



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

**Assessment of the Impact of Working Environment  
and incentives on Workers Performance: The Case of  
Beautifying Sheger Project**

**By: Mesfin Abrham Nigussie**

**A Thesis Submitted to St. Mary's University, School of Graduate  
Studies for the Fulfillment of the Requirements for Degree of  
Master of Business Administration**

**June, 2022**

**Addis Ababa, Ethiopia**

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**Approved by the Board of Examiners**

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## **Statement of Declaration**

I Mesfin Abrham declare that this research, titled “Assessment of the Impact of Working Environment and incentives on Workers Performance: The Case of Beautifying Sheger Project”, the case of first phase adopt ersisd one with my own effort. I have produced tin dependently except for the guidance and suggestions of my research advisor. I assure that this study has not been submitted for any scholarly award in this or any other university.

**Name:-Mesfin Abrham**

**Signature**\_\_\_\_\_ **Date**\_\_\_\_\_

**Endorsement**

Herewith I state that Mesfin Abrham has carried out this research work on the topic entitled Assessment of the Impact of Working Environment and incentives on Workers Performance: The Case of Beautifying Sheger Project. This work is original in nature and has not presented for a degree in any university and it is sufficient for submission for the partial fulfillment for the award of Master of Business Administration.

Advisor Name: **Dr. ABRARAW CHANE**

Signature \_\_\_\_\_

Date \_\_\_\_\_

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## **Abstract**

*The research is aimed to analyzing the effect of working environment and incentives on workers performance in the case of beautifying Sheger project. the study adopt explanatory research design using a purely quantitative research approach using questionnaires as a method of data collection from selected 174 were disseminated for respondents among these 163 questionnaires paper were returned and analyzed. The collected data were analyzed by SPSS version 20. Similarly Correlation analysis was used to identify the direction and relationship between variables. The correlation result for physically work place environment, reward aspects of the work and work life balance shows positive and significant effects on performance of employees. Multiple regression analysis also used for estimating the relationships among variables the result showed the presence of significant relationship between the independent and dependent variables. The overall implication of the study result is that the employee of beautifying Sheger project were interested to good working environment and incentive is strong and significant correlation with their performance to keep this employee performance the project management should give attention for the working environment and incentives in order to meet the overall goals of the beautifying Sheger project.*

***Key Words: Psychological, Physical work environment, reward and incentive, work life balance, training and development, employee performance***

## **List of Acronyms**

AET	Affective Events Theory
B	Beta
BA	Bachelor of Art
BSC	Bachelor of Science
C	Constant
E	Error
EP	Employees Performance
F	Frequency
N	Number
PC	Project Commitment
PWE	Physical Work Place Environment
RAI	Reward and Incentives
SD	Standard Deviation
SPSS	Statistical Package For Social Science
TAD	Training and Development
WE	Working Environment
WEC	Working Environment Conditions
WLB	Work Life Balance

## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the study

Work environment plays an important role in an organization. Most of the problems faced by employees are related to working environment. The level of productivity can be increased through developing a conducive working environment in the organization. Workplace is an arranged area which is provided by the company in order to achieve its goal. An arranged area can be described as the layout of a workspace, which suits the nature of the job, or task that is to be performed. It can have an office layout with cubicles, desks, chairs and cabinets or just a worktable with a wall fitted with all types of hand tools, which suits a workshop.

The right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. An environment is the immediate surroundings of a user which is manipulated for their existence or use. The workplace is an arranged area, which provided by the company in order to achieve its goal. An arranged area can described as the layout of a workspace that suits the nature of the job or task that performed.

A healthy workplace is a place where everyone works together to achieve an agreed vision for the health and well-being of workers and the surrounding community. It provides all members of the workforce with physical, psychological, social and organizational conditions that protect and promote health and safety. It enables managers and workers to increase control over their own atmosphere and to improve it, and to become more energetic, positive and contented. In return, the workforce is more stable, committed and productive.

Workers are important parts of the construction projects in Ethiopia. Currently, there is a huge development bustle yet to be carried out. One of the key factors to ensure a desired level of economic growth in a developing country like ours is achieving a significant amount of investment by the private as well as the public sector. In this development activity the infrastructure development sector is the one in which the construction industry is a front line role player.

Beautifying Sheger is a project sponsored by the Ethiopian government that aims to clean rivers and create public works in the capital city, Addis Ababa. It is launched , on 27 February 2019 under Prime Minister Abiy Ahmed, and aims to run for three years expected to cost 29 billion birr. Beautifying Sheger aims to increase tourism and quality of life, reduce the effects of climate change, to create jobs in Ethiopia's capital city by developing green spaces from Entoto to Akaki wastewater treatment plant with total distance of 56 km. out of the total 56 km the first phase was launched on 1 October 2019 to be built using 6 billion birr supply by the Chinese government aid to build 1.2 km of river side with friendship square in front of the Sheraton Addis hotel and by now it start giving service. The project aims to convince citizens to assist in the cleaning efforts as well, as despite Ethiopia's recent economic development; there has been no environmental action to reduce industrious and urban waste.

Consequently, this study was assess the impact of working environment on workers performance in the case of Beautifying Sheger project, Addis Ababa. In addition, it will serve as input for projects to assist in decision making, in identifying key work places issues in order to develop strategies to address and improve the quality of working life and to increase staff productivity to the project.

## **1.2. Problem Statement**

Work environment conditions and project commitment are two of most important and fundamental subjects in project management practices across the world. A work environment condition has become one of the essential concerns among contemporary workers and managers. Workers are the stimulus energy that is behind in every successful project.

In today's highly competitive environment, there are many projects, which provide integrated systems of beneficial services, which include family benefits, to their staff. Individuals spend a great part of their lives in adulthood trying to get higher education degrees, job, and success in life. They have even delayed making a family. These individuals might be precious for their employers, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place.

Organizations can make their staff committed to the project by fulfilling their essential needs, establishing mutual trust, and creating an appropriate project environment. Commitment can have many positive outcomes; those who have commitment are more orderly in their work, spend more time in the project and work more. The increase in improved working conditions and work commitment of workers can have a great impact on the level of interest, job satisfaction, willingness to stay, and project performance.

The construction sectors have undergone a structural change over the past decades, which have put new stresses and legitimacies for its workers. Construction workers have perhaps felt the maximum work pressure and have to deliver timely service in order to meet project goals and ensure client satisfaction.

In the review of the literature, theoretical and empirical studies like Sumra (2005), Brenner (2004), Seakr (2011), Harter et al., (2002), Nsenga et al., (2015), Nanzushi, (2015), addressed especially on how working environment relate and affect employee performance as it is practiced in various areas in the world. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage within the organization, especially with their immediate environment, influences largely their error rate, level of innovation and collaboration with other employees and absenteeism. In addition, most employees leave their organization because of the relationship with their immediate supervisor or manager.

Beautifying Sheger project face some problems on the working environment and incentives implementing due to focus on the success of the project physical work. This study wanted to address this gap by enquiring on the effect of working environment and incentives on the performance of the employees at Beautifying Sheger project.

### **1.3. Research questions**

- 1) How physical workplace environment aspect affect the performance of employees in the case of Beautifying Sheger project?
- 2) How reward aspects of the job affect the performance of employees in the case of Beautifying Sheger project?
- 3) How work life - balance affects the performance of employees in the case of Beautifying Sheger project?
- 4) How training and development opportunities in the work place affect the performance of employees?



## **1.4. Objectives of the Study**

### **1.4.1. General objective**

The main objective of the study is to examine the effects of working environment and incentives on workers performance in the case of Beautifying Sheger project.

### **1.4.2. Specific objectives**

The specific objectives of the study are to -

- 1) Examine the impact of physical work place environment aspects on the performance of employees in the project
- 2) Find out the impact of reward aspects of the job on the performance of employees in the case of Beautifying Sheger project
- 3) To test the impact of training and development opportunities in the work place on the performance of employees in the case of Beautifying Sheger project
- 4) To examine work life balance on the performance of employees in Beautifying Sheger project

## **1.5. Scope of the study**

Regarding the geographical limit of the study, due to time and financial resource inadequacy, this study was tried to examine the relationship between working environment conditions and performance of employees in Beautifying Sheger project.

Conceptually, numerous authors and researchers have proposed dimension of working environment conditions (WEC), which include a wide range of factors (Loscocco and Rochelle, 1991), it is difficult to best conceptualize elements of WEC. This study nevertheless, will focus on five dimensions (Physical workplace environment, Reward, Management/leadership style, Training and Development, Work life balance) based on the study of Nanzushi (2015).

## **1.6. Significance of the study**

The importance of the findings of this study is that it sheds light on the extent of working environment conditions of the construction sector and its relation to project work performance. Therefore, this study used to facilitate workers, managers, and supervisors at different levels due to improved understanding of the compensation level, safety and healthy regards of employees, and other important issues. The results of the study will

serve as input for the construction sector to assist in decision making, in identifying key work places issues in order to develop strategies to address and improve the quality of working condition and to increase staff commitments to their projects. By understanding their perspectives, project managers can derive ways to improve employee productivity. Thereby, this study will benefit employees and the construction industry as well as more specifically the project to maximize their needs.

### **1.7. Limitation of the study**

This study may encounter lack of willingness of some respondents to fill the questionnaire as well as due to the nature of their job. However, the researcher will try his best to minimize the effects of this limitation.

### **1.8. Organization of the Thesis**

The thesis was organized in to five chapters which are sub-divided into small sections. The first chapter deals with an overall introduction and provides an overview of the entire study. The second chapter presents the theoretical backgrounds and empirical literatures related to the study.

The third chapter presents the study design and methods used in the study. This chapter encompasses discussion on type and source of data, sampling design, data collection instruments and procedure and data analysis methods. The fourth chapter gives the summary of the data and analysis i.e., it deals with the descriptive analysis. Finally, the last chapter (fifth chapter) attempts to conclude the result and forward relevant recommendations based on the findings.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 Theoretical Literature**

##### **2.1.1. Working Environment**

Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or towards the positive outcomes (Chandrasekar, 2001). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity.

The workplace is an arranged area which is provided by the company in order to achieve its goal. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. An arranged area can be described as the layout of a work space which suits the nature of the job or task that is to be performed. It can have an office layout with cubicles, desks, chairs and cabinets or just a work table with a wall fitted with all types of hand tools which suits a workshop. The right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. An environment is the immediate surroundings of a user which is manipulated for their existence or use.

A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions makes the work station the best possible working conditions for employees to work with high level of satisfaction. As a profit oriented organization, creating an enabling environment for satisfied employees is a lead to requisite bottom lines. Based on a research done by Oswald (2012), there are two types of working environment, which are

the physical component as well as the behavioral component. It said that the physical environment consists of elements that related to the connectivity of the user with their office environment. Meanwhile, the behavioral environment consists of elements that related to the connectivity between users in the same work environment as well as the impact of working environment on the user's behavior.

Working environment is the sum of the interrelationship that exists within the staff and also the environment during which employee work. Brenner (2004) was of the opinion that the ability to share knowledge throughout the organizations depends on how the working 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. Briner, (2000) also elaborated that working environment as a awfully broad class that encompasses the physical setting (e.g. heat, equipment's etc.), characteristics of the work itself (e.g. workload, task complexity), broader structure options (e.g. culture, history). Additionally, even aspects of the additional organizational setting (e.g. native marketplace conditions, trade sector, work life balance) It means that work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human and the organizational environment. Opperman (2002) defines working environment could be a composite of three major sub environments: the technical environment, the human environment and the organizational environment. The technical environment refers to tools, equipment, technology, infrastructure and alternative physical parts. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others within whom workers relates, team and work teams, mutual problems, the leadership and management.

These environments are meant in such some way that encourages informal interaction within the work place so the chance to share data and exchange ideas may well be increased. This can be a basis to achieve the most productivity. Organizational environment embody systems, procedures, practices, values, and philosophies. Measurement system wherever employees are rewarded on amount, therefore employees can have very little interest in serving to those workers who try to boost quality. Thus,

problems with organizational environment influence employee's productivity. 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 and performance.

The conditions under which a job performed can be different from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by; (1) external factors like temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors;

(2) Subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; (3) factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc. Therefore, it is necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life or health or to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences. In the context of safety at work, it should be talking about equipment that employees use in their daily work. Equipment (machinery, equipment, plant, tools, supplies, laboratory equipment, etc.) that employees use in their work has to be functional and correctly to avoid injuries at work or reduced performances. It is important that workers to be trained how to work with the equipment because inadequate equipment handling can result in accidents or deviations in performance no matter how much equipment was proper. Training of employees should be also oriented to the proper use of protective equipment and personal protection (Buble, 2006).

According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employee's overall performance and productivity. It is the quality of the employees' workplace environment that most affects their level of motivation subsequently performance.

According to 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 affects employees' performance and subsequently influences the organization competitiveness.

An effective workplace environment management entails making work environment attractive, comfortable, satisfactory and motivating to employees 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).

Working environment condition not based on any theory. It is concerned with overall climate of work place; reduced supervision, increased self-regulation, and self-management are pillars of quality of work life. Besides this, the theories of motivation and leadership provided a sound base for the concept of quality of work life. If the low-order needs are satisfied, people seek satisfaction for the higher-order needs. WEC as a discipline began in 1972 because of two movements. First, one is political movement in the Western Europe, which also called industry democracy (Connolly and Viswesvaran, 2000).

Some of the elements that are relevant in defining an individual's work environment conditions would include the task, the physical work environment, social environment within a project, administrative system and relationship between life on and off the job. It has different meanings for different people. It is a philosophy, a set of principles, which holds that people are the most important resource in the project as they are trust worthy, responsible and capable of making valuable contribution and they treated with dignity and respect. It is a construct, which deals with the wellbeing of workers and defines it as employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the work place (Sirgy, 2007).

### **2.1.2. Physical Work Environment**

This is the working environment that deals with the physical or tangibles at the setting where job performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Bunbury and Berry, 1998).

Ismail et al. (2010) state that physical environment in which employee performs has an impact on their performance as well as it limits the prosperity of the organization. And also they state that the physical work environment consists of internal and external office layout, temperature, comfort zone and also the work setting or arrangement. According to vischer (2007) the spatial layouts, noise, furniture and lightning are included under physical working condition factor. The physical work atmosphere includes comfort level, ventilation and lighting. This option assists on practical and aesthetic facet, the interior decoration and style of the work atmosphere that ultimately improves employee expertise and necessitates higher performance. The comfort level and temperature additionally well influence health of workers.

Niemela et al. (2002) revealed that if there is high temperature the performance of the employee are reduced ,and low temperature has relation to performance of manual tasks. Office style encourages staff to figure in a very bound manner by the way their work stations are designed. Spatial layout contributes plenty towards however the workers perform their tasks (Al Anzi, 2009). Closed workplace plan, which can carries with it every worker having a separate workplace of their own or some individuals in each office, permits workers a larger quantity of privacy than open arrange work place layout. It permits staff to figure in peace and quiet, keeping them centered on their tasks while not plenty of distraction. It additionally offers staff a thinking frame and ability while not a lot of distraction. According to McCoy and Evans (2005) the weather of physical work setting has to be correct so the workers wouldn't be stressed whereas doing their job. Physical components play a vital role in developing the network and relationships at work. All in all, the physical work atmosphere ought to support the specified performance. Vischer(2008) stressed that contributing geographical point setting ought to be prioritized because it provides support to the staff in closing their jobs. It should be conducive enough to enable performance of tasks by employees. For the purpose of this study, the researcher identified five dimensions of physical work environment including lighting, ventilation, noise, ergonomics, and spatial layout.

The physical work environment setting can influence the level and nature of social interaction between co-workers. The design of open plan offices, for example and other aspects of the physical layout may determine the kinds of interactions that can take place. The physical environment may offer more or less physical safety. A study by Barry, (2008) found that whenever there is an improvement in the physical design of office

building, productivity through employee performances is increased by about 5-10 percent. Similarly, Chandrasekhar, (2011) concluded that the type and quality of lighting system at the workplace promotes working experience of employees which then results to increased productivity. Again, Sarod and Shirsath, (2014) findings revealed that lighting, noise, color and air quality impact employee productivity. Concerns about accidents or injury are also likely to have some effect on psychological well-being.

### **2.1.3. Psychological Work Environment**

The psychological work environment considered particularly as those elements of the workplace, which are pertinent to worker conduct. By behavior, the three related types of psychological phenomena are considered: affect (e.g. emotions, mood, psychological symptoms, affective disorders); cognitions (e.g. attitudes, perception, decision-making); and behaviors (e.g. effectiveness, absence, motivation). The psychological work environment is therefore the set of those characteristics of work environment that affect how the worker feels. The psychological work environment provides a good description of the mental activities that a worker undertakes during working hours or at post. Psychological work environment include good descriptions and references to other sources of information on stress, bullying, working requirements, cooperation and conflict, etc. Stress and wellbeing are themes within the psychological work environment. Workers think about the following but not limited to the nature of work wages that will earned, opportunity for growth and the like. These factors affect the level of contentment of an employee' and in effect influences his or her performance. A study by Mohamed, (2005) found that, when there is a significant change in compensation, promotions and benefits, workers become satisfied and increases productivity.

Leadership style refers to a type of relationship whereby a person makes use of his methods and technique to make many people work collectively for a commonplace undertaking the work place leadership styles. Democratic leadership encourages innovation, team work, creativity and people are often being engaged in projects that lead to increased performance, job satisfaction and increased productivity (Verba, 2015). Iqbal, et al. (2015) stated that democratic leader makes no suggestions, however they enquire the opinions of others. This leadership promotes all team members to participate to make final decision and develop entire process to reach their goals (Trivisonno & Barling, 2016). One of the major benefit of democratic leadership style is that the process facilitates in



development of some additional leaders who can majorly serve the organization and have active involvement on the part of everyone in the team (Armstrong & Taylor, 2014). Democratic leaders encourage and invite team members to play a significant role in the final decision making process but the ultimate power relies in the hands of leaders and he/she guides the team on what to do, how to do, and employees communicate their suggestions, experience and recommendations (Skogstad, 2015).

#### **2.1.4. Work Life and social relationship**

The social work environment deals with relationships at job settings. It includes communication styles, relationship between superiors and subordinates. It also includes relationship among coworkers, the readiness of others to assist and team work. To achieve a progressive work environment, personal respect for personnel at every levels of an establishment is vital in operations. Personal respect in the workplace includes but not limited to such issues as discrimination and segregation based on age, gender or racial background, sexual harassment and the role of personal politics in forming workplace relationships.

#### **2.1.5. Reward Aspect of the job**

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011). Performance of professional employees is poor not only due to working environment factors. In addition, it also due to lack of human resource management aspect such as recognition of employees who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome .Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production. According to Luthans (2000), Rewards may be financial and non-financial and that they can be utilized completely to boost performance of staff. According to McCormick and Tiffin (1979), rewards are classified in to two those are intrinsic reward (non-financial) and extrinsic reward (financial). Intrinsic rewards are inherent within the job itself together with what the workers enjoy as a result of finishing tasks successfully or attaining his goals. They are intangible benefits comprise of autonomy, feedback, achievement and recognition. Employees are experience satisfy

when they have carried out something well worth in work and orally liked through the organization. On the other hand extrinsic reward comes from external and it is tangible in order to appreciate the task performed by employee. Extrinsic rewards are external to the task of the job, including pay, work condition, fringe benefits, security, and promotion, contract of service, salary, incentives, bonuses, payments and job security the work environment and conditions of work (Akanbi, 2008).

A reward package will influence worker performance; it can facilitate to extend employee performance by enhancing employee skills, information and talents so as to realize structure objectives (Ajila and Abiola, 2004). Studies have revealed that if a corporation fails to reward staff, it'll decrease worker performance which Associate in Nursing economical reward system may be an honest inducement however inefficient reward system will result in demotivation of staff in terms of low performance, internal conflicts, absence, high turnover, lack of commitment and loyalty and timing (Heng, et al.,2012). For the purpose of this study the researcher identified both extrinsic and intrinsic dimensions of reward.

## **2.2. Theoretical review**

### **2.2.1. Goal-setting Theory**

Edwin Locke had proposed the goal-setting theory in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training.

It also advice that in order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005).

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and 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).

Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

### **2.2.2. Expectancy Theory**

The most widely accepted Victor Vroom has propounded explanations of motivation. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events.

The theory focuses on three things efforts, performance relationship, performance, reward relationship, rewards, and personal goal relationship (Salaman et al, 2005). This theory is based on the hypothesis that individuals adjust their behavior in the organization based on anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman et al, 2005).

### **2.2.3. Maslow's Hierarchy of Needs Theory**

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator (Ramlall, 2004).

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc). Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication).

Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. Self-actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at work (Ramlall, 2004). One should also take care that employees don't just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs hence increase performance. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets. Maslow's model has great potential appeal in the business world. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards (Ramlall, 2004).

#### **2.2.4. Frederick Herzberg's Theory**

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they do not lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization.

#### **2.3. Employee Performance**

According to Hill and Aylin(2005), performance described in many terms like; productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost. The definition of performance is very flexible; hence, it used according to the

concept or nature of work that gives the best outcome of the work. However, performance generally means the best outcome of an activity done by an organization over a period.

Oswald (2012); said that performance is the combination of employees and other supporting equipment being available, competent, productive, responsive and effective which is almost similar to Hill and Aylin (2005). Performance not judged by the action alone but it includes evaluation of actions with a measurable scale (Sonntag&Frees, 2002). Sonntag, et al, (2008) claimed that the concept of performance is multi-dimensional and involves many subjective criteria and judgments. Evaluation can be done by implementing performance rating that is filled by colleagues or supervisors and it is said to be the most utilized technique to measure performance.

The measurement of performance is a process to quantify the efficiency and effectiveness of an action. The result provided by the measurement shows how well, an organization managed and if the organization could achieve the target and values generated as promised to their stakeholders. Franco-Santos et al. (2007) described business performance measurement as a set of metrics used to quantify efficiency and effectiveness of actions and it covers planning and budgeting as well.

Frese and Sonnentag (2001) opined that an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. Performance is the development of quantified objectives. Performance is not only a matter of what people achieves but how they achieve. It is also the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks.

Platt and Sobotka (2010) assert that employee performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate. Performance is a function of ability and motivation. Many factors affect employee performance, that the workplace environment influences most level of motivation of their performance.

Stup (2003); describes several factors towards the success of employees' performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others. He adds that, to have a

standard performance, employers have to get the employees task done on track to achieve the organizational goals.

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment. Lighting and other factors like, ergonomic furniture has been found to have positive influence on employee's health and consequently on productivity.

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

Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms. If non-monetary working conditions are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. In fact, "as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker's product.

Whether such a positive wage difference exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the observations".

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

There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect. Bornstein (2007); states that in organizations where employees exposed to stressful working conditions. Productivity negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

#### **2.4. Theories Related to Employee Performance**

Many theories have been advanced to explain the link between workplace environment and employee performance. Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces. On the other hand, Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972). Basing on this, the following theories are reviewed to indicate the relationship between workplace environment factors and employee performance.

##### **2.4.1. Victor Vroom's Expectancy Theory**

Currently, one of the most widely accepted explanation of motivation is victor vroom's expectancy theory. This theory of motivation deals with a coupling of three beliefs (Robbins and judge, 2013): effort leads to performance, good performance will lead to organizational rewards (bonus, salary, promotion), and reward will satisfy his or her personal goals. The theory, therefore, focuses on the three relationships (expectancy, instrumentality, and valence) Effort-Performance Relationship (expectancy): Defined as the probability perceived by the individual that exerting a given amount of effort will lead to successful performance. If the employee believes that effort will not result in successful performance or that the performance will not be accurately reflected in the performance appraisal, little effort will be expended. Performance-Reward Relationship

(instrumentality): The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome. Unless the relationship between strong performance appraisals and rewards is clear, little effort will be expended to achieve those high appraisal marks.

Rewards-Personal Goals Relationship (valence): The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual. Unless organizational rewards are tailored to individual employee wants and needs, they will not be very motivational and little effort will be expended. While the research results are mixed, there is some support for this theory. It may be considered somewhat idealistic, considering the current realities of the workplace. Generally, expectancy theory offers a powerful explanation of performance variables such as employee productivity, absenteeism, and turnover. Therefore, at work place managers should take steps to improve expectancy, instrumentality and valence which will lead workers to perform better and maximize productivity.

#### **2.4.2. Adam's Equity (Fairness)**

Theory Equity theory is a concept in industrial psychology that focuses on individual's perceptions of how equitably they are being treated in their work organization. The theory based on an individual's subjective judgments about the fairness of the reward she or he got, relative to the inputs (which may include many factors such as effort, experience, education, and so on), in comparison with the rewards of others. According to Muchinsky & Culbertson (2015) in order to understand equity theory, there must be an understanding of its different components including; person (the individual for whom equity or inequity is perceived), comparison (any group or person used by person as a referent regarding the ratio of inputs and outcomes), inputs (the individual characteristics brought by person to the job), and outcomes (what person received from the job (e.g., recognition, fringe benefits, pay). According to this theory if workers perceive that their output/input ration is less than the referent they feel inequity. An employee who feels they are being treated inequitably may become absent more, steal from their organization, or may give the same effort they were giving before. Generally from this theory we can understand that, directly related to employee performance. Unfair workplace rewards reduce employee performance. On the other hand, fair work place rewards boost employee performance. This makes it important to understand the concepts that makeup equity



theory, and put mechanisms in place to create the perception of more equitable work place environment.

### **2.4.3. Herzberg Two Factor Theory**

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007).

He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else. There are however other schools of thought that share a different opinion from Herzberg's.

One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies. However, the two factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behavior. However due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings.

### **2.4.4. Affective Events Theory**

Howard M. Weiss and Russel Cropanzano advanced the theory in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and

their reactions to incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance. According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

## **2.5. Empirical Literatures**

There are not much direct studies on WEC and project commitment. The majority of the researches focus on the relationship of WEC with some of the result variables such as performance, productivity, job satisfaction, etc. (Joshi, 2007). Some of related empirical studies presented as follow.

Hogue and Rahman(1999) found that WEC is important for job performance, job satisfaction, labor turnover, labor management relations that play a crucial role in determining the overall wellbeing of any industrial organization. PC is one of the most often researched variables in the area of Organizational behavior, since it is assumed to influence just about any employee behavior that is of benefit to the organization, including performance, attendance, and retention. In a study exploring the relationship between work-life and personal life of employee, Lowe et al. (2003) observed employees are likely to perceive their work place in a positive way if certain conditions such as high intrinsic and extrinsic rewards, good social support, influence over work place decisions and available resource exist.

Hosseini and Musevi (2009) studied relationship between WEC with PC and its dimensions in the staff of Isfahan Body training organization. The results showed that there is a significant relationship between WEC and PC; however, there is not a significant relationship between dimensions of life quality, fair and enough payment with affective

commitment and normative commitment. Normal a (2010) also investigated the relationship between work environment conditions and organizational assurance amongst employees in Malaysian firms, results showed that there was a relationship between work environment conditions and organizational engagement.

Better physical workplace environment will boost employees' performance and ultimately improve their productivity. A healthy workplace environment makes good business sense and characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity (Kohun, 2002).

Bhat (2013) investigated the impact of training on employee performance: a study of retail banking sector in India. The study drew 180 bank employees. The study was elucidated information by using five point Likert scale. Findings revealed that there is positive and significant relationship between training and employee performance.

Lankeshwara (2016) studied the impact of workplace environment on employee performance: with reference to brandex intimate-awissawella. The study has utilized primary data and a sample of 85 employees has been chosen through proportionate sampling technique using already developed questionnaires'. Finally the result showed that work environment have significant effect on employee performance. Leblebici (2012) studied the on the impact of workplace quality on employee productivity a case study of a foreign private bank in Turkey. The result of the study showed that employees are inspired while working in a modernized office, well decorated and well-arranged and with good storage facilities.

Khan et al. (2011) studied the impact of workplace environment and infrastructure on employees 'performance from the education in Pakistan. Finally the result showed that workplace rewards have a positive impact on employee performance. A study by Ranjan et al (2017), which undertaken to examine the Impact of Rewards on Employee Performance: A Case of Indian Oil Corporation, Patna Region revealed that; work place reward has positive and statistically significant impact on employee performance. A research finding of Aslam (2018), on the influence of work life balance on employee performance in education sector Pakistan indicates, work life balance has positive and significant effect on employee performance.

Raziq et al, (2015) studied the impact of working environment in job satisfaction from banking sector, educational institute and telecommunication industry in Quetta, Pakistan.

The study employed a quantitative methodology; the target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. Finally, the result of the study showed that there is a positive relationship between working environment and job satisfaction.

Al-Omari et al, (2017) conducted research on the influence of work environment on job performance the case study of engineering company Jordan. The study take 85 employees as a sample size and quantitative methodology implying cross sectional survey was used. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and color; space and employers 'satisfaction. Finally, the Findings revealed that noise, office furniture, ventilation and light have a negative impact on job performance.

Asante (2012) conducted a research on the impact of office ergonomics in Ghana National Petroleum Corporation (GNPC). The result of the study revealed that if there is incompleteness in office ergonomics the performance of the employee is affected by 20-80 percent Nduku et al (2015) studied the impact of working condition on performance of employees of Kenya commercial bank head office. A sample of 172 employees was subjected to stratified random sampling. Primary data was collected by use of questionnaires. Finally the result showed that, working condition has a positive effect on employee performance. And the study recommended that the bank should put effort in ensuring that working conditions are favorable and focus more on the physical conditions which has the greatest effect on employee performance.

Nzewi et al (2018) conducted a research on the physical work environment and employee performance in selected brewing firms in anambra state, Nigeria. The sample size was 233 arrived at using yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally the finding of study revealed that there is a significant and positive relationship between physical work environment and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments' should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

Ushie et al, (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from

two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r). The Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity. Teklehaimanot et al. (2007) studied on the working condition of health extension workers in Ethiopia. The overall objective of the study was to assess the working condition of health extension workers and its impact on job satisfaction. The methods they used was an in depth field study in 50 health posts from six region, 23 zones and 27 woreda the select 60 health extension workers. Finally the result revealed that, there are difficulties in sustaining staffing pattern and fulfilling favorable working condition is critical to enhance employee satisfaction. Omoh, et al., (2015) evaluated workplace discrimination and its influence on employees' performance in Ghana. Questionnaires were collected from 159 employees drawn from 5 different organizations in 5 different sectors on whether discrimination at the workplace has any influence on employees' performance. Finally, the finding of the research indicates that discrimination has significant negative impact on employee performance.

Khan et al, (2013), have undertaken research on the determinants of employee performance in corporate sector: case of an emerged market, Pakistan. The study collected data through questionnaire from three different eight companies. The study used Convenience sampling technique to select 240 respondents. The researchers came up with the result that there is positive and statistically significant relationship between leadership and employee performance.

Organizations deemed, as a positive place to work will more likely have a competitive edge since they are in a better position to attract and retain highly skilled employees. This is a significant consideration in the current tight labor market. A positive workplace environment is likely to result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' wellbeing (Cunnen, 2006).

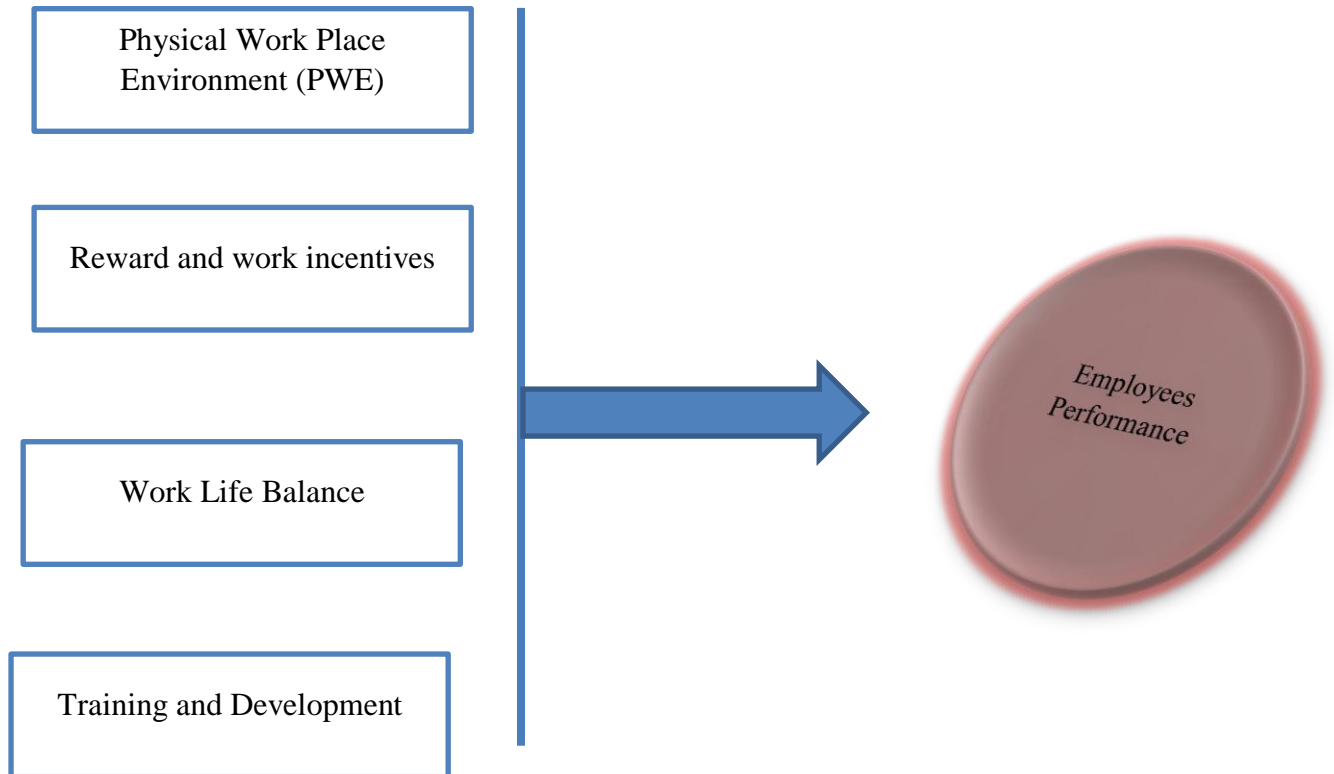
### **2.5.1. Conceptual Framework**

Based on the review of related literatures and the theoretical literature, the following conceptual framework in which this specific study was governed. Workers performance has been taken as dependent variable while, work environment conditions independent variable. In the independent variable, working environment conditions includes physical workplace environment, Reward, Training and Development, Work life balance) based on the works of Njenga, et al., (2015) and Nanzushi (2015). The relationship of the variable for this study referred to as follows.

*WE variables (Independent Variables) Dependent variable*

*WE variables (Independent Variables)*

*Dependent variable*



**Fig 1. Conceptual Framework Based On Njenga, et al., (2015) and Nanzushi (2015)**

## CHAPTER THREE: METHODOLOGY OF THE STUDY

### 3.1. Research design

Research methodology is a systematically way to solve the research problem and research methodology shall identify the research basis, research hypothesis or questions, research design and research analysis (Kothari, 2004). The research design for this study was Explanatory and Descriptive since the objective of the study identified was to understand the cause and effect relationship of independent and dependent variables measured at the same point in time using a single questionnaire.

### 3.2. Research approach

The study was embraced a purely quantitative research approach, where it can be use of a questionnaire provided primarily descriptive and qualified data.

### 3.3 Sampling Technique and sample size

#### 3.3.1. Sampling Technique

For this study the researcher used stratified sampling technique as it assures the representation of the entire sample in the population. The technique provides for the probability of inclusion of all the department in the sample and proper representative of each department under each job position which is necessary for this study. Total population size (N)=309, which consists of 11 departments in proportional allocation of statistical method, the sample size is given by  $n_i = N_i (n/N)$ . The researcher divided the strata into General management, planning, technical, finance, human resource, legal, marketing, customer service, supply, store and general service.

#### 3.3. 2.Sampling Size determination

The sample size was determined by using the statistical formula by Yamane (1967). Based on the assumption of 95% confidence level and  $P = 0.05$  and the estimated population size is estimated to be 309. Therefore; sample size =  $\frac{\text{Population size}}{1 + \text{Population size}(e)^2}$

$$\text{sample size} = \frac{309}{1 + 309(0.05)^2}$$

$$\text{sample size} = 174$$



### **3.4 Data Sources and Data Collection Method**

#### **3.4.1. Data Sources**

##### **Primary Data**

The primary data are collected using a questionnaires. The questionnaires has two sections, the first part which represents the socio-Demographic information and the second part contains physical workplace environment, training and development opportunities, work life balance and performance of employees.

##### **Secondary Data**

Secondary data is obtained from published and unpublished through different resources which included: Books, Websites, Journals, Scientific Reports which are considered being important to the study.

#### **3.4.2.Data Collection Instrument**

The main data collection instrument utilized in this study was questionnaires to examine the variables. The questionnaires has two sections, the first part which represents the socio-Demographic information and the second part contains physical workplace environment, training and development opportunities, work life balance and performance of employees.

### **3.5. Model Specification**

The empirical model along with the estimation of the multiple regression equation to be tested is specified in this section. The dependent variable (employees' performance) and the independent variables based on Njenga, et al., (2015) and Nanzushi (2015) as follow.

$$EP = C + B_1RAI + B_2PWE + B_3WLB + B_4TAD + e$$

##### **Where:**

EP = Employees' Performance which measures the perceived performance and activity level of employees' activity level

RAI = Reward and incentives

PWE = Physical Work Place Environment

WLB = Work Life Balance

TAD = Training and Development

C= Constant

e= Error

### 3.6. Validity and reliability

#### 3.6.1. Validity

Validity refers to the extent to which measurement of instrument actually measure what is intended to measure. The validity of this study was maintained by using various literatures to confirm the measurement of each variable in an effort of analysing the effect of working environment on the Employees' performance. Advisor comments and other expert involved in the study was also be utilized to ensure the validity of this study. Additionally, the measurements of the scales was taken by confirming various sources and scholars.

#### 3.6.2 Reliability

Reliability is concerned with the internal consistency of the items. To determine the reliability of the scales of the Questionnaires Cronbach's Alpha using SPSS software to make sure their reliability.

**Table : 3.1 Reliability results**

<b>Sub scales</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
RAI = Reward and incentives	7	.725
PWE = Physical Work Place Environment	7	.706
WLB = Work Life Balance	4	.796
TAD = Training and Development	4	.886
DBEP = Employees' Performance	6	.713
<b>Entire scale</b>	<b>28</b>	<b>.930</b>

### **3.7. Method of data analysis**

A survey is a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire). The main advantages of questionnaires are that they can be administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring instruments. For this study, the survey research method will be used where the questionnaire will be used to collect the information.

The researcher employed different statistical techniques to analyze the data collected using statistical data analyzing software, specifically SPSS. Descriptive statistics and Pearson correlation were utilized. An inferential statistics multiple regression model was employed to develop a functional relationship between the dependent variables.

### **3.8. Ethical Considerations**

All the research participants who are included in this study were appropriately informed about the purpose of the research and their willingness and assent is secured before the commencement of distributing questionnaires. Concerning the right to privacy of the respondents, the study maintains the secrecy of the identity of each participant.

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1 Introduction

In this chapter, the result obtained from the questionnaire survey are presented and analyzed. First demographic characteristics of the respondents are presented. It follows with a summary respondent's reply on various variables presented to them. Then it follows with description of the data gathered, discussed and analyzed the findings carefully in order to assess the effect of various independent variables (work environment condition) with the dependent variable (workers performance) of findings has been organized in accordance with the study objectives.

Consequently, this chapter presents the results and findings of the research. 174 questionnaires were disseminated for respondents; from which 163 questionnaires were recollected with 93.6% return rates. The remaining questionnaires were unreturned to the researcher and/or incomplete due to the personal reasons of some participants. The chapter mainly includes data results from the statistical tests conducted on the gathered primary data. Descriptive analysis and inferential analysis of the study are presented as follow respectively.

Additionally, the following reliability test result was gained about the instrument

**Table 4.1 Reliability results**

<b>Sub scales</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
RAI = Reward and incentives	7	.725
PWE = Physical Work Place Environment	7	.706
WLB = Work Life Balance	4	.796
TAD = Training and Development	4	.886
DBEP = Employees' Performance	6	.713
<b>Entire scale</b>	<b>28</b>	<b>.930</b>

The above table depicts Cronbach's coefficient alpha was calculated for each field of the questionnaire and the entire questionnaire. The values of Cronbach's Alpha showed that all of the results are more than acceptable, which fall in the range between 0.7 and 0.95. The resulting range is considered high as the result ensures the reliability of each field of the questionnaire. More over Cronbach's Alpha for the entire questionnaire shows the value of .930 which falls in an excellent range and it indicates reliability of the

entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.

#### 4.2 Demographic Characteristics of Respondents

Based on the table 4.1, below regarding the sex of respondents, more than half (52.4%) of them were males while the remaining(47.6%) of them were female respondents.

Concerning the marital status of respondents, married individuals made up of the majority of the respondents with (59.3%) followed by singles (29.5%) and the remaining (6.7%) and (4.5%) of the respondents were widowed and divorced individuals respectively.

Regarding the educational background of the respondents, BA or BSC degree holders are the biggest group containing (44.7%) of the total respondents followed by master's degree and above which makes up (18.3%) of the total respondents. The educational backgrounds of remaining respondents were below certificate (6.5%), certificate (16.3%) and diploma (14.3%).

**Table 4.2 Demographic Characteristics of Respondents**

Characteristics		Frequency	Percentage
Sex	Male	<b>85</b>	52.4%
	Female	<b>78</b>	47.6%
Marital Status	Married	<b>97</b>	59.3%
	Widowed	<b>11</b>	6.7%
	Divorced	<b>7</b>	4.5%
	Single	<b>48</b>	29.5%
Educational Status	Below Certificate	<b>11</b>	6.5%
	Certificate	<b>27</b>	16.3%
	Diploma	<b>23</b>	14.3%
	BA / BSC degree	<b>73</b>	44.7%
	Master's degree and above	<b>30</b>	18.3%
<b>Total</b>		<b>163</b>	<b>100%</b>

Source: Field survey, 2022

Based on the table below, the minimum age of the respondents was 19 years while the mean ages of the respondents were 32.33 years. The result also showed that the age of the respondents were between 19 and 50 years.

Regarding the work experience, the minimum experience is 1 year while the maximum 24 years. The mean experience of the respondents was 7.33. This result showed that the majority of these study respondents were sufficiently experienced to know about their working environment.

**Table 4.3 Age and Experience of respondents**

	N	Range	Minimum	Maximum	Mean	Std. Deviation
Age (in years)	163	31	19	50	32.33	8.465
Experience	163	23	1	24	7.33	4.336

Source: Field survey, 2022

### 4.3. Descriptive Statistics

In this part the responses of the respondents for the variables indicated below were measured on five point Likert scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. Apart from frequency and percentage, the descriptive statistics which are in the form of mean and standard deviation were presented. However, while making interpretation of the results of mean the scales were reassigned as follows to make the interpretation easy and clear.

With 5 point scales, the interval for breaking the range in measuring each variable is calculated by  $5-1/5= 0.8$ . It means items with scores that fall between the ranges of: 4.21 – 5.00 are considered as strongly agreed; 3.4 – 4.20 as agreed; 2.61 – 3.39 as Neutral; 1.81 – 2.6 as disagree and 1.00 – 1.8 strongly disagree. This formula is adapted from (Vichea, 2005).

#### 4.3.1 Physical work place environment

The above table showed that the results of the items fall in the neutral and agreed range. The items which ask for respondents whether they have the requisite equipment to perform their duties (mean 3.72 and SD 1.081), whether their office space were well designed (mean 3.51 and SD .954), whether the surrounding of their work place is peaceful to work (mean 3.42 and SD .844), and whether their work environment is ordered and well organized (mean 3.50 and SD 1.049) fall in the agreed range since the these items mean score is above 3.39.

Similarly, the item such as whether the layout of my offices and workspaces here are good (mean 3.23 and SD 1.073), whether the surrounding of their work place is peaceful to work, whether their work place is devoid of unnecessary noise (mean 3.42 and SD .844), and whether their working environment is free from life threatening dangers (mean 3.22 and SD .974).

This results implies that based on the reports of the respondents, the physical environment were found to be well equipped with work related apparatus, having good designing of the office space, pleasant work adjoining settings, and absence of chaos and messed up things in the work area.

**Table 4.4 Physical work place environment**

Items	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
I have the requisite equipment to perform our duties	163	3.72	.057	1.081
My offices' space are well designed	163	3.51	.050	.954
The layout of my offices and workspaces here are good	163	3.23	.057	1.073
The surrounding of my work place is peaceful to work	163	3.42	.045	.844
My work place is devoid of unnecessary noise	163	3.32	.055	1.050
My working environment is free from life threatening dangers	163	3.22	.051	.974
My work environment is ordered and well organized	163	3.50	.055	1.049

Source: Field survey, 2022

#### **4.3.2 Reward aspects of the work**

Based on the results regarding the rewarding nature of respondents work environment, the following items fall in the agreement range; whether their work provides a great deal of promotional opportunities (mean 3.46 SD .864), and whether they are satisfied by the work they do in the current work (mean 3.48 and 1.062).

This result implies that there are various chances for workers and satisfied with the present work. Such opportunities for the workers include promotional opportunities, and satisfying jobs.

**Table 4.5 Reward aspects of the work**

Items	N	Mean		Std. Deviation
		Statistic	Std. Error	Statistic
My superior encourages me to participate in decision making to express my ideas and opinions.	163	3.27	.060	1.134
My work provides a great deal of promotional opportunities	163	3.46	.046	.864
Recognition are provided to me in the work place for my good performance	163	3.33	.047	.883
I'm satisfied by the work I do in the current work	163	3.48	.056	1.062
The financial rewards of my work place are satisfactory	163	3.32	.049	.937
Superiors in my work place provides sufficient non-financial rewards	163	3.18	.064	1.207
My work provides a great deal of promotional opportunities	163	3.35	.041	.783

### 4.3.3 Training and development opportunities

Regarding training and development opportunities, the following table showed that all the items about the presence of training and development opportunities fall in the neutral range. This implies that regarding the presence of training and development opportunities, workers' responses fall in the range of ambivalent.

**Table 4.6 Training and development opportunities**

Items	N	Mean		Std. Deviation
		Statistic	Std. Error	Statistic
Enough training is provided for me before any job	163	3.09	.056	1.068
Education opportunities are available in my work place	163	2.93	.058	1.102
There is fair selection of employees for training	163	2.97	.056	1.068
The training given in my work place are relevant to the job that I perform	163	2.99	.058	1.106

Source: Field survey, 2022



#### 4.3.4 Work- life balance

Based on the results concerning work life balance of workers, the response fall in the neutral range (mean between 2.6 and 3.4), which implies that its' hard to decide whether workers have a balanced work and personal life.

**Table 4.7 Work- life balance**

Items	N	Mean		Std. Dev
		Statistic	Std. Error	
There is congruence between my work expectation and my family life	163	3.28	.055	1.051
The demands of my work do not interfere with my home and family life	163	3.08	.050	.954
The amount of time my job takes up do not affect me to fulfill family responsibilities	163	3.25	.050	.953
My job doesn't produces strain that makes it difficult to fulfill family duties	163	3.10	.047	.898

Source: Field survey, 2022

#### 4.4 Correlation results

According to Saunders et al. (2009) a correlation analysis used to identify the direction and relationship between the variables. Correlation coefficient enables to quantify the strength of the linear relationship between two variables. Based on this, correlation analysis was made for independent variables and the dependent variable as follow.

**Table 4.8 Correlational matrix**

Independent variables	Performance of employees (DV)
Physical work place environment	.122*
Reward aspects of the work	.643**
Training and development opportunities	.071
Work- life balance	.297**

Source: Filed survey, 2022

Based on the correlational results of this study presented in the above table physical work place environment ( $r = .122$ ), reward aspects of the work ( $r = .643$ ) and work- life balance have been found to be correlated positively and significantly with performance of employees.

## **4.5 Multiple Regression Result**

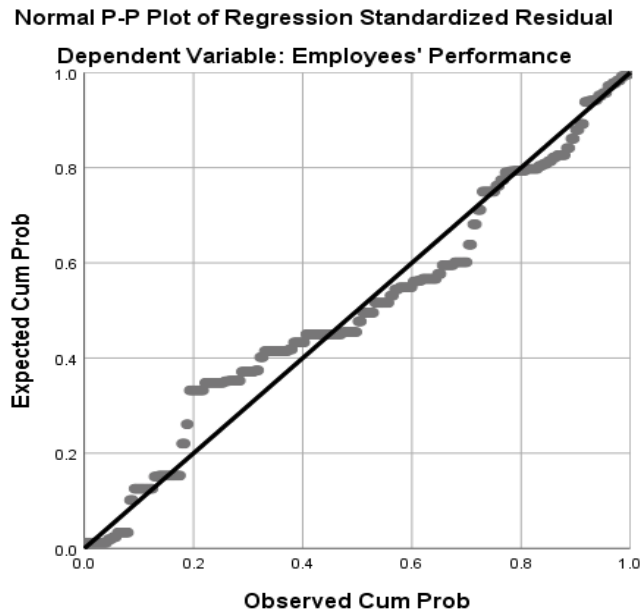
The following regression analysis is used for estimating the relationships among variables. It enables to determine the strength of the relationship between variables and the predictive power of the independent variables on the dependent variable. In short, regression helps a researcher understand to what extent the change of the value of the dependent variable causes the change in the value of the independent variables, while other independent variables are held unchanged. Regression analysis is a way of statistically sorting out the variables that have indeed an impact. While there are many types of regression analysis, at their core they all examine the influence of one or more independent variables on a dependent variable.

## **4.6 Assumptions Testing in Multiple Regressions**

Before moving on conducting a regression analysis, the basic assumption tests for the model must be carried out. This is a compulsory precondition in explaining the relationships between dependent and explanatory variables. Four major assumptions namely, Linearity Test, Homoscedasticity Test, Auto Correlation (Durbin Watson Test), and Normality Test checked and proved to be met reasonably well. Each test is explained below:

### **4.6.1 Linearity Test**

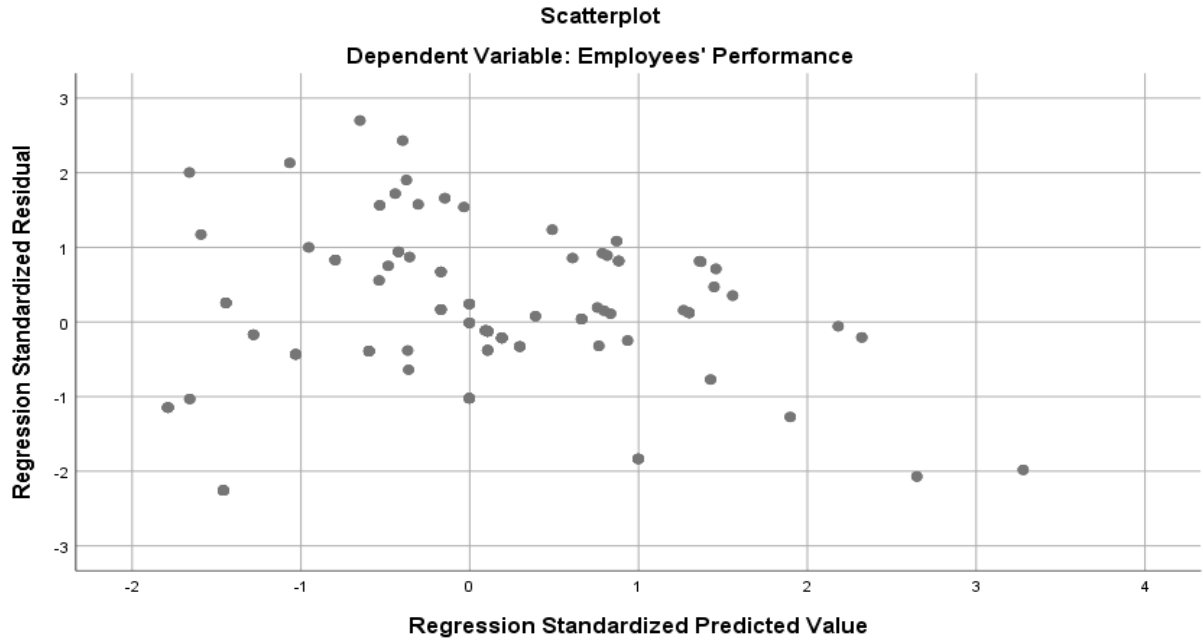
The linearity of associations between the dependent and independent variables can be tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed. As depicted in the below graph, the visual inspections of the p-p plot revealed that there exist linear relationship between the dependent and independent variables.



**Fig 4.1: P-P Plot of Regression Standardized Residual**

#### **4.6.2 Homoscedasticity Test**

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This implies it requires even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). If the error terms are distributed randomly with no certain pattern, the problem is not detrimental for analysis. The scatterplot in fig 4.2 shows that the standardized residuals in this research are distributed evenly which shows that no violation of homoscedasticity.



**Fig 4.2: Scatterplot of standardized residuals**

**4.6.3 Auto Correlation (Durbin Watson Test)**

Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently Stevens (2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the Durbin-Watson value needs to be close to 2 (Field, 2006). Values below 1 and above 3 are problematic and causes for concern. To check this assumption we need to look at the Model Summary box presented below.

**Table 4.9: Durbin Watson statistics**

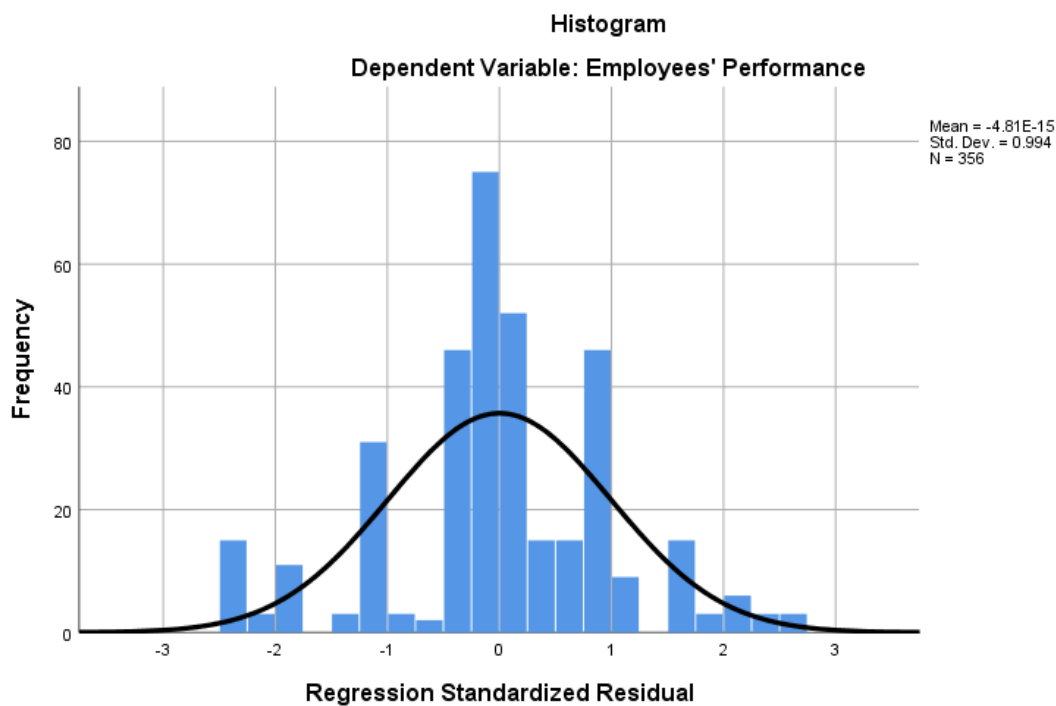
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.730 <sup>a</sup>	.733	.528	.65907	1.820
a. Predictors: (Constant), WLB, Reward Aspects, TD, Physical Work					
b. Dependent Variable: Employees' Performance					

The above reveals that errors are responding independently and autocorrelation is not a concern with Durbin-Watson value of 1.820. Therefore, it is possible to say the autocorrelation test has been met.

#### 4.6.4 Normality Test

Multiple regressions require the independent variables to be normally distributed. This means that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006).

Frequency distribution comes in many different shapes and sizes. Therefore, it is quite important, to have some general description for common types of distributions. In an ideal world our data would be distributed symmetrically around the center of all scores. As such, if we draw a vertical line through the center of the distribution then it should look the same on both sides. This is known as a normal distribution and is characterized by bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution (Field, 2006). The normal distribution graph was shown on fig 4.3 below and revealed that the assumption of normality of has been met.



**Fig 4.3 Normality Histogram**

**Table 4.10 The regression model statistics**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.533	.528	.65907
a. Predictors: (Constant), WLB, Reward Aspects, TD, Physical Work				
b. Dependent Variable: Employees' Performance				

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	174.169	4	43.542	100.241	.000
	Residual	152.466	159	.434		
	Total	326.635	162			
a. Dependent Variable: Employees' Performance						
b. Predictors: (Constant), WLB, Reward Aspects, TD, Physical Work						

The above model also showed that the model is significant in predicting employees' performance and it is interpreted as 73.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance), while the remaining variation in employees' performance can be attributed to other variables which are not considered in this study (p value < 0.05).

**Table 4.11 Coefficient Table**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.437	.193		7.438	.000
	PhysicalWork	.414	.066	.304	6.283	.000
	RewardAspects	.940	.052	.766	17.900	.000
	TD	.318	.053	.289	5.978	.000
	WLB	.411	.062	.341	6.667	.000
a. Dependent Variable: Employees' Performance						

Based on the above coefficients summary table, the following model is constructed.

$$\text{Employees' Performance} = 1.437 + .414\text{Physical Work Place Environment (PWE)} + .940\text{Reward and incentives} + .318\text{Training and Development} + .411\text{Work Life Balance}$$

#### 4.7 Discussion of Results

In this part, the result of this study will be related with various empirical literatures. The study has found that the physical environment were found to be well equipped with work related apparatus, having good designing of the office space, enjoyable work touching settings, and absence of confusion and messed up things in the work area. Ajala, (2012),

confirmed that the right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. An environment is the immediate surroundings of a user which is manipulated for their existence or use. Hence, a workplace gives an environment to the employee to perform a given task. Additionally, Siengthai, (2009) include mode of wage payments, working conditions, working time, health hazards issues, financial and non-financial benefits and management behavior towards workers

Consistently, Walton, (2005) good work environment is significant for works to sustain and attract workers. Dissatisfaction with working life is a problem, which affects almost all workers regard less of position or status. Many managers seek to reduce dissatisfaction in all work levels, including their own. This is a complex problem however, because it is difficult to isolate and identify all of attributes, which affect the work environment conditions. Chandrasekar, (2011) concluded that the type and quality of lighting system at the workplace promotes working experience of employees which then results to increased productivity.

The correlational and regression result of this study have showed the presence of significant relationship between working environmental aspects and employees performance of Beautifying Sheger Project and the role of working environment is significant in predicting employees' performance and it is interpreted as 73.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance), while the remaining variation in employees' performance can be attributed to other variables which are not considered in this study (p value <0.05).

Different literature supports these results. For instance, Hoque and Rahman (1999) found that WEC is important for job performance, job satisfaction, labor turnover, labor management relations which play a crucial role in determining the overall wellbeing of any industrial organization.

Kohun (2002) also showed that better physical workplace environment will boosts employees' performance and ultimately improve their productivity. A healthy workplace environment makes good business sense and is characterized by respect that supports

employee engagement and creates a high performance culture that encourages innovation and creativity.

Lastly, Cunnen, (2006), found that a positive workplace environment will result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' wellbeing.



## CHAPTER FIVE:

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary

The objective of this study was to assess impact of working environment on workers performance in the case of Beautifying Sheger Project. More specifically, the impact of physical work place environment aspects, reward aspects of the job, training and development opportunities, and work life balance on employees' performance were investigated.

Based on the results, more than half (52.4%) of this study respondent were males while the remaining (47.6%) of them were female respondents. The majority of them were married (59.3%) followed by singles (29.5%) and the remaining (6.7%) and (4.5%) of the respondents were widowed and divorced individuals respectively. BA or BSC degree holders are the biggest group containing (44.7%) of the total respondents followed by master's degree and above which makes up (18.3%) of the total respondents. Based on the table below, the minimum age of the respondents was 19 years while the mean ages of the respondents were 32.33 years. Regarding the work experience, the minimum experience is 1 year while the maximum 24 years.

The descriptive statistics also showed that the physical environment were found to be well equipped with work related apparatus, having good designing of the office space, enjoyable work touching settings, and absence of confusion and messed up things in the work area.

Regarding the rewarding aspects of the job at Beautifying Sheger Project, there are various chances for workers and satisfied with the present work. Such opportunities for the workers include promotional opportunities, and satisfying jobs. The study also cannot prove or disprove the presence of training and development opportunities, for all workers, since the recompense fall in the neural range of agreement.

Physical work place environment ( $r = .122$ ), reward aspects of the work ( $r = .643$ ) and work- life balance have been found to be correlated positively and significantly with performance of employees.

Meeting all the assumptions needed for a multiple regression, such as Linearity Test, Homoscedasticity Test, Auto Correlation (Durbin Watson Test), and Normality Test, the model is significant in predicting employees' performance and it is interpreted as 73.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance), while the remaining variation in employees' performance can be attributed to other variables which are not considered in this study ( $p$  value  $< 0.05$ ).

Based on the regression coefficients found in the analysis part, the following model has been found. Beautifying Sheger Project Employees' Performance = 1.437 + .414 Physical Work Place Environment (PWE) + .940 Reward and incentives + .318 Training and Development + .411 Work Life Balance.

## **5.2 Conclusion**

This study has tried to assess the effect of working environment conditions on workers' performance in Beautifying Sheger Project. Since employees' performance is a key factor in the success of these works, studying the impact of working environment variables such as physical work environment, reward aspects of the work, training and development opportunities and work-life balance on employees' performance has paramount importance. According to the results physical workplace environment is found to affect performance of employees positively and significantly in Beautifying Sheger project. Similarly, psychological work environment (reward, work life balance, training and development) were also found to affect performance of employees in the project.

In general, this study has concluded that working conditions are important factor of overall perceived performance of for workers who work at Beautifying Sheger Project. Moreover, it can be observed from the results of this study that working condition variables have strong positive relationship with performance of employees. Which is an indicator that when good and suitable working conditions are created for employees in Beautifying Sheger Project works, the performance of their employees will increase as well.

### 5.3 Recommendations

Based on the results of this study, the researcher would like to recommend the following suggestions;

- Beautifying Sheger Project managers should work towards working relationships give us several other benefits for their workers. This friendly and positive interaction of employees will craft innovative and creative workers.
- Beautifying Sheger Project should come up with essential elements and strategies to create healthy work environments for various types of workers based on their specific requirements.
- Beautifying Sheger Project should work towards enabling workers to become equally satisfied with working conditions as workers who work in normal working conditions as well as their performance.
- Beautifying Sheger Project should create a work life balance employees to be more efficient and effective at work.
- Beautifying Sheger Project should develop criteria to have performance based incentive for employees to be more efficient and effective at work.
- Beautifying Sheger Project should develop favorable and conducive Work environment for employee to contribute their effort towards the organization. This will result in workers feeling committed and passionate towards their job and organization; thereby, increasing their productivity.
- This study also recommends future researchers to be directed to explore how other variables like training and development opportunities and work-life balance can influence employee performance.

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## Annex 1: Questionnaire Sample

Dear Respondents:

The study is intended to **assessing the impact of working environment and incentives on workers performance: evidence from Beautifying Sheger Project**. So, this questionnaire is designed to draw your honest view regarding your response. The information you provide will be treated with high confidentiality and used for academic purpose only. Please be honest in all responses; hence your co-operation, truthfulness and assistance will be highly appreciated for the needed outcome.

Thank you so much in advance for your precious time and cooperation!

Thank You for your kind cooperation in advance!

***General instruction: Please put a tick mark in the appropriate box.***

### **Part 1: Socio- Demographic Information**

**1. Sex**

Male

Female

**2. Age** \_\_\_\_\_

**3. Marital Status**

Married

Widowed

Divorced

Single

**4. Educational background**

Certificate

Diploma

BA/ BSC Degree

Master's degree and above

**5. Your work experience (in years)** \_\_\_\_\_



**Part 2: For the following Like rt scale questions:-**

Tick (√) or check the appropriate cell by expressing your opinion on the following 5-points scale shown below to the best of your knowledge.

**Rating Scale:** 1=Strongly Disagree (SD); 2= Disagree (DA); 3=Neutral (N); 4= Agree (A); 5=Strongly Agree (SA).

No	Physical work place environment	Responses				
		5	4	3	2	1
1	I have the requisite equipment to perform our duties					
2	My offices' space are well designed					
3	The layout of my offices and workspaces here are good					
4	The surrounding of my work place is peaceful to work					
5	My work place is devoid of unnecessary noise					
6	My working environment is free from life threatening dangers					
7	My work environment is ordered and well organized					
<b>Reward aspects of the work</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
8	My superior encourages me to participate in decision making to express my ideas and opinions.					
9	My work provides a great deal of promotional opportunities					
10	Recognition are provided to me in the work place for my good performance					
11	I'm satisfied by the work I do in the current work					
12	The financial rewards of my work place are satisfactory					
13	Superiors in my work place provides sufficient non-financial rewards					
14	My work provides a great deal of promotional opportunities					
<b>Training and development opportunities</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
15	Enough training is provided for me before any job					
26	Education opportunities are available in my work place					
17	There is fair selection of employees for training					
18	The training given in my work place are relevant to the job					

	that I perform					
<b>Work- life balance</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
19	There is congruence between my work expectation and my family life					
20	The demands of my work do not interfere with my home and family life					
21	The amount of time my job takes up do not affect me to fulfill family responsibilities					
22	My job doesn't produces strain that makes it difficult to fulfill family duties					
<b>Perceived Performance of employees</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
23	I am always able to deliver my work within the set deadlines					
24	I try my best to avoid absence from my job					
25	I effectively work with other employees					
26	I'm regularly motivated to work					
27	I am eager to learn on ways of making myself more productive					
28	I'm able to identify and give top attention to top priorities in my work place					

**Thank You for Your Kind Cooperation**

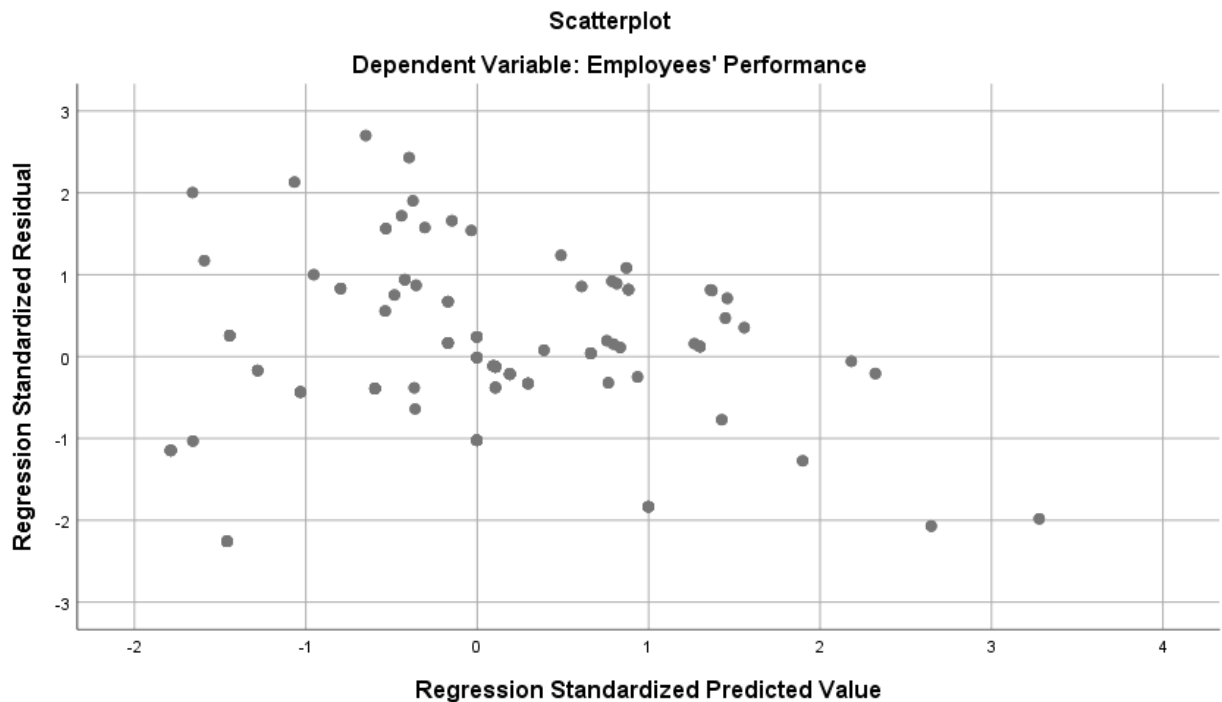
## Annex 2: Auxiliary Outputs

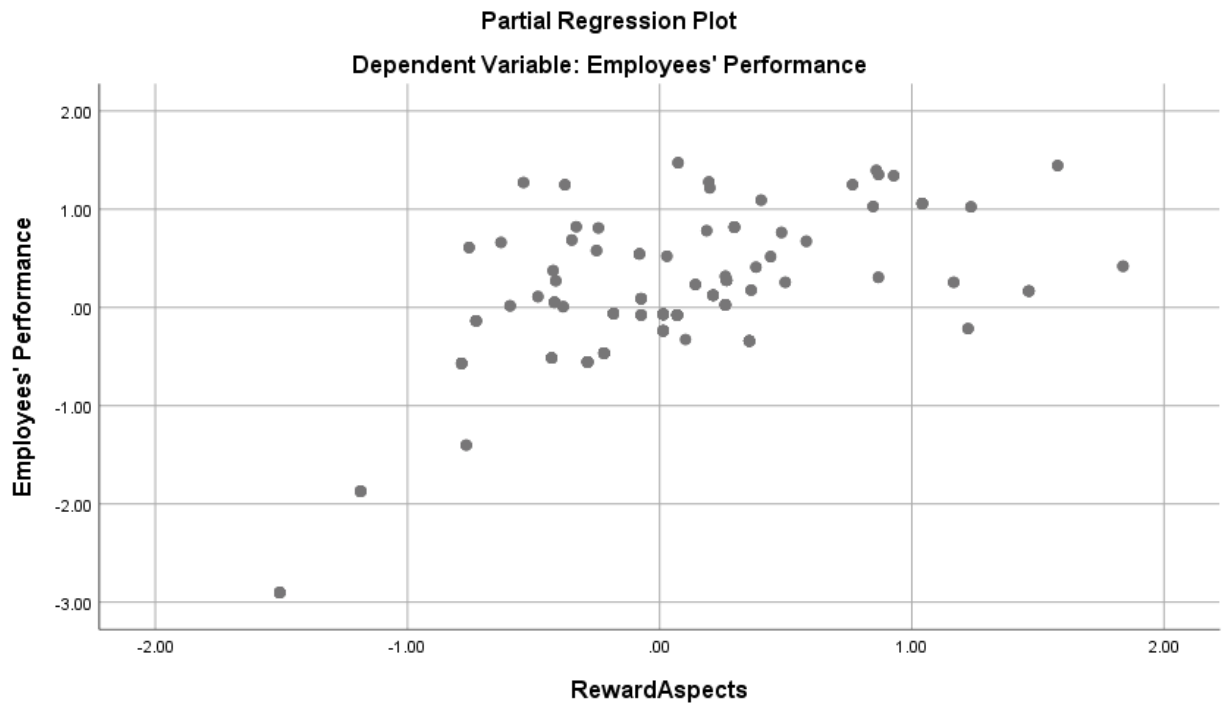
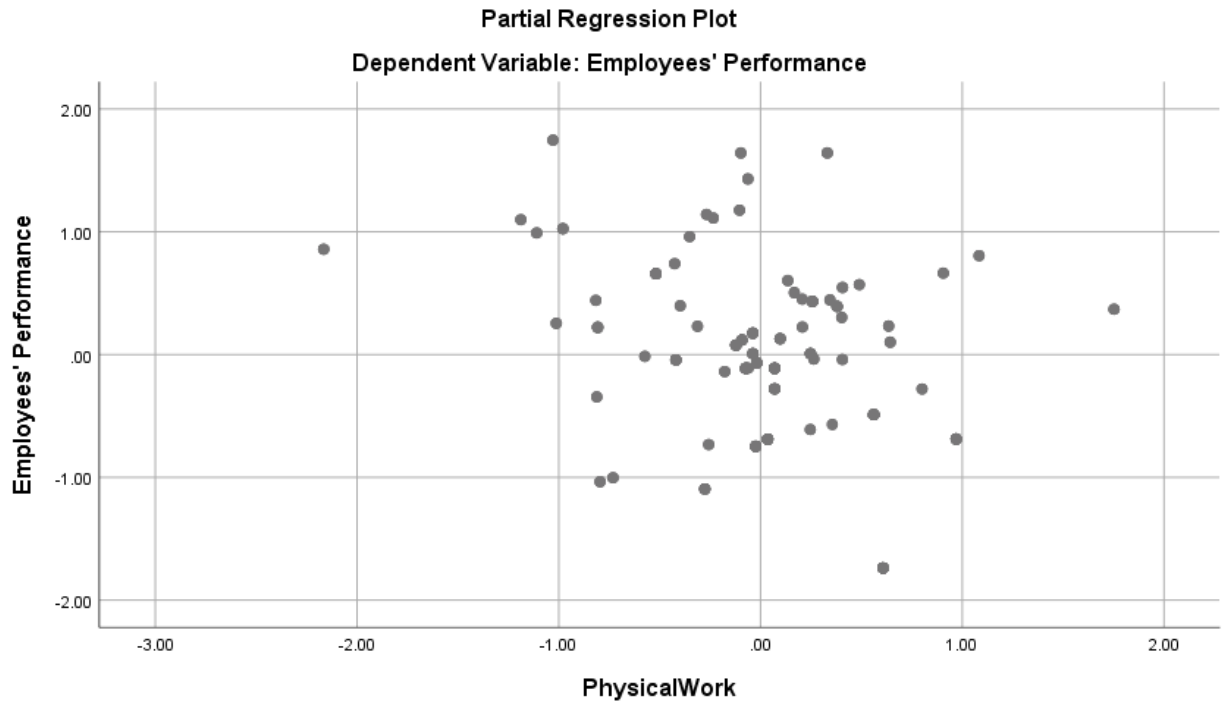
### Residuals Statistics

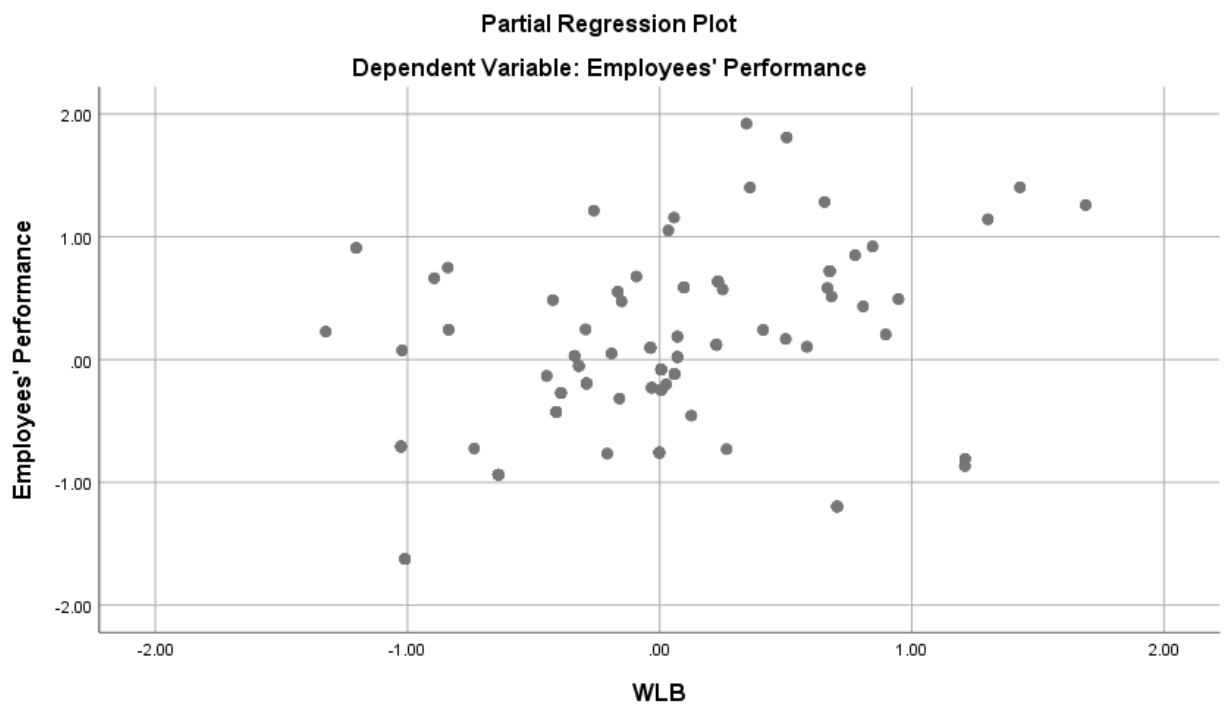
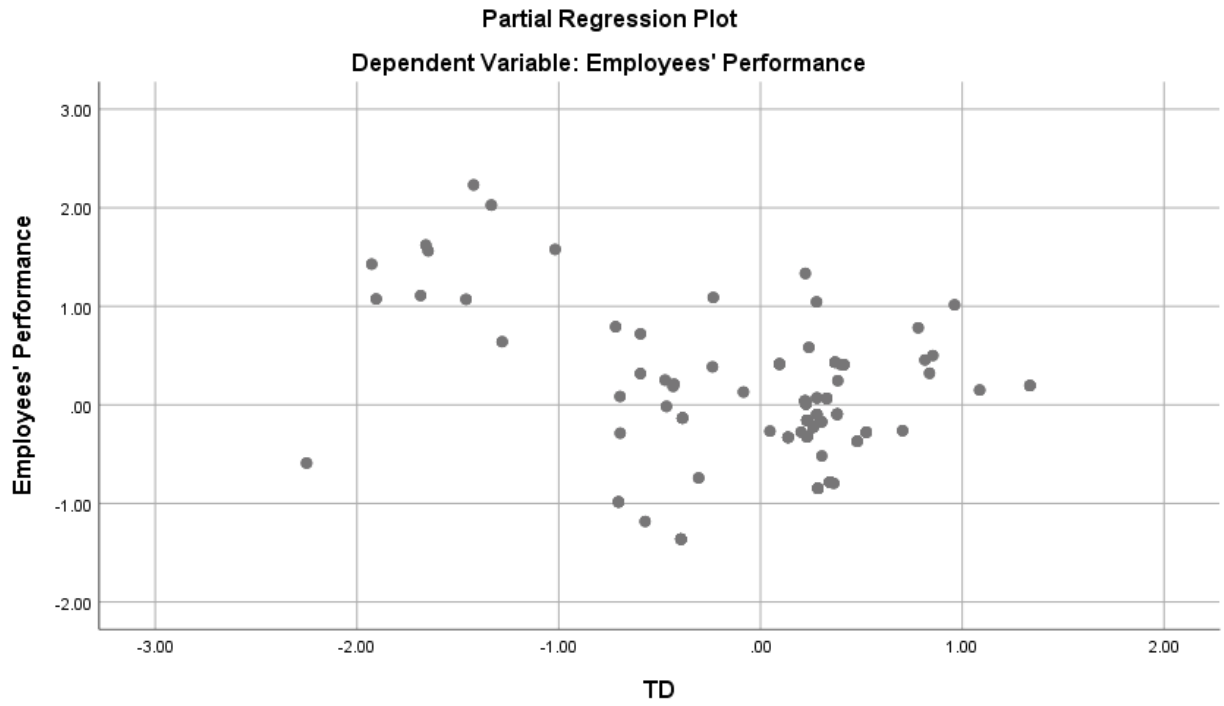
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2567	5.8060	3.5094	.70044	356
Std. Predicted Value	-1.788	3.279	.000	1.000	356
Standard Error of Predicted Value	.041	.156	.073	.028	356
Adjusted Predicted Value	2.2671	5.8831	3.5094	.70265	356
Residual	-1.48699	1.77974	.00000	.65535	356
Std. Residual	-2.256	2.700	.000	.994	356
Stud. Residual	-2.282	2.730	.000	1.006	356
Deleted Residual	-1.52183	1.81893	-.00008	.67099	356
Stud. Deleted Residual	-2.296	2.755	.000	1.010	356
Mahal. Distance	.353	18.788	3.989	3.958	356
Cook's Distance	.000	.049	.005	.009	356
Centered Leverage Value	.001	.053	.011	.011	356

a. Dependent Variable: Employees' Performance

## Charts







## T-Test

### Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
Employees' Performance	Male	188	3.5381	1.01439	.07398
	female	171	3.4864	.89011	.06807

### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Employees' Performance	Equal variances assumed	1.889	.170	.512	357	.609	.05177	.10115	-.14717	.25070
	Equal variances not assumed			.515	356.550	.607	.05177	.10053	-.14594	.24948

### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Employees' Performance	Based on Mean	3.799	3	355	.011
	Based on Median	3.030	3	355	.029
	Based on Median and with adjusted df	3.030	3	322.331	.030
	Based on trimmed mean	3.841	3	355	.010

### ANOVA

Employees' Performance

Sum of Squares	Df	Mean Square	F	Sig.
----------------	----	-------------	---	------

Between Groups	2.223	3	.741	.809	.490
Within Groups	325.129	355	.916		
Total	327.352	358			

### Robust Tests of Equality of Means

Employees' Performance

	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	.419	3	48.496	.740
Brown-Forsythe	.673	3	40.308	.574

a. Asymptotically F distributed.

### Post Hoc Tests

#### Multiple Comparisons

Dependent Variable: Employees' Performance

	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	married	widowed	-.01604	.20606	1.000	-.5479	.5158
		divorced	.34507	.24807	.506	-.2953	.9854
		single	-.05430	.11375	.964	-.3479	.2393
	widowed	married	.01604	.20606	1.000	-.5158	.5479
		divorced	.36111	.30887	.647	-.4362	1.1584
		single	-.03826	.21633	.998	-.5967	.5202
	divorced	married	-.34507	.24807	.506	-.9854	.2953
		widowed	-.36111	.30887	.647	-1.1584	.4362
		single	-.39937	.25667	.405	-1.0619	.2632
	single	married	.05430	.11375	.964	-.2393	.3479
		widowed	.03826	.21633	.998	-.5202	.5967
		divorced	.39937	.25667	.405	-.2632	1.0619
Dunnett T3	married	widowed	-.01604	.15644	1.000	-.4508	.4188
		divorced	.34507	.36554	.912	-.7395	1.4296
		single	-.05430	.10554	.996	-.3341	.2255
	widowed	married	.01604	.15644	1.000	-.4188	.4508
		divorced	.36111	.38565	.917	-.7582	1.4804
		single	-.03826	.16202	1.000	-.4857	.4092
	divorced	married	-.34507	.36554	.912	-1.4296	.7395

	widowed	-.36111	.38565	.917	-1.4804	.7582
	single	-.39937	.36796	.850	-1.4877	.6889
single	married	.05430	.10554	.996	-.2255	.3341
	widowed	.03826	.16202	1.000	-.4092	.4857
	divorced	.39937	.36796	.850	-.6889	1.4877

### Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Employees' Performance	Based on Mean	6.540	4	351	.000
	Based on Median	6.706	4	351	.000
	Based on Median and with adjusted df	6.706	4	301.319	.000
	Based on trimmed mean	6.810	4	351	.000

### ANOVA

Employees' Performance

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.557	4	2.139	2.395	.050
Within Groups	313.524	351	.893		
Total	322.081	355			

### Robust Tests of Equality of Means

Employees' Performance

	Statistic	df1	df2	Sig.
Welch	4.059	4	109.928	.004
Brown-Forsythe	3.000	4	256.307	.019

a. Asymptotically F distributed.



## Post Hoc Tests

### Multiple Comparisons

Dependent Variable: Employees' Performance

	(I) Educational background	(J) Educational background	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	0	Certificate	-.52036	.23289	.170	-1.1589	.1182
		Diploma	-.14010	.23738	.976	-.7910	.5108
		BA / BSC degree	-.45561	.21084	.197	-1.0337	.1225
		Master's degree and above	-.30847	.22930	.663	-.9372	.3203
	certificate	0	.52036	.23289	.170	-.1182	1.1589
		Diploma	.38027	.18142	.224	-.1172	.8777
		BA / BSC degree	.06475	.14498	.992	-.3328	.4623
		Master's degree and above	.21189	.17071	.727	-.2562	.6800
	diploma	0	.14010	.23738	.976	-.5108	.7910
		Certificate	-.38027	.18142	.224	-.8777	.1172
		BA / BSC degree	-.31551	.15209	.234	-.7326	.1015
		Master's degree and above	-.16838	.17679	.876	-.6531	.3164
	BA / BSC degree	0	.45561	.21084	.197	-.1225	1.0337
		Certificate	-.06475	.14498	.992	-.4623	.3328
		Diploma	.31551	.15209	.234	-.1015	.7326
		Master's degree and above	.14714	.13914	.828	-.2344	.5287
	Master's degree and above	0	.30847	.22930	.663	-.3203	.9372
		Certificate	-.21189	.17071	.727	-.6800	.2562
		Diploma	.16838	.17679	.876	-.3164	.6531
		BA / BSC degree	-.14714	.13914	.828	-.5287	.2344
Dunnnett T3	0	Certificate	-.52036*	.14803	.011	-.9568	-.0840
		Diploma	-.14010	.18344	.997	-.6708	.3906
		BA / BSC degree	-.45561*	.15014	.038	-.8962	-.0150
		Master's degree and above	-.30847	.17513	.563	-.8151	.1982
	certificate	0	.52036*	.14803	.011	.0840	.9568
		Diploma	.38027	.15639	.156	-.0689	.8295
		BA / BSC degree	.06475	.11554	1.000	-.2626	.3921
		Master's degree and above	.21189	.14655	.796	-.2065	.6303

diploma	0	.14010	.18344	.997	-.3906	.6708
	Certificate	-.38027	.15639	.156	-.8295	.0689
	BA / BSC degree	-.31551	.15839	.389	-.7693	.1383
	Master's degree and above	-.16838	.18225	.987	-.6886	.3519
BA / BSC degree	0	.45561*	.15014	.038	.0150	.8962
	Certificate	-.06475	.11554	1.000	-.3921	.2626
	Diploma	.31551	.15839	.389	-.1383	.7693
	Master's degree and above	.14714	.14869	.978	-.2762	.5705
Master's degree and above	0	.30847	.17513	.563	-.1982	.8151
	Certificate	-.21189	.14655	.796	-.6303	.2065
	Diploma	.16838	.18225	.987	-.3519	.6886
	BA / BSC degree	-.14714	.14869	.978	-.5705	.2762

\*. The mean difference is significant at the 0.05 level.