variable being explained by the independent variables included in the regression model. The adjusted r^2 value was .356 which means 35.6% of the variation in the dependent variable (employee performance) is being attributed from independent variables altogether (physical factor, psychosocial and work life balance factors).

Table 11 Model summary

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

Source: Own survey data, April 2021

Moreover, table 12 shows ANOVA result. The result of ANOVA table (F=19.219, P value=0.000) indicates that the regression model is meaningful and significant for further interpretation.

Table 12 ANOVA model

ANOVA ^a						
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

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

Source: Own survey data, April 2021

Table 13 indicates the magnitude effect of each of the workplace environmental factors on employee performance. The results indicate that contrary to the expectation, physical factors (B=-.003, p-value=.974) and psychosocial environmental factors (B=.080, p-value=.377) couldn't cause a statistically significant effect on employee performance.

However, only work-life balance environmental factors have caused a statistically significant positive effect on employee performance (B=.580, p value=0.00).

Table 13: Multiple regression results

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	1.346	.443		3.040	.003
Physical Workplace Environment	-.003	.086	-.003	-.003	.974
Psychosocial Workplace Environment	.095	.108	.080	.080	.377
Work life balance Workplace Environment	.695	.104	.580	.580	.000

a. Dependent Variable: Employee performance of GTA

Table 14 Summary of Coefficients

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
2	Ventilation	.132	.105	.152	1.256	.212
	(Constant)	3.271	.439		7.448	.000
	Quality leadership	.048	.078	.068	.606	.546
3	Supervisory support	.156	.121	.146	1.295	.198
	Role congruity	.156	.121	.146	1.295	.198
	(Constant)	1.272	.520		2.445	.016
	Work life balance	.584	.111	.469	5.271	.000

a. Dependent Variable: Employee performance

4.5. Hypotheses testing

H1:-Furniture has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, the p value of furniture is 0.007 which is less than 0.05. This shows that as one of the dimensions of the physical environment furniture has caused a statistically significant effect on employee performance. Therefore, the first alternative hypothesis is accepted.

H2: Noise factor has a significant negative effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, the p value of noise is 0.097 which is greater than 0.05. This shows that noise as one of the dimensions of the physical environment didn't cause a statistically significant effect on employee performance. Accordingly, the second alternative hypothesis is rejected.

H3:-Lighting has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, lightening as one of the dimensions of the physical environment didn't cause a statistically significant effect on employee performance with p-value of 0.800 which is greater than 0.05. Although lightening was assumed to have a positive effect on employee performance, this study couldn't support it empirically. Accordingly, the third alternative hypothesis is rejected.

H4:-Ventilation has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, the p-value of ventilation is 0.212 which is greater than 0.05 as one of the dimensions of the physical environment didn't cause a statistically significant effect on employee performance. Although ventilation was assumed to have a positive effect on employee performance, this study couldn't support it empirically. Accordingly, the fourth alternative hypothesis is rejected.

H5: Employee role clarity has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, role clarity as one of the dimensions of the psychosocial environment didn't cause a statistically significant effect on employee performance with a p-value of 0.198 which is greater than 0.05. Although role clarity was

supposed to have a positive effect on employee performance, this study couldn't support it empirically. Accordingly, the fifth alternative hypothesis is rejected.

H6:-Supervisory Support has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, the p value of supervisory support is 0.198 which is greater than 0.05. as one of the dimensions of the psychosocial environment supervisory support didn't cause a statistically significant effect on employee performance Although supervisory support was supposed to have a positive effect on employee performance, this study couldn't support it empirically. Accordingly, the sixth alternative hypothesis is rejected.

H7:-Work-life balance has a significant positive effect on employee performance of Golden Tulip Addis Ababa Hotel

According to the regression coefficients shown at table 14, the p value of work-life balance is 0..000 which is less than 0.05. This shows that work life balance caused a statistically significant positive effect on employee performance. Work-life balance was supposed to have a positive effect on employee performance and this study empirically supported this assertion. Accordingly, the seventh alternative hypothesis is accepted.

4.6 Summary of Hypothesis Test Results

Hypothesis	Relationship	Results
H1	Furniture has a significant positive effect on employee performance	Supported
H2	Noise has a significant negative effect on employee performance	Rejected
H3	Lighting has a significant positive effect on employee performance	Rejected
H4	Ventilation has a significant positive effect on employee performance	Rejected
H5	Role Clarity has a significant positive effect on employee performance	Rejected
H6	Supervisory Support has a significant positive effect on employee performance	Rejected
H7	Work-life balance has a significant positive effect on employee performance	Supported

Table 15Hypothesis Test result summary

CHAPTER V

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of the Major Finding

Survey respondents were asked questions to assess the perception towards each of the workplace environmental factors.

- With regard to the physical workplace environmental factors, the 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.
- As far as the two independent factors of physical environment such as noise and ventilation is concerned, 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, the majority of the respondents agreed and believed that there is role clarity 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.
- With regard to work life balance, the respondents didn't decide that if there is any conflict arise 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.
- Immediate supervisors were asked to rate work performance of their respective employees who is included in the survey. Accordingly, majority of the respondents agreed that employees in their section have low working performance.
- Moreover, in order to test the effect of workplace environment on employee performance, the researcher has used multiple linear regression analysis. As per the result from the correlation and regression analysis, work-life balance has a significant effect on employee performance of GTA Hotel. However, physical and psychosocial factors have no effect on employee performance.

5.2 Conclusions

As indicated in the finding of the study, an interaction is found between employee's performance and workplace environment. With regards to respondent's perception of their workplace environment and its effect on performance, it is revealed that the work life balance work environment of the hotel under study has effect on their performance. This indicates that quality (one of the performance indicators) of work can be observably affected by the physical work environment factors. Therefore, based on the interpreted results and discussions of findings, further conclusion is drawn.

As per the finding extracted from regression analysis it is concluded that employee performance significantly affected by working environment such as work life balance factors especially from existence of work family conflict variable of Golden Tulip Addis Ababa Hotel and furniture from physical work place environment.

The psychosocial work place environment factors have no significantly affect the performance of employees. Although all the variables are crucial work place environment factors for employee performance but in this case of the study it indicates that work life balance and one variable of physical aspect which is furniture are the major factors which affect the performance of employees.

5.3. Recommendation

Finding of the study shows that employee performance significantly affected by working environment such as work life balance factors especially from existence of work family conflict variable of Golden Tulip Addis Ababa Hotel and furniture from physical work place environment. Based on this result the researcher draws a few recommendations in order to improve employee's performance.

- It is advisable for Golden Tulip Addis Ababa, that to create better working environment strategically exert its effort selectively on work family variable from work life balance factors by implementing best human resource policies in order to minimize or avoid work and family conflict and availing quality furniture for employees from physical work place aspect to get their best performance, to retain and attract employees, to be competitive in today's highly booming and competitive hospitality industry in Ethiopia and to stay in the market for long.

- It is also recommended that, developing strategy to search other work environmental variables which may affect the performance of employees in order to improve and create better working environment proactively in today's stiff competition.
- The hotel management should find ways to and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for.
- Employees need to ask for a periodic meeting with management of the hotel, in order to forward workplace environmental factors that are affecting their performance and to get timely solutions.
- The HR manager needs to make sure the there is a good working environment in place in order to boost employee performance. Management should try as much as possible to build a working environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.

5.4 Implications to Further Research

Areas arising for further investigation include:

The study was limited to one hotel only. So, the future researches should examine the determinant factors on employee performance by including more than one hotel, by involving larger number of sample size, and different star rated hotels in Addis Ababa.

This study focused only on the physical, psychosocial and work life balance work environment factors, but there are other relevant factors that might be perceived as important by organizations and employees. Future researches, therefore, may consider more factors of work environment, may focus on different variables or combination of those variables included in this study, which can influence employee performance.

Finally, there is no sufficient research works on the current appropriate working environment of organizations on employee performance of hotels. Therefore, it needs serious consideration and further study at wider ranges. This implies that there is a limitation of awareness and focus in the area on working environment from top to down and vice versa. The researcher recommended that other the researchers have to do more studies on the effect of working environment in order to see how these situations look like in other similar organizations.

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Questionnaire

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION**

Dear respondents,

This study is conducted in partial fulfillment of Masters of Business Administration in St. Mary's University. The study is aimed to test the effect of workplace environment factors on employee performance on Golden Tulip Addis Ababa Hotel. To this end, questionnaire is used to gather pertinent data from respondents. The questionnaire is divided into two sections based on the objectives of the study. Section I: asks general information about survey respondents (employees). Section II- asks questions related to workplace environmental factors divided into three dimensions, namely- physical, psychosocial and work-life balance. The study is conducted purely for academic purpose and hence your identity and response remain anonymous. Due to this, you are not asked to mention your name, contact address and other personal information. Please feel free to provide your honest answer to the research questions. I thank you well in advance for your willingness to spare 15 minutes from your precious time to participate in this study.

EyerusalemGetachew

SECTION I- Personal Information of survey respondents

Direction- For the following items please put '√' mark on the one which suits your response

1. Gender

- Female
- Male

2. Age

- 18-28
- 29-38
- 39-48
- 49-58
- Above 58

3. What is your level of Education?

- Secondary school
- Certificate
- Diploma
- First Degree
- Second Degree and above

4. Marital status

- Single
- Married
- Separated
- Divorced

5. How long have you worked for your current organization?

- Below 2 Years
- 2-3years
- less than 5 years
- More than 5 Years

Section II: Workplace environmental factors

This part of the survey aims to measure your perception towards workplace environment of the hotel by using five points Likert scale (1=strongly disagree, 5=strongly agree). Please put (√) mark on the space provided in a way which expresses your degree of agreement about the statements written in the first column.

	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Physical work place environments					
1	The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize					
2	The office or working area is free of unnecessary noise or sound disturbance.					
3	The area or office I operate is well illuminated.					
4	The temperature in the room or office I operate is appropriate.					
5	The ventilation system easily managed to control temperature.					
	Psychosocial workplace environments	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
6	Managers inform employees about important decisions, changes or future plans.					
7	Managers invites employees to participate on important decisions making and changes					
8	Job descriptions provided to employees stating the role and responsibility clearly.					
9	My job requires the performance of wide range of tasks.					
10	My company provides standard operating procedure for specific tasks to perform.					

11	I frequently meet with my supervisor about my personal development.					
12	My supervisors respect the ideas or opinions of the co-workers.					
13	I can rely on my supervisor to help me out with a work problem.					
	Work-life Balance environment	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
14	My job-related duties continually make me to change plans for family activity					
15	The demands of my job interfere with my home and family life.					
16	The amount of time my job takes up makes it difficult to fulfill family responsibility					
17	My jobs produce strain that makes it difficult to fulfill family duties.					
18	The work/job related duties take my plenty of time and make it up difficult to fulfill extracurricular responsibility.					
19	The work/job makes me strain and it makes it difficult to fulfill extracurricular activity.					
20	The work/job related duties frequently make me to change my plan for extracurricular activity.					
21	The demand of work/job interfere my extracurricular activity.					

Section III; Employee's performance

This part of the survey aims to measure supervisor's perception towards your employee's performance using five points (1=*Rarely*, 5=*Always*). Please put (√) mark on the space provided.

No	Employee's Performance	<i>Rarely</i>	<i>Sometimes</i>	<i>Frequently</i>	<i>Often</i>	<i>Always</i>
1	He/ She is able to plan his/her work so that they can finished it on time					
2	He/ She is able to set priorities in relation to his/her work					
3	He/ She is able to carry out the work efficiently					
4	He/ She manage his/her time well					
5	On their own initiative, my employees started new tasks when their old tasks were completed.					
6	He / She takes on challenging tasks when they were available					
7	He /She worked on keeping his/herjob-related knowledge up-to date					
8	He /She came up with creative solutions for new problems					
9	He /She took on extra responsibilities					

Part IV: Interview

Structured interview for the Hotel Managers

1. Does your company measure employee's performance?

Yes

No

2. How often the organization measures the performance of employees?

3. What type of performance appraisal system (ranking method, behaviorally anchored rating scale/BARS, critical incident method, management-by-objective/MBO, forced distribution, 360-degree appraisal system, etc) do you use to gauge the performance of employees?

4. Do you believe the work place environment has a vital role in your employee's performance? If so, how?

Yes

No

5. Do you think the work place environment at these organization influence employees to work comfortably and perform well?

Yes

No

6. Does performance feedback applied in this organization to help in performance maintenance?

Yes

No

7. Do you believe the working area has an influence to your employees to stay in the assigned area and work comfortably? If so, how?

Yes

No

- 8.** What will be your recommendation about the work place environment to enhance employee's performance?
