



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

**EFFECTS OF WORKING ENVIROMENT ON EMPLOYEE PERFORMANCE: THE  
CASE OF KILINTO INDUSTRAIL PARK**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS  
ADMINISTRATION (MBA)**

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**June, 2023**

**Addis Ababa, Ethiopia**

**Statement of Declaration**

I, the under signed, declare that this thesis titled —The Effect of working environment on employee performance: in the case of Kilinto Industrial Park is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the thesis have been acknowledged

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This is to certify that Dagmawi Getachew carried out his research work on the topic entitled —The Effect of working environment on employee performance: In the case of Kilinto Industrial park, the wok is original in nature and is suitable for submission for the award of the Degree of Master of Business Administration in management at St. Mary’s university.

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**ABSTRACT**

*The aim of this study was to investigate the effects of working environment on employee performance in Kilinto Industrial Park found in Adiss ababa city. Quantitative research approach with explanatory research design was adopted in carrying out this research. Cross sectional data was collected to address research objectives of the study using self-administered questionnaire from 99 employees using census method. The collected data were analyzed using descriptive statistics, correlation and regression analysis through statistical package for social science (SPSS). The study used seven major working environment factors including: physical environment, reward, leadership style, work life balance, training, workload and discrimination as predictor variables and employee performance as dependent variable. The research's findings show that while workload and discrimination have negative and statistically significant effects on employee performance, the physical work environment, rewards, and training have positive and statistically significant effects as well. However, research has found no statistically significant relationship with a leadership style and work-life balance and employee success. Based on the study's findings, management of the industrial park is advised to ensure that the physical work environment, including lighting, noise level, temperature, and ventilation, remains at an acceptable level. Discrimination at work must also be minimized by encouraging all employees, regardless of gender, age, ethnic group, or religious belief, to participate in decision-making, as this will help to reduce discrimination in the workplace.*

**Key terms:** Kilinto industrial park, Employee performance, working environment.

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**Acronyms**

AET Affective Event Theory

ANOVA Analysis of Variance

CLRM Classical Linear Regression Model

DW Durbin-Watson

IPDC Industrial Parks Development Corporation

OLS Ordinary Least Square

VIF Variance Inflation Factor

WES REP Working Environment Survey Report

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## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the study

Ethiopia is implementing growth and transformation plan that is anchored on building a solid and vibrant industrial bases which will engender in structural economic transformation inclusive growth. By 2025, the manufacturing sector is expected to contribute 20% of Ethiopia's GDP and 50% of its exports, according to the government's overarching goal to turn the nation into Africa's preier manufacturing hub. As a result, one of the key areas for the growth of Ethiopia's economy is the manufacturing sector. Another important resource for the manufacturing sector is its workforce. They have a significant impact on how profitable an industry will be and whether it will survive. When employees work in an unfavorable environment, it leads to absenteeism, low productivity, or other employee actions that may have a direct or indirect impact on both their performance and the performance of the organization. Job Performance is a very significant factor for any organization in order to achieve and accomplish the assigned tasks efficiently and effectively which can lead to the profitability for the organization and means of satisfaction for employee (Muchhal, 2014). However, in most organization the performance of employee is affected by several factors among those working environment, in which employee perform their tasks, plays a great role towards affecting employee performance positively or negatively (Chandrasekhar, 2011). According to Gerber et al (1998); working environment encompasses the social, psychological work environment and the physical design of the job.

According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, work load, leadership style, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity. It is the quality of the employees 'workplace environment that most impacts on their level of motivation subsequently performance. Work environment can be thought of simply as the environment in which people work (Briner, 2000) as such; it is a very broad category that encompasses the physical environment (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity), organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g. local labour market conditions, industry sector, work life balance). (There are lots of organizations in which their employees run into different problems with working conditions related to environmental and physical factors (Leblebici,

2012). 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 with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job.

Many studies have revealed that most employees leave their organization because of the relationship with their immediate supervisor or manager (Chandrasekar, 2011). Therefore, by having proper workplace environment, it's possible to reduce number of absenteeism, increased productivity and maximize quality at workplace. (According to the previous studies, there are different points of view regarding the employee's performance. Some scholars have argued the job performance as a result of behaviour. Moto wildo&Scotter (20013) stated that performance is based on behaviours or activities that are associated with the goals of an organization. Moreover, job performance is the action or behaviour itself and not the result of actions or a consequence.

According to Borman&Motowidlo (1997), there are two types of employees'behaviour that could leads to the employees 'performance as task performance and contextual performance. Task performance refers to the prescribed role an employee should comply with in order to attain organizational goals. It can be defined as the efficacy with which incumbents perform activities that contribute to the development of the organization's technical core. This contribution can be direct, including the application of a part of organizational technology, or indirect, providing materials or services needed to perform organizational technical processes (Borman et al, 2007). Contextual performance, also called citizenship performance, involves those behaviors not directly related to job tasks, but having a significant impact on organizational, social, and psychological contexts. In measuring employee task performance behaviour for this particular study, the indexes of measurement for performance were extracted from (Hakala, 2009 various studies revealed that there is relationship between working environment and employee job performance. If there is appropriate, fitting and suitable working environment in terms of physical design as well as psychosocial it highly increases the performance of employees (Chandrasekhar, 2011; Buhter, 1997). Khan et al (2011) examined the impact of working environment and infrastructure on employee performance in education sector in Pakistan and the result showed that there is a positive relationship between reward and employee performance.

Even if many researches are done on the concepts of working environment in different part of the world however there is lack of literatures in Ethiopian cases. Clearly, there is insufficient literature that could help comprehending the relationship of working environment and employee performance among industrial parks. This study, therefore, may investigate the effect of working environment on employee performance; the case of Kilinto Industrial Park.

## **1.2. Back ground of the organization**

The establishment of industrial parks is highly valued by the Ethiopian government, which is building over 20 cutting-edge industrial parks along important economic corridors, each with a unique focus on important industries. A sustained and inclusive relationship between the government and private industrial park developers will be ensured through the development and financing of these industrial parks through various approaches. Additionally, investors who intend to invest in industrial parks are carefully chosen to ensure that they have a common vision for the park's higher productivity and competitiveness and that they get along well with one another. The Addis Abeba industrial park known as Kilinto Industrial Pharma Park is entirely devoted to the production of pharmaceuticals. The park, a USD204 million project, opened its doors in 2019. A dedicated power substation, a wastewater treatment facility, and other necessary facilities are all included in the serviced property that is available from the Kilinto Industrial Park. It includes a 279-hectare industrial park, 18 km of asphalt road, essential social amenities, green spaces, warehouses, business centers, and parking spaces. Kilinto Industrial Park is owned and run by Industrial Parks Development Corporation. The industrial park offers developed land so that investors can construct their manufacturing sheds in accordance with their needs.

## **1.3. Statement of the problem**

When a company is founded in the current competitive market, in addition to providing service to clients, they also want to earn a profit or at the very least pay their production costs to survive. This is accomplished through the physical and mental capabilities of their employees. The working environment, however, has a significant impact on an employee's performance and productivity in any firm (ElZeiny, 2013). There are a variety of factors that influence employee performance in the workplace. According to Anugwom (2004), a hostile work atmosphere makes employees



feel unfulfilled, mistreated, and neglected, and with this feeling, they are more likely to give their all. According to Onogori (2007), when a person doesn't feel their work to be meaningful and enjoyable, it might result in boredom, decreased productivity, exhaustion, frustration, and dependency. Employee performance in an organization is improved by creating a sustainable work environment (Shilkdar and Shawaqed, 2003). According to Chandrasekhar (2011), a number of important elements can have a significant impact on an employee's performance. Employees and tasks are well matched when they are working in conditions that are compatible with their physical and mental capabilities. Employees then prepare oneself for any learning, difficult jobs, and accomplishment.

Naharuddin and Sadegi (2013) conducted an empirical study on the aspects of working environment that influence employee performance in the case of Miyazu Malaysia. The results showed that while job aid and the physical working environment had a substantial link towards employee performance, only supervisor support had an inconsequential relationship on employee performance. An analysis of the impact of the workplace on employee performance by Roelofsen (2002) revealed that enhancing the workplace reduces complaints and absenteeism while boosting productivity. Similar research was conducted by Hameed et al. (2009) on the effect of office layout on worker productivity in a case study of banking institutions in Abbottabad, Pakistan. They used 13 banks and contacted 31 branches of those institutions to investigate the link between office layout and productivity. Finally, the study's findings showed that an ergonomic and comfortable work environment will excite employees and improve their output.

A study on the working circumstances of Health Extension Workers in Ethiopia was also carried out by Teklehaimanot et al. in 2007. Ayka Addis textile and investment group plc's working environment and staff performance were also studied by Luna berihu in 2017. The results indicated that training has no association with employee performance and that there is a substantial relationship between the physical working environment and employee performance. Industrial parks are currently struggling to find, keep, and motivate workers, which has an impact on performance. This is particularly true in regards to an unfavorable physical work environment, unequal workplace rewards, inadequate leadership, a lack of training, work overload, and discrimination. Therefore, the researcher saw it as a challenge to investigate this subject and highlight the issues for people whose performance at work is suffering as a result of an unfavorable work environment (Brehane

H, 2018).Before starting the main study, a preliminary survey was conducted in industrial parks using unstructured interviews and personal observations. This revealed that there is a poor working environment, which either directly or indirectly affects employee performance.

Poor physical conditions, unfair workplace rewards, subpar leadership, an unbalanced work-life balance, a lack of regular training, work overload, and discrimination were the main causes of the poor working conditions in Kilinto Industrial Park, which directly affected the ability of employees to produce. Therefore, it is necessary for every factory to have happier, more motivated, and more productive workers, which may be maintained by having a supportive workplace. A good working environment, in turn, boosts productivity and maximizes staff performance. However, the majority of these studies were conducted in developed countries and only a small number were conducted in developing countries, despite the fact that a significant amount of research has been conducted to add their own perspective to the concept of working environment, employee performance, and effects of working environment on employee performance. The results of a study conducted in one nation may not be applicable in another. More specifically, research on the impact of the work environment on employee performance is lacking in Ethiopian industrial parks. According to the researcher's knowledge, no research studies have been done on the effects of workplace factors such as discrimination, workload, leadership style, worklife balance, and physical environment on employee performance in Ethiopian industrial parks. The researcher was motivated to carry out this study in Ethiopia Industrial Park because there is a lack of research being done in this area, particularly in Ethiopia, and because maximizing employee performance is very important. The researcher was also eager to learn more about the specific effects of the work environment on employee performance. The instance of Kilinto Industrial Park is examined in the current study to determine how the workplace environment affects employee performance.

#### 1.4. Research Questions

Based on the research problems, the study addressed the following research questions:-

1. What is the effect of physical work environment on employee performance?
2. What is the effect of reward and training on employee performance?
3. What is the effect of leadership style on employee performance?
4. What is the effect of work life balance on employee performance?

5. What is the effect of workload and discrimination on employee performance?

## 1.5. Objectives of the Study

### 1.5.1 General Objective

The general objective of this study is to examine the effect of working environment on employee performance the case of Kilinto industrial park.

### 1.5.2 Specific Objectives

The specific objectives of the research to find;

- ✓ The effect of physical work environment on employee performance.
- ✓ The effect of workplace reward on employee performance.
- ✓ the effect of leadership style on employee performance
- ✓ The Effect of work life balance on employee performance.
- ✓ The effect of training on employee performance.
- ✓ the effect of workload on employee performance
- ✓ The effect of discrimination on employee performance.

## 1.6. Scope of the Study

The scope of this study covers the effect of working environment on employee performance in the case of Kilinto industrial park. Among 7 industrial parks in Ethiopia, the reason why the researcher selected Kilinto Industrial Park is, labor strike because of bad workplace environment

## 1.7. Significance of the Study

This study's primary motivation was to look into how the workplace environment affects the performance of employees. Therefore; the biggest beneficiaries of this study's findings are the nation, businesses, other researchers, and the researcher itself.

- The results of this study will aid in formulating specific suggestions for industrial parks about how the working environment affects employee performance, which will enable the nation as a whole to achieve its objectives.

- Today, when a company is founded, its main goals are to create money and compete in the market, and it accomplishes these goals by using the cognitive and physical abilities of its workforce. However, a preliminary study indicates that Kilinto industrial parks have high staff turnover, high absenteeism rates, and low employee productivity as a result of various problems. Making the workplace fit helps to address the aforementioned issues by motivating workers to complete their allocated tasks.
- In light of the aforementioned information, it is intended that the study's findings will principally give organisations the information they need to make informed decisions about how to improve employee performance. Additionally, it also envisioned that the study's findings would aid the organisation in comprehending and knowing how to handle problems relating to its workforce and working environment.
- Other researchers conducting research in this field will be able to use the study's findings as a source of information.
- Lastly, the study would benefit to enhance and practice the ability and creativity of the researcher in the area of its field.

### 1.8. Limitation of the Study

There are several restrictions on how the study can be conducted that prevent it from efficiently fulfilling its goals. First, there is a lack of access to employee performance records and earlier research in this field. Second, since only Kilinto Industrial Park is the subject of this study, consideration will be given to extrapolating the results to other Industrial Parks. Thirdly, some respondents and management bodies did not cooperate when the questionnaire was distributed and was filled out carelessly. Additionally, the study only took into account seven aspects of the workplace; nevertheless, other elements may also have an impact on how well employees perform.

### 1.9. Organization of the Paper

The study has five chapters. The first chapter talks about the study background, statement of the problem, general and specific objectives including the research questions the study addressed. The second chapter focuses on the literature review both theoretical and empirical with the key finding of the study area including key variable theoretical review and definitions. The third chapter entirely focuses on the methodology of the study and the fourth chapter talks about the

data analysis and interpretation, and last chapter is focused on the key findings, conclusions and recommendations of the study.

## CHAPTER TWO REVIEW OF RELATED LITERATURE

### Introduction

This chapter presents a thorough analysis of the pertinent literature in an effort to situate the study within the proper theoretical framework. It examines theoretical, conceptual, and empirical research relevant to the topic and includes theories about elements of the workplace environment that have an impact on employees' performance, such as physical environment, reward, leadership style, work life balance work load and discrimination. It further discusses findings of related researches.

### 2.1. Definition of Working Environment

As referenced in Taiwo (2010), Kohun (1992) defined the workplace as the whole of forces, acts, and prestigious aspects that are currently and probably in competition with the employee performance. The interaction of employees and the setting in which they work together to make up the working environment. According to Brenner (2004), "how the working environment is designed to enable organisations to utilise work environment as if it were an asset depends on the ability to share knowledge throughout the organisations." This enhances organisational effectiveness and enables workers to gain from shared knowledge. Additionally; he claimed that a better work atmosphere is one that is created to suit employee happiness and a free interchange of ideas medium of motivating employees towards higher productivity.

Briner, 2000 The term "complex working environment" refers to a very broad category that includes aspects of the physical environment (such as heat, equipment, etc.), the work itself (such as workload, task complexity), more general structure options (such as culture, history), and even aspects of the additional organisational setting (such as local market conditions, industry, and work life balance). In other words, the workplace environment is the culmination of all interactions between employers and employees as well as the physical, social, and organisational settings in which people operate. The working environment, according to Opperman (2002), can be made up of three main subenvironments: the organisational environment, the human environment, and the technology environment.

The term "technical environment" refers to various physical components as well as tools, equipment, technology, and infrastructure. The technical environment creates components that let personnel carry out their individual duties and activities. Peers, people with whom workers interact, teams at work, issues that affect everyone, and management and leadership are all considered to be parts of the human environment. These settings are intended to promote informal interaction among employees, which may boost the opportunity for information sharing and idea exchange. This can serve as a foundation for maximising production. Systems, practices, values, and ideologies are all embodied in the organisational environment. Employees may have little motivation in helping those employees who try to improve quality under a measurement system where compensation is based solely on output. As a result, issues with the workplace environment affect employees' productivity. The atmosphere of the organisation is under management. Employees will have little motivation in assisting those who are seeking to enhance quality because of the measurement system that rewards quantity rather than quality. As a result, difficulties with the workplace environment have an impact on staff performance and productivity.

## 2.2. Factors of Working Environment That Affect Employee Performance

Working environments can have a variety of characteristics, elements, or circumstances that have an impact on employees' physical and mental health (Briner, 2000). Employees' levels of interaction with factors in their work environments have a significant impact on their error rates, levels of innovation and teamwork, absenteeism, and ultimately, how long they stay in a position, which is a function of their commitment to it (Chandrasekar, 2011). Chandrasekar identified twelve workplace environment elements that influence employees' engagement or disengagement. Goal setting, performance feedback, role congruency, clearly defined processes, workplace incentives, supervisor assistance, mentoring/coaching, the chance to use new skills, job tools, environmental considerations, and physical factors are some of these elements. Arsalani et al. (2011) also made note of the division of working environment elements into physical and psychosocial components. Lighting, noise, and bad ergonomics are physical factors, whereas influence at work, the purpose of work, strong leadership, and job insecurity are psychosocial factors. Numerous other academics have also demonstrated numerous aspects of the workplace that involve two more general dimensions like work and context. Work encompasses a variety of employment qualities, including the job's execution and completion, task activities training,

autonomy within the job, and job achievement. The context includes both the physical and social working conditions (Skalli, Theodosius, & Vasileiou, 2008; Sousa-Poza & Sousa Poza, 2000; Gazioglu & Tanselb, 2006). The current study, however, focuses on the following aspects as important working environment factors: physical environment, reward, leadership style, work-life balance, training, workload, and discrimination.

### **2.2.1. Physical Environment**

According to Ismail et al. (2010), the physical environment in which employees work has an effect on both their performance and the success of the organisation. Additionally, they claim that the physical work environment includes the design of the inside and exterior offices, the temperature, the comfort zone, and the workspace itself. Vischer (2007) states that the physical working condition component also takes into account furniture, lighting, noise, and spatial layouts. The comfort level, ventilation, and illumination are all components of the physical work environment. This choice helps with the interior design and aesthetics of the workplace, which promotes employee expertise and calls for improved performance in the long run. Additionally, the temperature and comfort level have an impact on employee health. According to Niemela et al. (2002), low temperatures are related to the performance of manual jobs, while high temperatures cause employees to perform less well. The layout of employees' workstations in an office inspires them to act in highly constrained ways. The way the workers carry out their duties is greatly influenced by the spatial layout (Al Anzi, 2009). Closed workplace plans, which might include one or more employees in each office or each employee having their own private workspace, give employees more privacy than open workplace plans. It enables employees to work quietly, keeping them focused on their tasks without too many distractions.. It additionally offers staff a thinking frame and ability while not a lot of distraction.

According to McCoy and Evans (2005), the physical work environment needs to be ideal for employees to be stressfree while performing their duties. The construction of the network and interactions at work depends heavily on physical elements. Overall, the physical work environment should support the required performance. Contributing geographical point setting, according to Vischer (2008), should be prioritised because it helps the workers finish their jobs. It should be comfortable enough for workers to complete their duties. Lighting, ventilation, noise, ergonomics, and spa



tial layout were the five physical work environment dimensions that the researcher identified for this study.

### 2.2.2. Reward

Rewards can be both financial and nonfinancial, and they can be used entirely to improve employee performance, according to Luthans (2000). Rewards can be divided into two categories: intrinsic rewards (nonfinancial) and extrinsic rewards (money), according to McCormick and Tiffin (1979). Intrinsic incentives are those that come with the job itself as well as the benefits that an employee experiences after successfully completing a task or reaching a goal. The intangible rewards include autonomy, criticism, accomplishment, and recognition. When they accomplish something worthwhile at work that is also well-liked by the organisation, employees feel satisfied.

Extrinsic rewards, on the other hand, are tangible and come from outside sources to show appreciation for the work an employee has done. Extrinsic rewards, such as income, working conditions, fringe benefits, security, and job advancement, as well as contracts of service, salaries, incentives, bonuses, payments, and job security, are benefits that are unrelated to the activity at hand (Akanbi, 2008). A reward package will have an impact on employee performance; it can help to increase employee performance by boosting staff abilities, knowledge, and skills to achieve organisational goals (Ajila and Abiola, 2004). According to studies, if a company doesn't reward its employees, worker performance will suffer. While an efficient reward system may be an honest inducement, an ineffective one will demotivate employees and lead to poor performance, internal conflicts, absences, high turnover, a lack of commitment and loyalty, and poor timing (Heng, et al., 2012). The researcher recognised both extrinsic and intrinsic components of reward for the study's purposes.

### 2.2.3 Leadership Style

There are three types of leaders (democratic, autocratic, and laissez faire), with the latter being the most common and utilised (Tannenbaum and Schmidt, 1958). A leader uses his methods and techniques to influence many people to work together on a common project. According to Dahl (1989) and Fishkin (1991), democratic leadership affects people in a way that is consistent with the fundamental democratic ideals and procedures, such as deliberation, equal participation, inclusivity, and self-determination.

leadership promotes creativity, invention, and teamwork, and individuals are frequently involved in projects that boost productivity, performance, and job satisfaction (Verba, 2015). According to Iqbal et al. (2015), democratic leaders do not offer proposals; instead, they seek out other people's viewpoints. This leadership encourages participation from every team member in the development of the overall strategy and process to achieve the team's objectives (Trivisonno & Barling, 2016). One of the main advantages of a democratic leadership style is that it makes it easier to train new leaders who can significantly impact the organisation and involve the entire team in their work (Armstrong & Taylor, 2014). Democratic leaders encourage and invite team members to participate significantly in the final decisionmaking process, however the ultimate power rests with the leader, who directs the team on what to do and how to do it while encouraging employees to share their ideas, knowledge, and recommendations (Skogstad, 2015).

#### 2.2.4. Work Life Balance

Worklife balance may be discussed in relation to one of the following: flexible work schedules, family or personal leave, or structure support for child care (Estes and Michael, 2005). Worklife balance employment practises involve giving employees the freedom to strike a balance between their professional obligations and their personal obligations outside of work (Armstrong, 2006). By doing this, they balance the competing demands of labour and housing according to their own as well as employers' needs. Work life balance policies can reduce absences, help deal with low morale and high levels of stress, and help with underperformance as a result of staff disinterest in juggling work and personal obligations. Because it is linked to employees' psychological welfare and general sense of harmony in life, many academics have agreed that a healthy worklife balance is essential (Clark, 2000). A healthy worklife balance is linked to increased job satisfaction and organisational commitment. Experiences in the workplace increase an employee's role-related engagement, which is then used to shape performance development.

#### 2.2.5. Training

Employee training, according to Nassazi (2013), is crucial for improving and raising productivity. It takes the form of educational exercises that equip employees to handle more significant or expansive duties. Training, according to Tzafrir (2005), is an essential component in developing human capital. It gives employees the knowledge, skills, and information required for their jobs. The goal of training is to see a change in the trained person's behaviour. This means that in order to assi

st in the achievement of the structure's goals, the trainees must acquire new artistic abilities, technical knowledge, and job-related skills.

Training, in accordance with Armstrong (2006), is beneficial in order to close the gap between expected targets or standards and actual levels of labour performance. Any performance or potential performance gap that may be fixed by suitable training is referred to as training desire. There are a few strategies to address human performance issues at work, and coaching is one of them. Worker performance is also evident as a result of the harmony between coaching, goalsetting, and development.

#### 2.2.6. Work Load

Workload in a workplace is defined as the amount of duties and responsibilities that can be successfully completed in the allotted amount of time. According to DiDomenico and Nassbaum (2008), workload is determined by the relationship between task requirements, the environment in which the task is performed, and consequently, the perceptions, actions, abilities, and knowledge of the person performing the activity. Physical acts, psychological feature tasks, and/or a variety of other aspects could all be part of the task requirements. According to Hart & Stave Land (1988), the cost incurred by a person to complete a specific work with specific requirements at a predetermined level of performance. According to these definitions, employment is the characteristic of labour that is known as the individual set of skills. Work overload was defined as a mismatch between the requirements of the function and the time and resources that may be used to fulfil the obligation by Rizzo et al. in 1970 (As stated by Orly Michael, 2009). Work overload occurs when employees feel that they don't have enough time or resources to finish the tasks at hand. The researcher distinguishes between qualitative and quantitative forms of work overload. When employees believe they lack the skills necessary to fulfil their work or that the performance standards have been set too high, qualitative overload occurs. On the other side, quantitative overload happens when there isn't enough time or there are too many things to do (Ivancevic et al., 2012).

#### 2.2.7. Discrimination

International Labour Organisation of the United Nations (2015) describes Workplace discrimination as the practise of treating employees unfairly because of their gender, ethnicity, religion, age, ability, or belief. It happens during the hiring, promotion, job assignment, and composition processes. This approach reflects the widespread acceptance of the enduring unfavourable

employment experiences of people from different social groups. Workplace discrimination can harm the entire organisation in addition to the people who are the targets of it. Employers may struggle to keep workers, and those that do may be unsatisfied with their jobs and mistrust of one another and the management of the organisation. In the workplace, discrimination may be direct or indirect. When an employer treats one employee less favourably than another, it constitutes direct discrimination. But when a rule or set of working conditions disadvantages one group of people over another, that is indirect discrimination. The three main types of workplace discrimination, according to Hassan and Ali (2014), Fatima and Omar (2014), are gender, religion, and ethnic discrimination. According to Hemphill and Haines (1997), other researchers identified six key categories of discrimination: gender discrimination, sexual harassment, age discrimination, sexual orientation discrimination, and disability discrimination. Age, gender, religion, and ethnicity discrimination are only a few examples of the four categories of prejudice that the researcher found for this study.

### 2.3. Employee Performance

Organisations are undergoing a transition in order to adapt to the changing demands of the environment and flourish in the workplace by enhancing their adaptability for proactively managing change. The talent, skill, knowledge, and experience of the workforce, as well as their performance, determine the viability of any corporate organisation (Armstrong Michael, 2009). A task's performance is determined by how well it was completed in comparison to predetermined benchmarks for accuracy, thoroughness, cost, and speed. The contribution of employees to the accomplishment of an organization's goal is reflected in employee performance. Employees are expected to perform at a level that is acceptable by the standards, and managers monitor and assess employee performance to help the organisation achieve its stated goals (Armstrong Michael, 2009). The accomplishment of a certain activity judged against established or identified standards of correctness, completeness, cost, and speed can be referred to as performance, according to Cooke (2001). Performance is defined in an employment contract as the execution of a promise in a way that discharges the performer from all obligations outlined in the contract. In general, employee performance is evaluated in terms of results. It can even be examined in terms of behaviour, though (Armstrong 2000). According to Kenney et al. (1992), an organization's performance standards are used to gauge an employee's performance. There are various metrics that will be considered once performance

ce is measured, including the use of productivity, efficiency, effectiveness, quality, and gain metrics (Ahuja, 1992), as briefly mentioned below. Profitability is the capacity to generate earnings consistently over a period of time. It is defined as the quantitative relationship between earnings and sales or return on invested capital (Wood & Stangster 2002). Potency and effectiveness efficiency is the capacity to produce the desired results by making the best use of available resources, whereas effectiveness is the capacity of employees to meet set goals or objectives (Stoner 1996). Productivity is defined as the ratio of output to input in terms of numbers (Stoner, Freewoman, and Gilbert, 1995). It is a gauge of how a person, group, or industry transforms raw materials into finished goods and services. the calculation of how much output is generated for each unit of used resources (Lipsey, 1989). Quality is an attribute of goods or services that have the capacity to meet explicit or implicit needs (Kotler & Armstrong 2002). It is getting better goods and services at prices that are becoming more and more competitive (Stoner 1996). As stated by Daft (1988), it is the corporate managers' duty to ensure that the organisations make an effort to achieve high performance levels.

This indicates that managers must establish the required performance standards for any relevant time periods. They will use their interactions as an illustration when establishing objectives and benchmarks for evaluating individual achievement. Through the use of worker performance management, businesses ensure that their employees contribute to the production of high quality goods and/or services. This management strategy enables employees to become involved in developing ideas for the company and to engage by holding a position throughout the entire process, creating motivation for high performance. It is important to note that performance management involves tasks that ensure that structure goals are being accomplished consistently, effectively, and efficiently. Performance management will focus on employee, department, and production processes performance, among other things. An earlier study on employee productivity revealed that employees who are happy with their occupations might perform better on the job and, as a result, retain their positions for a longer period of time than those who aren't (Landy, 1985). However, Kinicki & Kreitner's (2007) research shows that content and happy people perform better at their jobs, and as a result, management finds it easy to motivate top performers to meet company objectives.

### 2.3.1. Measurements of Employee Performance

For individuals who are in charge of meeting quantitative objectives like output per hour, measuring performance is usually not too difficult. The measurement of employee conceptions of performance presents challenges. But if a differentiation is made between the two types of results, namely outputs and outcomes, this challenge is lessened. An outcome is a visible effect that is the consequence of work but cannot always be assessed in quantitative terms, whereas an output is a result that can be quantified (Armstrong, 2009). All jobs have elements that are challenging to quantify as outputs, but all jobs yield results even if they are not measured. As a result, it is frequently required to compare actual results to expected results when evaluating performance. The results may be stated in qualitative terms as a standard or degree of competency that must be met (Armstrong, 2009). As a result, a qualitative evaluation of an employee's performance can be made based on whether or not the work performed meets or exceeds organisational expectations, if tasks are completed satisfactorily, or whether operations have reached a predetermined standard. The performance measurement indices used in this study to gauge employee performance were taken from Hakala (2009), and their descriptions are as follows:

**Quantity:** The number of units produced, processed or sold is a good objective indicator of performance. Be careful of placing too much emphasis on quantity, lest quality suffer. **Quality:** The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.

**Timeliness:** How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

**Cost-Effectiveness:** The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, a customer-service representative's performance is indicated by the percentage of calls that he or she must escalate to more experienced and expensive reps.

**Absenteeism/Tardiness:** An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too. **Creativity:** It

can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them. Are important

**Adherence to Policy:** This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company

**Manager Appraisal:** A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

## 2.4. Theories Related to Employee Performance.

To explain the connection between the workplace environment and employee performance, numerous hypotheses have been put forth. According to Maslow (1943), people work to survive and to live through monetary remuneration, to make new friends, to have job stability, to feel accomplished and important in society, to have a sense of identity, and—most importantly—to have job fulfilment. All employees who are happy with their jobs do well at their respective companies. However, Taylor (1911) believed that salaries and wages are the most significant motivators of employees, stating that "non-incentive wage systems encourage low productivity. According to him, if workers are paid the same amount regardless of how much they personally contribute to the objective, they would work less. They also believe that if they work more efficiently, fewer workers may be needed, which deters them from putting in greater hours (Gardner and Lambert, 1972). In light of this, the following hypotheses are examined to show how the workplace environment and employee performance are related.

### 2.4.1 Victor Vroom's Expectancy Theory

Victor Vroom's expectation theory is currently one of the most frequently accepted explanations of motivation. According to Robbins and Judge (2013), this theory of motivation is based on the following three tenets: effort results in performance, effective performance results in organisation



al incentives (bonus, salary, promotion), and rewards meet an individual's personal aspirations. Therefore, anticipation, instrumentality, and valence are the three links that the theory emphasises. Expectancy of the effort-performance relationship is described as the likelihood that an individual believes making a certain level of effort will result in a successful performance. Little effort will be made if the employee thinks that his or her efforts won't lead to effective performance or that the performance won't be fairly evaluated. The degree to which a person believes that performing at a specific level will result in the achievement of a desired outcome is referred to as the performance-reward relationship (instrumentality). Little effort will be made to get those high assessment marks unless the link between effective performance reviews and rewards is obvious.

The degree to which organisational rewards satisfy a person's personal objectives or requirements, as well as the allure of those potential rewards for the person, is known as the reward-personal goals relationship (valence). Organisational awards won't be particularly motivating unless they are customised to each employee's goals and needs, and little effort will be made. Even though the research findings are conflicting, this notion does receive some backing. Given the present employment reality, it might be viewed as a little naive. In general, expectation theory provides a strong justification for performance factors like employee output, absenteeism, and turnover. Therefore, managers should improve expectation, instrumentality, and valence at the workplace to help employees perform better and increase productivity.

#### 2.4.2 Adam's Equity (Fairness) Theory

Industrial psychology has a concept called equity theory that focuses on people's judgements of how fairly they are treated in their workplaces. The idea is based on an individual's subjective assessments of the fairness of the reward they received in relation to their inputs, which may have included a variety of elements including effort, experience, education, and so on. It also compares their benefits to those of others. Muchinsky and Culbertson (2015) assert that in order to comprehend equity theory, one must have a thorough understanding of its various elements, including person for whom equity or inequity is perceived, comparison person or group used by person as a referent regarding the ratio of inputs and outcomes, inputs—the unique qualities brought by person to the job, and outcome what person received from the job (for example, recognition, fringe benefit).



This hypothesis states that employees experience unfairness if they believe their output/input ratio is lower than the referent. An employee who feels unfairly treated may take additional leave, steal from their employer, or put out the same amount of effort as previously. From this hypothesis, we can generally deduce that it is closely related to worker performance. Employee performance is decreased by unfair workplace rewards. Fair workplace rewards, on the other hand, increase worker performance. Because of this, it's critical to comprehend the ideas behind equity theory and implement strategies that give the impression of a more equitable workplace.

#### 2.4.3 Herzberg Two Factor Theory

Frederick Herzberg introduced the Two Factor Theory in 1959. This notion, which has been investigated by a number of academics to explain the relationship between the office environment and employee performance, forms the basis of this study. Herzberg identified two categories of variables: motivation and hygiene variables that determine an employee's working attitudes and levels of performance (Robbins and Judge, 2007). According to him, hygiene elements are extrinsic factors to prevent any employee unhappiness, but incentive factors are intrinsic factors that would boost employees' job satisfaction. According to the premise, enhancing the working environment encourages people to deliver better work. The focus of Herzberg's theory is on the significance of internal employment characteristics as employee motivators. He desired to provide workers the chance to be involved in the design, execution, and evaluation of their job (Schultz et al., 2010).

It is commonly acknowledged that the theory's ideas are pertinent to encouraging employees to offer their best effort in organisations. Further investigation has shown that intrinsic variables, as defined by Herzberg's motivational needs, are what actually inspire employees the most. However, there are other schools of thought that hold views that differ from Herzberg's. King (2005) is one of these academics who worked to disprove and assess five different iterations of the Two Factor theory. Two versions, he concluded, are flawed since no empirical research have been done to support them. The two component theory, on the other hand, can be regarded as a truly exceptional example for it to endure for so long without criticism. It has had a significant impact on general awareness regarding workplace performance and motivation. Many academics have conducted a significant quantity of additional study as a result. It is inspired by human behaviour and Maslow's wellknown hierarchy of needs theory. However, new analytic techniques must be developed due to

o changes in the organisational environment and technological innovation. This will offer fresh approaches to doing research and reassessing the outcomes of previous discoveries.

#### 2.4.4 Affective Events Theory

Howard M. Weiss and Russell Cropanzano introduced the hypothesis in 1996 (Phua, 2012). The relationship between an employee's internal factors and their responses to events that take place in their work environment and have an impact on their performance, organisational commitment, and job happiness is explained by the Affective Events Theory. It suggests that both happy and sad emotional workplace situations have a significant psychological impact on workers' job satisfaction. The influence produces longlasting emotions that are seen in job performance, organisational commitment, and job happiness. The core assumptions of AET, that workplace events cause affective reactions in employees and that these affective reactions influence workplace cognition and conduct, have been supported by research to date, according to Ashton-James and Ashkanasy (2005). They contend that AET is logically and empirically limited to internal organisational events. The idea also takes into account how certain workplace occurrences that are unrelated to job requirements result in particular emotional and behavioural reactions (Briner, 2000). He contends that these incidents or things that really do occur at work have an impact on employees' wellbeing and performance.

#### 2.5. Empirical Review

The researcher attempted to analyse and evaluate various findings or studies about the impact of working conditions on employee performance in the case of the Kilinto Industrial Park in this section. Bhat (2013) examined the effect of training on worker performance through a study of the Indian retail banking industry. 180 bank workers participated in the survey. Information from the study was clarified using a five point Likert scale. The results showed a strong and favourable correlation between employee performance and training.

With reference to brandex intimateawissawella, Lankeshwara (2016) investigated the effect of work environment on employee performance. The study used primary data and a proportionate sampling technique with already created questionnaires to choose a sample of 85 employees. The final outcome demonstrated that the workplace has a major impact on employee performance. Leblebici (2012) looked at a case study of a foreign private bank in Turkey to examine the effect of work

workplace quality on worker productivity. The study's findings demonstrated that workers feel inspired when working in a modern workplace that is tastefully furnished, thoughtfully organised, and equipped with ample storage space. Khan et al. (2011) conducted research in Pakistan on the effects of infrastructure and work environment on employees' performance. The last finding indicated that employee performance is positively impacted by workplace rewards. Workplace rewards have a positive and statistically significant impact on employee performance, according to a study by Ranjan et al. (2017) that looked at the Impact of Rewards on Employee Performance: A Case of Indian Oil Corporation, Patna Region. According to a study by Aslam (2018) on the impact of worklife balance on employee performance in Pakistan's education sector, this impact is both positive and considerable.

In Quetta, Pakistan, Raziq et al. (2015) conducted research on how the working environment affects job satisfaction in the banking, educational, and telecommunications sectors. The target audience for the study, which used a quantitative methodology, included educational institutions, the financial business, and the telecommunications sector functioning in the Pakistani city of Quetta. The 210 employees' data are collected via simple random sampling. Finally, the study's findings indicated a link between a favourable work environment and job satisfaction. AlOmari et al. (2017) conducted research on how the workplace affects employee performance using Jordan's engineering firm as a case study. The study used a sample size of 85 employees and a quantitative approach that implied a crosssectional survey. Different aspects of the work environment, such as noise, temperature, air, light and colour, space, and employer satisfaction, were looked at. Finally, the results showed that factors such as light, ventilation, office furniture, and noise have a detrimental effect on work performance. The Ghana National Petroleum Corporation (GNPC) was the subject of research on the effects of office ergonomics by Asante (2012). According to the study's findings, a worker's performance can be negatively impacted by incomplete office ergonomics by 20% to 80%. Nduku et al. (2015) conducted research on the effect of working conditions on staff performance at the main office of a Kenyan commercial bank. Stratified random sampling was used to select a sample of 172 workers. In-depth information was gathered via questionnaires. The final finding indicated that employee performance is positively impacted by working conditions. The report also advised the bank to make an effort to provide ideal working circumstances and concentrate more on the physical factors that have the most impact on employee performance.

In selected brewing companies in Anambra State, Nigeria, Nzewi et al. (2018) performed study on the physical work environment and employee performance. The 233 person sample size was calculated using the Yemane algorithm, and the Boney proportion allocation formula was used to distribute the questionnaires. The study's final finding demonstrated a strong and advantageous association between the physical work environment and employee performance. The study advised consulting workers before mounting equipment and, if practical, incorporating alterations into the design and layout to change positions to accommodate various worker types. The impact of the workplace on employees' commitment in agrobased sectors in Cross River State, Nigeria, was studied by Ushie et al. in 2015. Participants in the study were from the state's two largest agriculture industries. A total of 1,194 respondents, or 1,013 in total, were purposefully chosen for the study. Participants were surveyed using a fourpoint Likert scale to elicit information. Utilising Pearson Product Moment Correlation ( $r$ ), data was examined. The results showed that workplace factors including constant communication, a manageable workload, access to electricity, and a location free from recognised hazards are all positively related to employees' dedication and, consequently, performance. The study made several recommendations, including that managers of agrobased companies in Cross River State create and support positive work cultures inside their businesses in order to increase staff commitment, wellness, and general performance and productivity.

Ethiopian health extension workers' working conditions were examined by Teklehaimanot et al. in 2007. The study's main goal was to evaluate the working conditions of health extension specialists and how they affected their level of job satisfaction. They conducted a thorough field investigation in 50 health posts from six regions, 23 zones, and 27 woreda using 60 chosen health extension workers. Finally, the findings showed that it is challenging to maintain staffing patterns and that creating pleasant working conditions is essential to raising employee happiness. Omoh et al. (2015) examined workplace discrimination in Ghana and how it affected workers' productivity. 159 employees from 5 different organisations from 5 different industries were polled on their opinions of the impact of workplace discrimination on workers' productivity. Lastly, the research's findings show that prejudice has a considerable detrimental effect on employee performance. Khan et al. (2013) conducted study on the factors affecting employee performance in the corporate sector: the case of Pakistan, an emerging economy. Through a questionnaire, the study gathered information from three distinct eight companies. 240 respondents were chosen for the study using the co

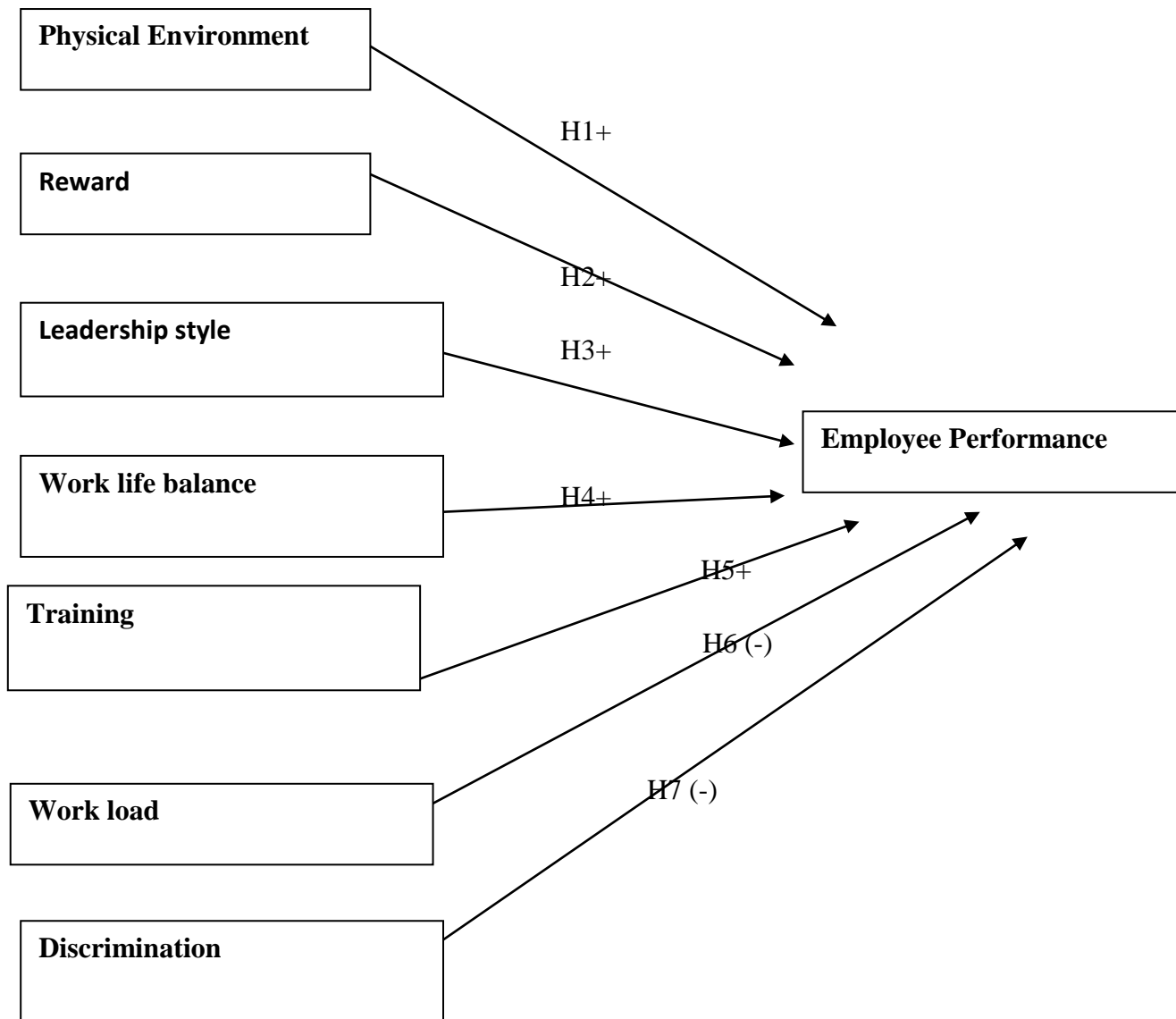
nvenience sample technique. The researchers' conclusion was that there is a correlation between leadership and employee performance that is both favourable and statistically significant.

## 2.6. Conceptual or Theoretical Framework of the Study

The conceptual model is designed to demonstrate the relationship between the workplace and employee performance. Employee performance is the dependent variable in this study, whereas the independent variables are aspects of the working environment, such as the physical environment, rewards, democratic leadership style, worklife balance, training, workload, and discrimination. Omen and Oso (2009) note that once analysis variables and their relationships are translated into a visual image, such as the connections between independent and dependent variables, an abstract framework could be used to delineate present a theory that is presented as a model. The study's employee will use the abstract framework to organise their thoughts in order to accomplish the goals they have been given. The conceptual framework for the independent and dependent variables is depicted in the following image.

**Figure 2.1; Conceptual Framework of Working Environment Factors and Employee Performance.**

**Factors of working environment.**



**Independent variables**

**Source: Nduku (2015)**

## CHAPTER THREE: RESEARCH METHODOLOGY

### Introduction

This section essentially outlines the study's methodology, data collection methods, data analysis methodologies, and presentation strategies. It is a highly important section since it explains why a certain sampling, data collecting, analysis, and study design was chosen. It also offers information on the population, study design, validity tests, and reliability tests. Clearly, this chapter deals with research methodology, which is the overall plan outlining the techniques and steps to be used for gathering and analysing the data.

### 3.1. Research Design

A research design is the organisation of parameters for data collection and analysis with the goal of balancing procedural economy with relevance to the study goal (Kothari, 1990). A research design is also a plan for the study that specifies the steps the researcher must take to accomplish the research goal and test the hypothesis (McDaniel and Gates, 2006). Explanatory research design was used for the study's objectives in order to clarify the relationship between the independent variable (dimension of the working environment) and the dependent variable (performance of the employees). The research is cross sectional in the sense that data was gathered all at once due to time and budget constraints.

### 3.2. Research Approach

There are three fundamental research approach: mixed, quantitative, and qualitative, according to Creswell (2009). In accordance with Creswell (2005), a quantitative strategy is one in which the researcher decides what to examine, asks the respondent closed-ended questions, collects numerical data from the respondent, and then uses statistics to analyse the data. This research has used a quantitative research approach to analyse data gathered from Kilinto Industrial Park employees utilizing a closed-ended questionnaire in order to meet the study's objectives.

### 3.3. Sources of data

The main emphasis of this research was to investigate the effect of working environment on employee performance of Kilinto industrial park. The principal source of data for this study is primary and secondary source. Primary source of data refers to information obtained first hand by the researcher on the variable of interest for specific purpose of the study (Sekaran, 2003). The primary source of data for this research will be collected from operational workers of Kilinto industrial park via self-administered questionnaire.

### **3.4. Data Collection Instruments and Measurement**

#### **Questionnaire**

In order to gather data for this study, the researcher used a questionnaire as a method of data collection instrument. The questionnaire has two sections. With the first section contains background and demographic information of the respondent, and the second section contains information about working environment and employee performance. The researcher used self-administered question to gather information about background and demographic information (regarding sex, age, marital status, educational level and experience) and to gather information regarding with workplace environment factors and employee performance. The questionnaire, which has acceptable psychometric test score, for independent variable was adopted from the following previous studies (al-khonzondar, 2015, Buckingham, 2004, WES REP, 2011, Schwab, 1993 and nzewi et al, 2018). The measurement of employee performance developed by Hakala (2009) was adopted with slight modification. All the items, except background and demographic information, is measured in five point scale such as; strongly disagree(SD)=1 disagree(D) = 2; Neutral (N) = 3; Agree (A) = 4; Strongly agree (SA)=5. The use Likert scale is to make it easier for respondent to answer question.

### **3.5. Target Population of the Study and Sample Size**

#### **3.5.1 Target Population**

Population is the total collection of individuals to be studied and from which sample is drawn (Sekaran, 2016). Therefore, the targeted populations for this study were operational workers of Kilinto industrial park. Accordingly, the target population of the study was 140 employees.



### **3.5.2. Sample Size**

The main emphasis of this study was to identify the effect of working environment on employee performance. The target populations for this study were all employee of Kilinto industrial park under study. The sample size required for the study is all population of the park. Currently there are 10 enterprises who are rented in the park; Africure pharmaceuticals (Ethiopia), glocare pharma manufacturing PL, Dagim Dereje pharmaceuticals, Ethiopian pharmaceuticals manufacturing SC, Zhende Ethiopia medical PLC, Lewi pharmaceuticals, Prime point packaging PLC, Royal, TKBD and New millennium. But among them two companies are in production because of these we have a small number of population in the park. Therefore I was decided to take census study method 140 sample size of two factories and try to cover all employees rather than sampling method.

### **3.6. Sampling Techniques**

Since the aim of this study is to get actual information about effects of working environment on employee performance in Kilinto industrial park, so that, the study was focused on all operational employee from each sector. The rationality of focusing on operational employee was to get accurate and unbiased information about working environment factors.

### **3.7. Method of Data Processing and Analysis**

#### **3.7.1. Data Processing**

The data collected from questionnaire was processed both in manual and computerized method. In order to detect errors and omissions the raw data were edited. In order to reduce the response into limited numbers of categories the raw data were coded by using numerical and other symbols. The research also used tabulation in order to summarize the raw data and display in the compact form for further analysis.

#### **3.7.2. Data Analysis**

The data collected from the respondents was analyzed by using descriptive statistics such as mean, percentage and standard deviation and inferential statistics such as Pearson correlation and regression analysis. In order to know the strength of relationship between independent and dependent variable correlation test was employed. Finally to test the hypothesis, regression and analysis of variance was employed. In analyzing the data the researcher used SPSS version 25 software package.

##### **3.7.2.1. Descriptive Analysis**

Descriptive analysis was used to interpret a variable which deals with background or demographic of the respondents and mean score of working environment dimensions and

employee performance. The results are presented in tabular, frequency distribution and percentage. This was employed through the computation of means and standard deviations of data gathered for the variables.

### 3.7.2.2. Inferential Statistics

Inferential statistics was used to show the relationship between the variables and to analyze the effect of working environment on employee performance. As stated in Kothari (1990), —amongst the measures of relationship, Karl Pearson’s coefficient of correlation is the frequently used measure in case of statistics of variables. Field (2006), states that the output of correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, a correlation coefficient of +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicates a perfect negative relationship; whereas a coefficient of 0 indicates no linear relationship at all. Therefore to find out the relationship between working environment dimensions and employee performance Pearson product moment correlation was applied. Multiple regression analysis refers to the analysis concerning relationship between the dependent and independent variables; with the multiple regressions equation describing the relationship (Kothari, 1990). This approach was used in this study to analyze effect of working environment dimensions on employee performance.

## 3.8. Model Specification

It could be inferred from the works reviewed in the previous sections; that employee performance is determined by some factors of working environment. Thus in respect of the hypotheses stated above, the main issue is an investigation of relationship that exists between employee performance and each of explanatory variables that had been identified through literature and theories i.e. physical work environments, reward, leadership style, work life balance , training, workload and discrimination. Other factors that are not explicitly included in the model were captured by the error term in the model. Therefore, the general model which incorporates all of the variables to test hypotheses of the study was;

$$EP = \beta_0 + \beta_1(PE) + \beta_2(R) + \beta_3(LS) + \beta_4(WLB) + \beta_5(TR) + \beta_6(WL) + \beta_7(DS) + \mu$$

**Where;**

EP=Employee Performance (Dependent Variable)

$\beta_0$ = constant term

PE=Physical Environment

WPR= Reward

LS= leadership style

WLB= work life balance

TR= training

WL= workload

DS= discrimination

$\mu$ = error term

$\beta$ : coefficients associated with each independent variable which measures the change in value of Y, per unit change in their respective independent variables.

### 3.9. Validity and Reliability of Instruments

#### 3.9.1. Validity Test

Refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale or index. According to Kothari (2004), validity aims at establishing the results which are linked with the condition. It is concerned with the extent that the scale accurately represents the construct of interest. In order to assure the validity of the measurement instrument of the study is conducted based on the literally accepted conceptual framework that clearly indicate the theoretical construct and associated with the measurements valid to evaluate the effects of working environment (independent variables) on employee performance (dependent variable). Where possible this should be supported and consideration given to practical things. So that pre-questionnaire were distributed to the managers of industrial park to check the validity of questions to further data collection process. As per the comments and the discussion with industrial park experts the question prepared to primary data collection for the research objective is found valid by researcher. Further, this instruments or variables of working environment and employee performance were tested by previous studies for content validation.

#### 3.9.2. Reliability Test

Aimed at the point that even if the research were repeated they would end up with similar results or the consistency or dependability of a measurement technique, and it's concerned with the consistency or stability of the score obtained from a measure or assessment overtime and across settings or conditions. If the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error (Marczyh, et al., 2005). According to George and Mallery (2003, as cited in Joseph & Rosemary, 2003) Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistence or

reliability of a psychometric test score for a sample of examinees. Cronbach's alpha reliability coefficient normally ranges between 0 and 1.

**Table 3.1: Rule of Thumb of Cronbach's Alpha**

Cronbach's Alpha	Description
$\geq .9$	Excellent
$\geq .8$ but $< .9$	Good
$\geq .7$ but $< .8$ Acceptable	Acceptable
$\geq .6$ but $< .7$ Questionable	Questionable
$\geq .5$ but $< .6$ Poor	Poor
$\leq .5$ Unacceptable	Unacceptable

Source: Zikmund, et al, 2010.

Based on this to ensure the reliability this study used self-administered questionnaire .then the questionnaires are pre-tested based on pilot study, to guarantee a common understating of questions among respondents. The alpha results for the items of the questionnaire and their alpha values have met an acceptable figure (which is  $>0.75$ ) in relation to the aforementioned requirement range.

**Table 3.2: Reliability Statistics Result of the Study**

Variables	Cronbach's alpha	No. of items
Physical environment	0.848	5
Reward	0.876	8
Leadership style	0.882	8
Work life balance	0.869	5
Training	0.898	5
Workload	0.905	5
Discrimination	0.860	6

Employee performance	0.959	7
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Source; survey (2022) SPSS output

### 3.10. Ethical Consideration

Mugenda (2008) underlines that participation of the respondents should be in voluntary bases and they have right not to give response without researcher obligation. Therefore, the researcher was contacted and received informed consent from the respondent. The respondents are not forced to take part in the study, thus the principle of volunteerism was practiced all through data collection method. Furthermore, the respondents were informed that information obtained is only for academic purpose and remain confidential.

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

### Introduction

In the preceding chapters, important literatures related to the topic that may give enough understanding about the subject matter and the methodology selected to meet research hypotheses had been discussed. In this chapter, detail analysis about the descriptive statistics and regression results has been made. Specifically, the chapter has included four sections. The first section presented descriptive analysis of variables. The second section deals with the correlation analysis and shows the degree of association between the study variables. Section three presented the classical linear regression model assumption diagnostic test results. Finally the fourth section has presented the results of the regression analysis and discussions on regression analysis.

### 4.1. Questionnaire Response Rate

The researcher distributed 120 questionnaires for two factories in the industrial park. Out of which 99 were completed and returned. The response rate for this study is 83% which is considered as a very good response rate as described by Babbie (2010).

### 4.2. Descriptive Statistics

#### 4.2.1. Background Information of the Respondents

The demographic characteristics include: gender, age, marital status and level of education. This aspect of the analysis deals with the personal data on the respondents of the questionnaires given to them. Therefore in order to validate the reliability of data collected its mandatory to analyze the demographic profile of the respondent.

**Table e 4.3:** gender of respondents

Gender	Frequency	Percept
Male	40	40.4
Female	59	59.5
Total	99	100

Source; survey (2022) SPSS output

As indicated in the above table 4.5 the gender proportion of male respondents represented 40.4%, on the other hand 59.5% were females. The survey showed that there were more female as compared to male.

**Table 4.4: age category of the respondents**

Age range	Frequency	Percent
18-25	52	52.5
26-33	30	30.3
34-41	17	17.2
Total	99	100

**Source; survey (2022) SPSS output**

In the above table 4.6 the age distribution of the respondent who participated in this study is provided. From the table we can observe that 52.5% of the respondent lies within 18 up to 25 age group. 30.3% of the respondents are in the range of 26-33 and 17.2% of the respondents are within 34-41 age groups. From this we can say that most of Kilinto industrial park employees are very young.

**Table 4.5: Marital Status of the Respondents**

Marital status	Frequency	Percent
Single	78	78.7
Married	20	20.2
Divorced	1	1
Total	99	100

**Source; survey (2022) SPSS output.**

As far as composition of marital status is concerned 78 (78.7%) of the respondents are single, 20 (20.2%) are married, and 1 (1%) is divorced. From this, it can be understood that employees

working in Kilinto industrial park consists of all types of marital status with majority of single people with 78.7%.

**Table 4.6: level of education**

Educational level	Frequency	Percent
Below12	35	35.36
12th	16	16.17
Diploma	20	20.21
Degree	25	25.26
Masters	3	3
Total	99	100

**Source: survey (2022) SPSS output**

As far as composition of level of education is concerned 35 (35.3%) of the respondents are below 12, 16(16.1%) are grade 12th, 20 (20.2%) are in the diploma level, 25 (25.2%) are in the degree level as revealed from the table. From this, it can be understood that employees working in Kilinto industrial park consists of all levels of educated people with majority of below 12.

**Table 4.7: Experience**

Experience	Frequency	Percent
Below 1 year	30	30.31
1-3	50	50.50
More than 3 years	19	19.19
Total	99	100

**Source: survey (2022) SPSS output**

As far as composition of level of experience is concerned 30 (30.31%) of the respondents are below 1 year experience, 50(50.50%) are between 1-3 years of experience, 19 (19.19%) of the employee has more than 3 years of experience as revealed from the table. From this, it can be understood that employees working in Kilinto industrial park has consists of less experienced employee.



#### 4.2.2. Descriptive Statistics of the Variables

The computed summary of descriptive statistics for dependent (employee performance) and independent (physical environment, reward, leadership style, training, workload and discrimination) variable that were included in the questionnaires were indicated in this part. The mean and standard deviation of all variables collected from the respondents were discussed.

**Table 4.8: Descriptive Statistics of the Variables.**

<b>Variables</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Dev</b>
<b>Employee performance</b>	1.00	5.00	4.04	1.251
<b>Physical environment</b>	1.00	5.00	3.42	0.877
<b>Reward</b>	1.00	5.00	2.75	1.200
<b>Leadership style</b>	1.00	5.00	3.46	0.907
<b>Work life balance</b>	1.00	5.00	3.462	1.195
<b>Training</b>	1.00	5.00	3.69	1.063
<b>Workload</b>	1.00	5.00	2.19	1.100
<b>Discrimination</b>	1.00	5.00	2.84	1.080

**Source; survey (2022) SPSS output**

Table 4.9 depicts the overall arithmetic mean and standard deviation of dependent and independent variables as responded by the respondents. The finding of this study indicates that most of employees were sufficiently agreed with a leadership style on the industrial park with a mean value of 3.46 and 0.907 standard deviation, training with a cumulative mean value of 3.69 and 1.063 standard deviation, physical environment scored a mean value of 3.42 and 0.877 standard deviation. This indicates that, Kilinto industrial park should maintain its strength on physical environment, leadership style and training in order to have competent employee and improved performance. However, employees on other variables such as work life balance agreed with a cumulative mean value of 3.46 and 1.195 standard deviation and Discrimination with a mean value of 2.84 and 1.080 standard deviation. This implies that, Kilinto industrial park has to

work in balancing work personal life of the employees and avoid the prevalence of work place discrimination.

On the other hand, workload scored a mean value of 2.19 and 1.100 standard deviation; reward scored a mean value of 2.74 and 1.200 standard deviation. This implies that, Kilinto industrial park have to give due attention to give reasonable workload, sufficient breaks for its employee. Additionally, it should give due attention in terms of providing fair reward for its workers. Finally, employee performance scored a mean value of 4.04 and 1.251 standard deviation. The mean and standard deviation for all items are shown in appendix B

### 4.3. Inferential Statistics

In this section the result of inferential statistics employed in the study supported on Pearson correlation coefficient and multiple regressions were elaborated.

#### 4.3.1. Correlation Analysis

Correlation describes the strength of association between variables. According to Brooks (2008), correlation analysis measures the degree of linear association between dependent and independent variable. The value of correlation coefficient ranges from -1 to 1. A correlation coefficient of 1 indicates that there is perfect positive relationship between two variables; while -1 indicates that there is perfect negative relationship between two variables. On the other hand, a correlation coefficient of zero indicates no relationship between variables.

According to McDaniel and gates (2006), a value of correlation coefficient between 0.1 and 0.29 indicates the association among the items is poor. A correlation coefficient between 0.3 and 0.49 implies there is moderate relationship correlation coefficient greater than 0.5 implies strong relationship between two variables. Based on this as noted by gujarati, 2004, most generally used bi-variant correlation coefficient, normally known as Pearson correlation were utilized in order to find out the relationship between working environment dimensions and employee performance. Table below 4.10 presents the result of Pearson correlation between variables.

**Table 4.9: The Relationship between Working Environment Dimensions and Employee Performance**

	EP	PE	R	DLS	WLB	TR	WL	DS
EP	.689**	1						
R	.557**	0.562	1					
LS	.552**	0.619	0.446	1				
WLB	.527**	0.600	0.534	0.594	1			
TR	.583**	0.625	0.433	0.618	0.578	1		
WL	-.526**	(0.454)	(0.353)	(0.339)	(0.401)	(0.377)	1	
DS	-.442**	(0.318)	(0.311)	(0.270)	(0.292)	(0.276)	(0.511)	1

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

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: survey (2022) SPSS output**

The result in table 4.10 indicates that, there is significant positive correlation between physical environment and employee performance with a correlation coefficient  $r=.689$  and sig. (2-tailed) is .000, which is  $<.05$ . Therefore there is strong and statistically significant relationship at 5% significance level. Reward is positively related to employee performance with a Pearson correlation coefficient  $r=.557$  and sig. (2-tailed) is .000, which is  $<.05$ . Therefore there is strong and statistically significant relationship at 5% significance level. The correlation coefficient between leadership style and employee performance is  $r=.552$  and sign. (2-tailed) .000, this implies strong, positive and statistically significant relationship at 5%significance level. Work life balance is positively related to employee performance with a Pearson correlation coefficient  $r=.527$ and sig. (2-tailed) .000, which indicates strong, positive association and statistically significant at 5% significance level. The correlation coefficient between training employee performance  $r=.583$  and sig. (2-tailed).000, which indicates strong, positive association and statistically significant at 5% significance level.

On the other hand, the correlation coefficient between workload and employee performance is  $-.526$  and sig. (2-tailed).000, this indicate strong, negative association and statistically significant at 5% significance level. Discrimination is negatively related to employee performance with correlation coefficient  $r=-.442$  and sig. (2-tailed) .000, which is  $<.05$ . Therefore there is moderate and statistically significant relationship between discrimination and employee performance.

#### 4.3.2. Testing Assumptions of Classical Linear Regression Model (CLRM)

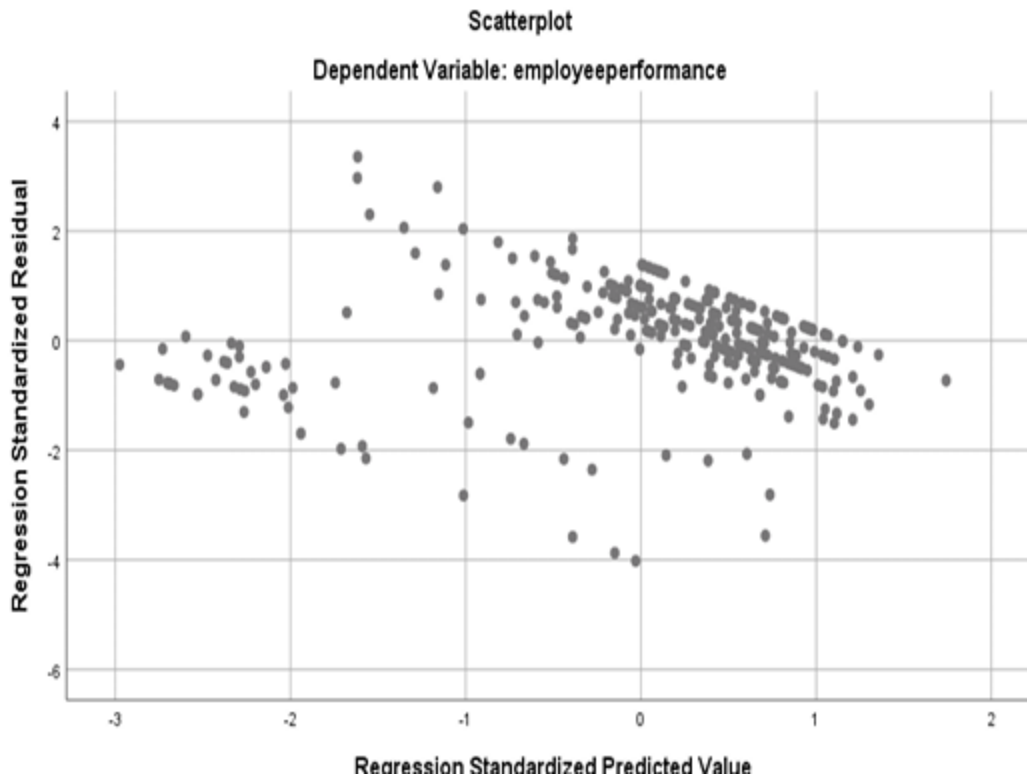
In order to estimate the parameters in multiple linear regression models and minimize the sum of squared error or the difference between observed value and predicted value ordinary least square method (OLS) method were employed for this study. While using OLS method in order to have correct estimator value the five key underlying assumptions should be satisfied. When the assumptions are violated OLS estimators produce biased, inconsistent and in efficient result. Therefore tests of hypothesis are no longer valid, since the standard errors are wrong. Therefore, in order to protect against the chance of getting and interpreting wrong regression results the researcher conducted a diagnostic test. To make sure that the model is unbiased, consistent, efficient and valid the following tests are conducted.

##### 4.3.2.1. Test for Residual Has Zero Mean

Classical linear regression models assume that the error terms zero mean value. In fact, if a constant term is included in regression model equation this assumption will never be violated (brooks, 2008). In this study the researcher included the constant term in the regression equation. Therefore it's expected that the error terms have zero mean value and the assumption is not violated.

##### 4.3.2.2. Test for Hetroscedasticity

Classical linear regression model assume the variance of the error term is constant, this is known as homoscedasticity. If the variance of the error term is not the same, they are said to be hetroscedastic. In order to check the violation of this assumption the research used scatter plot technique. The result plots the standardized residual, against standardized predicted value. If the plots have a pattern it implies the presence of hetroscedasticity. Conversely if the plots depict a pattern there is no evidence for the presence of hetroscedasticity Correlation. So, homoscedasticity assumption is not violated.



#### 4.3.2.3. Test for Autocorrelation

Classical linear regression model assume cross-sectionally the covariance between the error terms is zero. In other word it assumes there is no serial correlation among error terms. The research applied Durbin Watson test, which is most commonly used techniques of detecting autocorrelation. Thus, if the value of DW test is between 1.5 and 2.5 there is no evidence for the presence serial correlation among error terms (Hassen et al, 2017). As illustrated in table 4.11 the DW test falls in the acceptable range, which implies absence of serial correlation among errors.

**Table 4.10: Durbin Watson test result**

Model	Durbin Watson
1	1.524

*4.3.2.4. Test for Multicollinearity*

CLRM model assume no correlation between explanatory variable. Multicollinearity refers to the situation were some or all explanatory variables are highly inter-connected or the existence of exact linear association. According to Gujarati (2004), if multicollinearity is ideal the regression coefficients of independent variables are undetermined and difficult to measure their standard error. In order to test the multicollinearity problem the researcher applied variance inflation factor (VIF) and correlation coefficient of explanatory variables. If the VIF of the variables exceed 10%, multicollinearity can be a potential problem (Hair et al., 2013). As illustrated in table 4.12 the value of variance inflation factor for all explanatory variables is less than 10%. Therefore, it implies that there is no multicollinearity between explanatory variables.

**Table 4.11: VIF and Tolerance Statistics for Multicollinearity**

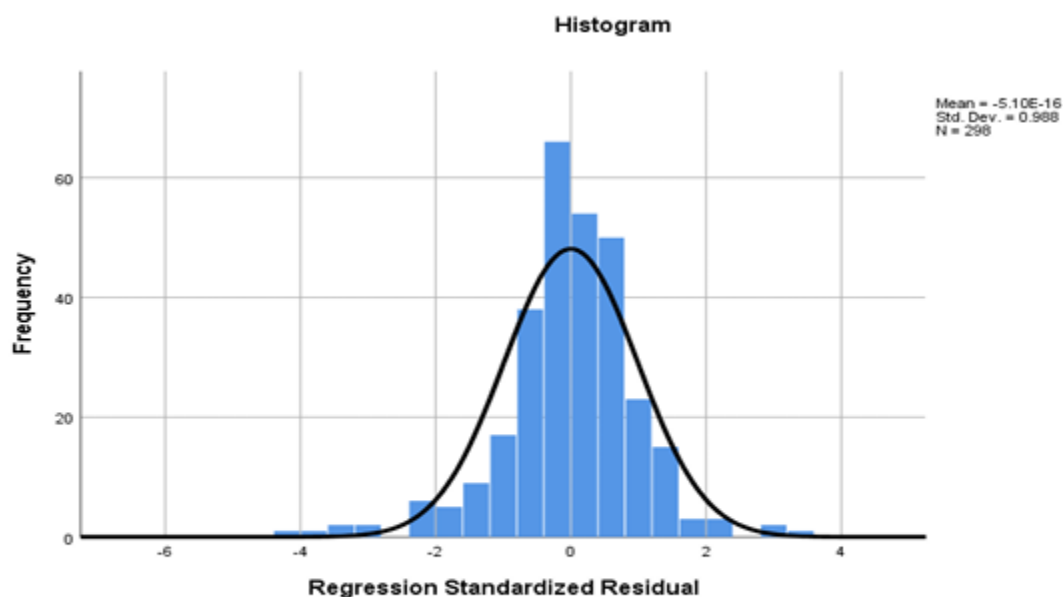
Model		Collinearity statistics	
		Tolerance(1/VIF)	VIF (%)
1	Physical environment	0.424	2.357
	Reward	0.611	1.638
	Leadership style	0.490	2.040
	Work life balance	0.491	2.035
	Training	0.494	2.026
	Workload	0.629	1.590
	Discrimination.	0.716	1.398

Source: survey (2022) SPSS output

#### 4.3.2.5. Test for Normality

CLRM assume that the distribution of the error term is normally distributed. As field (2009), noted, that normality assumption is important while using regression and worthwhile, if we want to make inference about the population parameter from the sample parameters. If the mean of the residual is zero and constant variance the error is normally distributed. The mean of the residual is zero and approximately its variance is 1, which implies that the distribution of the error is normally distributed.

Figure 4.1: normality test



Source: survey (2019) SPSS output

#### 4.3.3. Analysis of Variance (ANOVA)

Analysis of variance was also done to establish the overall significance of the model. ANOVA also tells whether the overall effect of the seven independent variables on employee performance is significant. As depicted in table 4.13, at 95% confidence interval, significant P-value of .000 and F-value of 62.766 was recorded. This implies the regression model is a suitable prediction for explaining the effect of working environment on employee performance in Kilinto industrial park.

**Table 4.12: Analysis of Variance (ANOVA).**

ANOVA						
Model		Sum of squares	$D_f$	Mean square	F	Sig.
1	Regression	236.926	7	33.847	62.766	0.00 <sup>b</sup>
	Residual	156.384	290	0.539		
	Total	393.310	297	34.386		
a. Dependent Variable: employee performance						
b. Predictors: (Constant), discrimination, leadership style, reward, workload, training, work life balance, physical environment						

Source: survey (2022) SPSS output

#### 4.3.4. Results of Regression Analysis

In accordance with classical linear regression model, the model has satisfied the five diagnostic tests. Based on this, multiple regression analysis was determined in order to reveal the value of coefficient included in the model. Accordingly table below depicts, the result of regression model that examine the effect of explanatory variables on employee performance. Hence, employee performance is explained variable whereas physical environment, reward, leadership style, work life balance, training, workload and discrimination are explanatory variable.

**Table 4.13: Coefficients of Regression Analysis**

Model	Unstandardized Coefficients	Standardized Coefficients		Error	p-value
	B	Std error	Beta		
(Constant)	2.010		.294	6.832	.000
Physical environment	.388	.067	.329	5.792	.000
Reward	.179	.050	.171	3.602	.000
Leadership style	.114	.067	.090	1.707	.089
Work life balance	-.009	.055	-.008	-.154	.877
Training	.169	.058	.153	2.912	.004
Workload	-.169	.049	-.161	-3.455	.001
Discrimination	-.137	.044	-.137	-3.130	.002



a. Dependent Variable: employee performance

Source: survey (2022) SPSS output

Thus, the model applied in this study was ordinary least square method. The regression equation can be stated as:

$$EP=2.010+0.388PE+0.17R+0.114LS-0.009WLB+0.169TR-0.169WL-0.137DS+\mu$$

**Table 4.14: model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	.602	.593	.73434
a. Predictors:(Constant), discrimination, training, work life balance, workload, Reward, physical environment, leadership style				
b. Dependent Variable: employee performance				

Source: survey (2022) SPSS output

#### 4.3.5. Interpretation of R-square and Adjusted R-square

R-square- is statistical measure that tells the proportion of the variance for a dependent variable that's explained by an independent variable or variables included in regression model. R<sup>2</sup>- also explains to what extent the variance of one variable explains the variance of other variable. R squared value range from 0 to 1 and commonly stated as a percentage from 0% to 100%. An R square of 100% indicates that, dependent variable is completely explained by independent variable of the model. 0% shows the model explains none of the variability of the response data around its mean. The value of R-square in this study was found to be 0.602. This indicates that, 60.2% of variation in employee performance is explained by selected explanatory variables and other factors captured by the constant.

According to Brooks (2008), —R-square has some problems; the first one is when we add predictor variables in the model, every time, even if it's irrelevant R-square never decreases. Consequently, a model with more variable may appear to have high R-square. Second, if the model rearranged and the dependent variable changes, r-square will change in order to get

around these problems, a modification is often made that takes in to account the loss of degree of freedom associated with adding extra variables, this is known as adjusted R-square. Adjusted R square is a modified version of R-squared that has been adjusted for the number of predictor in the model. Therefore, adjusted R-square compares the explanatory power of regression models that contain different number of predictors. The value of adjusted R-square in this study found to be 59.3%. This implies that, 59.3% of changes that occur in employee performance are attributable to independent variables.

The other factors such as, harassment, violence, Welfare Facilities, Association and bargaining power and other remaining factors that were not included in the model but could help in explaining employee performance account the remaining 40.7%.

#### **4.3.6. Interpretation of Regression Result and Hypothesis Testing**

In this part of the study the relationship between the dependent variable and independent variable were discussed. The dependent variable was employee performance whereas independent variables were physical environment, reward, leadership style, work life balance, training, work load and discrimination.

In regression output, the unstandardized coefficients of determination were used to replace the unknown beta value of the regression model. Beta indicates that the level of influence of each predictor variable on dependent variable: as well it indicates the direction of relationship. Positive beta coefficient indicates the variable has positive effect on dependent variable whereas negative beta coefficient the variable has negative effect on dependent variable and it tells us on average when mean score value of independent variable increase by one unit mean score value of dependent variable increase or decrease by beta amount if the variable is statistically significant. The significance value (p-value) implies the statistical significance of the relationship. The constant term of the model indicates the value of employee performance if all explanatory variables held constant.

As illustrated in table 4.14 the coefficient of regression analysis indicates physical environment, reward, training showed positive effect whereas workload and discrimination showed negative effect and statistically significant at 5% significance level. Conversely, work life balance showed a negative effect but statistically insignificant and leadership style showed positive but

statistically insignificant. Therefore, in the next section the researcher present and discuss the effect of predictor variables on employee performance.

### **Hypothesis 1**

#### **H1:1 physical environment has positive and significant effect on employee performance.**

Results discussion; The result of multiple regressions as illustrated in table 4.14 above revealed that physical environment has positive and statistically significant effect on employee performance with a beta value of 0.388 and p-value of .000 which is less than 0.05. This implies that, other explanatory variable remain constant, if the mean score value of physical environment increase by 1 unit, on average the mean score value of employee performance increase by 0.388 unit and statistically significant at 5% significance level.

**Decision;** the researcher rejects the null hypothesis and accepted alternative hypothesis; that means physical environment has significant effect on employee performance. This indicates that, an improvement of physical environment elements (sound, lighting, temperature, work space, design and layout, equipment and tools) will lead to a correspondent increase on employee performance.

Other researchers finding; the research made by nzewi et al (2018), investigated the relationship between physical work environment and employee performance in selected brewing firms in anambra state, Nigeria. The research was cross-sectional study and conducted on 233 employee of brewing firms. They state that physical work environment has positive and significant effect on employee performance; which is consistent with the result of this study.

### **Hypothesis 2**

#### **H1: 2 Reward has positive and significant effect on employee performance**

Results discussion; the result of table 4.14 showed that reward has positive and statistically significant effect on employee performance with a beta coefficient of 0.179 and p-value of 0.000, which is less than 0.05. This implies that, other explanatory variable remain constant, if the mean score value of Reward increase by 1unit on average the mean score value of employee performance increase by 0.179 unit and statistically significant at 5% significance level.

**Decision;** the researcher rejects the null hypothesis and accepted alternative hypothesis; that means reward has significant effect on employee performance. This shows that an increase in Reward elements like; payment, benefits, promotion and recognition will lead to correspondent increase on employee performance.

Other researchers finding; the research by mansor et al, (2012), studied the effect of reward towards employee job performance in chemical based industries Malaysia. The research was applied quantitative approach and conducted on 127 employees. The finding of the study revealed that reward has significant and positive effect on employee job performance which is in line with the result of this study. The study of salah, m. (2016), titled on the influence of rewards on employee performance also concluded that reward has positive and significant effect on employee job performance.

### **Hypothesis 3**

H1: 3 leadership style has positive and significant effect on employee performance.

Results discussion; As table 4.14 indicates, leadership style showed positive and statistically insignificant effect on employee performance with a beta value of 0.114 and p-value 0.089 which is greater than 0.05.

**Decision;** the researcher fail to accept directional hypothesis in favor of null hypothesis that means: leadership style has no significant effect on employee performance.

### **Hypothesis 4**

H1; 4 work life balance has positive and significant effect on employee performance.

Results discussion; the result of table 4.14 showed that work life balance has negative but statistically insignificant effect on employee performance with a beta value of -0.009 and p-value of 0.877, which is greater than 5% significance level.

**Decision;** the research fail to accept hypothesis four or directional hypothesis in favor of null hypothesis that means; work life balance has no significant effect on employee performance.

Other researchers finding; the research by shoaib et al (2013), studied the impact of non-financial reward on employee performance a case study of business institutes of Karachi. The research was conducted on 217 employees by using questionnaires from nine universities. They concluded that there is no significant relationship between work life balance and employee performance with a beta value of 0.430 which is greater than 0.05 and it is consistent with the finding of this study. In this study work life balance showed statistically insignificant effect on employee performance and the reason is as we observe from the demographic characteristics of the respondent most of the employee are single and found in young age group, this implies that there is low level of imbalance or conflict between work activities and non-work activities. The study of martins'et al. (2002) also confirms that individuals who are single and young experience low work life conflict than married employees.

### **Hypothesis 5**

H1; 5 Training has positive and significant effect on employee performance

Results discussion; as table 4.14 depicts that, training has positive and significant effect on employee performance with a beta value of 0.169 and p-value 0.004 which is less than 0.05. This implies that, other explanatory variable remain constant, if the mean score value of training increase by 1 unit on average the mean score value of employee performance increase by 0.169 unit and the relationship is statistically significant at 5% significance level.

**Decision;** the researcher rejects the null hypothesis and accepted directional hypothesis that means; training has significant effect on employee performance. This shows that when employee get on the job as well as off the job training, identified based on skill gap and evaluated after and before training this will lead to equivalent improvement in their job performance.

Other researchers finding; the study of Afroz (2018), on the effect of training on employee performance a study in banking sector, tangail Bangladesh, showed that training has a positive and significant impact on employee performance, which is in line with the finding of this research.

### **Hypothesis 6**

H1; 6 work load has negative and significant effect on employee performance.

Results discussion; the result of multiple regression as presented in table4.14 above revealed that, work load has negative significant effect on employee performance with a beta value of 0.169 and p-value of 0.001 which is less than 0.05. This shows that, other explanatory variable remain constant, if the mean score value of work over load increase by 1 unit, on average the mean score value of employee performance decrease by 0.169 unit and the relationship is statistically significant at 5% significance level.

**Decision;** the researcher rejects the null hypothesis and accepted the directional hypothesis that means: work load has significant effect on employee performance. This implies that, when work is evenly distributed, physically manageable and workers get sufficient break in their job, this will lead to equivalent improvement in their performance.

Other researchers finding; the research finding of kaleem et al (2012), which is titled —the effect of work over load on employee performance —that is conducted in Pakistan water and power development authority indicate that: work overload has significant negative effect on employee performance, which is consistent to the finding of this research. Ali et al (2013) also concluded in their research that work overload has significant negative effect on employee performance.

### **Hypothesis 7**

H1; 7 Discrimination has negative and significant effect on employee performance.

Results discussion: furthermore, the results of table4.14 showed that discrimination has significant negative effect on employee performance with a beta value of (-.137) and p- value (0.002) which is less than 0.05. This shows that, other explanatory variable remain constant, if the mean score value of discrimination increase by 1 unit on average the mean score value of employee performance decrease by 0.137 unit and the relationship is significant at 5% significance level.

**Decision;** the researcher rejects the null hypothesis and accepted the directional hypothesis: this implies that, when discrimination based on gender, age, religion and ethnicity increases, the performance of employee reduces drastically.

Other researchers finding: the research finding of Alagah et al (2017), which is titled —the discrimination and employee performancell that is conducted in Nigeria food and beverage sector

indicates that: discrimination has negative significant effect on employee performance, which is similar to the finding of this research. Omoh et al (2015) also concluded that discrimination has significant negative impact on employee performance.

Generally from the results, all work environmental variables except work life balance and leadership style used in the study had greatest impact in improving employee performance. The result of this finding is summarized in table4.16

**Table 4.15: Summary of actual and expected sign of explanatory variables on dependent variable.**

No	Explanatory variables	Expected sign and impact	Actual sign and impact	Result
1	Physical environment	Positive and significant	Positive and significant	Supported
2	2 Reward	Positive and significant	Positive and significant	Supported
3	3 Leadership style	Positive and significant	Positive and insignificant	Not Supported
4	4 Work life balance	Positive and significant	Negative and insignificant	Not Supported
5	5 Training	Positive and significant	Positive and significant	Supported
6	Work overload	Negative and significant	Negative and significant	Supported
7	7 Discrimination	Negative and significant	Negative and significant	Supported

## CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### INTRODUCTION

This chapter presents overall summary of main findings of the analysis part, followed by the conclusion of the study through which the research objective was addressed. Furthermore, this part also includes possible recommendations and suggestions for further studies.

#### 5.1. SUMMARY OF FINDINGS

The objective of the study was to investigate and analyze the impact of working environment on employee performance using major factors of working environment; physical environment, Reward, leadership style, work life balance, training, work load and discrimination. The research was undertaken in 2 factories found in Kilinto Industrial park. The study was conducted using self-administered questionnaires to the target population of 140 operational employees: out of 120 sampled employees 99 of them responded properly. Furthermore, the research is analyzed by using statistical package for social science version 25.

The descriptive statistics of the variables revealed that, most of the employees agreed with leadership style with a cumulative mean value of 3.46 and 0.907 standard deviation, training



with a mean value of 3.69 and 1.063 standard deviation, physical environment scored mean value of 3.42 and 0.877 standard deviation and employee performance with a cumulative mean and standard deviation 4.04 and 1.251 respectively. While employee on other variables agreed work life balance 3.46 and 1.195, discrimination 2.84 and 1.080 mean and standard deviation respectively. However, work load scored mean value of 2.19 and 1.080 standard deviation; reward scored a mean value of 2.75 and 1.200 standard deviation.

Pearson product moment correlation coefficient results showed a significant positive relationship between physical environment, reward, leadership style, work life balance, training and employee performance while negative significant relationship is found between workload, discrimination and employee performance. The finding further revealed that, strong relationship is found between physical environment, reward, leadership style, work life balance, training, and workload and employee performance. Moderate relationship is revealed between discrimination and employee performance.

The model summary of multiple regression revealed that 60.2% of the variation in employee performance is explained by seven factors of working environment included in the study. The remaining 39.9% is explained by other variable that is not included in the model. The ANOVAs table also revealed that, the constructed model is statistically significant even at 1% significance level. The coefficient table also indicates that physical environment has high impact on employee performance with a beta value of (.388), followed by reward (.179), training (.169), workload (.169), discrimination (-.137), leadership style (.114) and work life balance (-.009). Moreover, from the finding of this study, coefficient table indicate that physical environment, reward and training has positive and significant impact on employee performance while discrimination and workload showed negative and significant impact on employee performance. However, work life balance showed negative insignificant effect, and leadership style has positive but statistically insignificant impact on employee performance.

## 5.2. CONCLUSIONS

□ the regression output revealed that Physical environment has positive and statistically significant impact on employee performance. The correlation analysis also confirmed positive

and significant relationship. From this it was concluded that as suitability of physical working environment increase it lead to correspondent increase in their performance.

□ the coefficient of reward variable in the model is positive and statistically significant at 5% significance level. Correlation analysis also reveals that, there is significant and positive relationship between reward and employee performance. Thus, an increase in reward result in dramatically increased employee performance.

□ Leadership style has positive relationship with employee performance; however the regression output reveals that it has positive impact and statistically insignificant. As such, it has been concluded that leadership style has low impact on employee performance.

□ Work life balance found to have a positive and significant relationship with employee performance. However, the coefficient table revealed it has negative impact and statistically insignificant. Therefore, work life balance has a little impact on employee performance.

□ Regarding training, the coefficient table showed that, the performance of employee increase when training increase. Thus, training has positive and statistically significant impact at 5% significance level. Correlation analysis also revealed positive and significant relationship. The higher workers get training tends to have increased performance.

□ Regarding workload, the coefficient table showed that it has negative impact and statistically significant at 5% significance level. The correlation analysis also reveals negative and statistically significant relationship. From this, it was concluded that when employees overworked, this result in poor performance of employees, as they take work as burden and start losing interest.

□ The regression output of discrimination showed that it has negative and significant impact on employee performance. Correlation analysis also reveals negative and significant relationship. Thus, higher discrimination at work place results in equivalent decrease on employee performance.

### 5.3. RECOMMENDATIONS

On the basis of the above summary of finding and conclusions of the study, the following recommendations are forwarded to the management of industrial park.

□ since physical working environment has strong relationship with employee performance; suitable work environment allow workers to perform better, improve productivity, and maximize quality in their performance. Therefore, its recommended that physical environment (in terms of lighting, noise level, temperature and ventilation) should be made sure that they stay at an acceptable level so as employees don't get distracted or bothered by them on their job).

□ since reward has strong relationship with employee performance; appropriate reward will lead employee to be encourage at work which also helps to increase their performance. Thus, the management needs to design a remuneration package Fair salary; reasonable overtime payment and managers should establish criteria for identifying employees who are eligible for recognition, then recognize anyone who meets the criteria by being consistently fair.

□ When employees get sufficient training related to their work, helps them to perform better, improve productivity and maximize performance. Thus, the management within organizations should realize the importance of providing on the job as well as off-the job training and evaluating performance after training is conducted and this will bring a fruitful change in their performance.

□the more employees provided with work which is matched with their physical and mental ability, the more likely to perform better and improve their performance. Therefore, the management should make sure that workers are not burdened, to have sufficient breaks and assigning the right skill at the right job.

□ When discrimination prevail in work place employee feel ignored because of their age, gender, religion and ethnicity and this lead to significant decrease on their performance. Therefore, the management should enact workplace policy to reduce discrimination and such policy should be reviewed frequently to ensure that its effectiveness is maintained. Additionally, the culture of the organization should inspire employees irrespective of gender, age, ethnic group

or religious belief to participate in decision making as this will help to reduce discrimination in the workplace.

#### 5.4. SUGGESTIONS FOR FURTHER STUDIES

Due to the fact that this study's findings were limited to the Kilinto Industrial Park in the Addis Ababa area, they might not be representative of all industrial parks in Ethiopia. As a result, other researchers who are interested in this topic should undertake their own research using the findings of this study as a benchmark. Additionally; the researcher suggests that this study only consider seven factors related to the working environment, including the physical setting, compensation, leadership style, work life balance, training, workload, and discrimination. Other relevant working environment elements may exist that are more significant for the subject of the study but were excluded for a variety of reasons. Therefore, it would be better if future researchers took into account more aspects of the working environment that have an impact on employee performance, such as the accessibility of the workplace, workplace violence, job autonomy, harassment, transportation issues, and occupational health and safety.

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**APPENDIX A: QUESTIONNAIRE**

**ST. MARY'S UNIVERSITY**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**POST GRADUATE PROGRAM**

**Dear respondents:** This questionnaire is prepared for a research study purpose entitled “Effect of working environment on employee’s performance”<sup>l</sup>. The expected respondents for this questionnaire will be Operational Employees of Kilinto industrial park. The researcher asks respondents to give sincere and accurate data to make proper analysis of the collected data. The researcher would like to note that data will be kept confidential and will only be used for study purpose. I would like to thank you in advance for your honest cooperation.

Put a “√” on your choice of agreement.

Section one: Demographic Information

1. **Gender:** Male ☐ Female ☐

2. **Age** 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ Above50 ☐

3. **Marital Status:** Single ☐ married ☐ divorced ☐

4. **Education status** below grade 12 ☐ Grade 12 ☐ Diploma ☐ Degree ☐ above ☐

5. **Experience**-----below one year ☐ 2 -3 year's ☐ more than 3 years ☐

**Section two:** The table that follows in the next section consist list of items, Please put “√” mark for every statement based on your level of agreement.

**5: Strongly agree 4: Agree 3: Neutral 2: Disagree 1: Strongly Disagree**

	Description of items	strongly disagree	disagree	neutral	agree	Strongly agree
		1	2	3	4	5
No	<b>1. Physical work environment</b>					
1	There is an air conditioning facility to control the heat when the machines are working					
2	The machineries in the organization are placed in such a way that is appropriate to operate them					
3	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties					
4	The equipment I use suits my posture and I can easily adjust					
5	I can see very well while working because there is no lighting issues					
	<b>2. Reward</b>					
1	The basics of payment, for example, over time payment are reasonable					
2	i can get my payment on time					
3	My salary is satisfactory in relation to what I do.					



4	The benefit system of the organization treats each employee reasonably.					
5	My medical scheme is satisfactory					
6	The opportunity for promotion exists in this organization					
7	I am praised regularly for my good work.					
	<b>3. leadership style</b>					
1	My immediate supervisor encourages me to express my opinions in planning and implementing the work					
2	My immediate supervisor gives me adequate guidance to my work and also provide freedom to make decision on my tasks.					
3	My immediate supervisor encourages me to be creative in my work and bring new ideas					
4	My immediate supervisor participate me in decision making process.					
5	My immediate supervisor use varied methods of reward as required by situation and conditions					
6	My supervisor delegates some of his power to employee working with him					
7	My immediate supervisor gives me the opportunity to initiative in facing difficult situations.					
8	My immediate supervisor follow me when I am late thinking of that strict supervision make me feel the importance of my work					
	<b>4. work life balance</b>					
1	I have support at work to balance my work and personal life					
2	Work doesn't interfere with my time for family and friends.					
3	My work doesn't interfere with activities outside of work.					
4	I am satisfied with the number of hours					

	I work.					
5	I am satisfied with the balance between my work and personal life					
	<b>5. Training</b>					
1	Workers who need training are identified based on their skill gap.					
2	Our organization provides regular training to develop skills that will help us to work properly					
3	My organization provide training for employees by using on-the job training method					
4	My organization provides training for employees by using off-the job training method.					
5	My organization conducts training evaluation after training is conducted					
	<b>6.work load</b>					
1	I didn't work long and difficult working hours and days					
2	I didn't feel over worked by the demand place on me					
3	I didn't feel tired by the demand placed on me					
4	I am able to take sufficient breaks					
5	I am able to meet the dead line I have for my work					
	<b>7.Discrimination</b>					
1	The company hire employee regardless of their gender					
2	Fair treatment is given to all employees, whether they are male or female.					
3	Discrimination based on age doesn't prevail in work place					
4	My supervisor includes all members of different ethnicity in problem solving and decision making.					
5	The company provides equal opportunity for workers regardless of their race.					
6	Discrimination based on religion doesn't prevail in work place.					
	<b>Employee Performance</b>					
1	I meet the target quantity required by					

	the organization.					
2	I produce products that are free from defects.					
3	I take the appropriate amount of time to complete my tasks.					
4	I am present on work on a regular basis.					
5	I came up with creative ideas at work.					
6	My work goals are well aligned with that of the company's.					
7	I produce good results with low cost to the organization					

**‘THANK YOU FOR YOUR PARTICIPATION’**

**ሴንት ሜሪ ዩኒቨርሲቲ**

**የድረ ምረቃ ትምህርት ቤት**

**የቢዝነስ አስተዳደር ትምህርት ክፍል**

ሠራተኞች የስራ ሁኔታ በስራ ችሎታቸው ላይ ያለውን ተጽእኖ ለማጥናት ያዘጋጀሁትን መጠይቅ ለመሙላት ለሚተባበሩኝ የቂሊንጦ ኢንዱስትሪያል ፓርክ ተቀጣሪዎችን በቅድምደ ምስጋናየን እያቀረብኩ ከዚህ በታች ባለው እና ቀጥሎ ባሉት ገጾች የተቀመጡት ጥያቄዎች ስለስራ ሁኔታ ያላችሁን አመለካከት በመስማማት እና ባለመስማማት የምትገልፁት ነው ስለዚህም ያልዎትን ሃሳብ በቀኝ በኩል በተቀመጡት ሳጥኖች የራዎት ምልክት(✓) በማስቀመጥ እንዲገልፁ በትህትና እጠይቃለሁ።

**I. የግል መረጃ (የምላሽ ሰጪዎች መረጃ) በተመለከተ**

1. ፆታ ወንድ ☐ ሴት ☐

2. ዕድሜ 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ ከ 50 በላይ ☐

3. የጋብቻ ሁኔታ ያላገባ ☐ ያገባ ☐ የተፋታ ☐

4. የትምህርት ደረጃ ከ12 በታች ☐ 12ኛ ☐ ዲፕሎማ ☐ ዲግሪ ☐

5. የስራ ልምድ ከአንድ አመት በታች ☐ ከ2-3 አመት ☐ ከ3 አመት በላይ ☐

II. በሚቀጥለው ክፍል ውስጥ ያለው ሰንጠረዥ የተዘረዘሩ ጥያቄዎች የያዘ ነው፣ በእውቅና ደረጃዎ መሰረት ለእያንዳንዱ ጥያቄ የ "✓" ምልክት ያድርጉ.

1=እጅግ አልስማማም

2=አልስማማም

3=ገለልተኛ ነኝ

4=እስማማለሁ

5=እጅግ እስማማለሁ

No	1. አካላዊ የስራ ሁኔታ.	1	2	3	4	5
1.1	ማሽኖቹ በሚሰሩበት ወቅት ሙቀትን ለመቆጣጠር የሚያስችል የአየር ማቀዝቀዣ አለ					
1.2	በድርጅቱ ውስጥ ያሉት የማምረቻ መሳሪያዎች አቀማመጥ ለስራ አመቺ ነው					
1.3	የስራ ቦታዬ ምንም አይነት ጫጫታ የሌለብኝን ቦታ ያቀርብልኛል.					
1.4	የምጠቀምባቸው መሳሪያዎች ለኔ አቀማመጥ የሚመቹ አና በቀላሉ የማስተካከላቸው ናቸው					
1.5	ማሽኖቹ በሚቀመጡበት ጊዜ የብርሃን ችግሮችን ታሳቢ አድርገው ስለሆነ በምሰራበት ወቅት የእይታ ችግር					

	አያጋጥመኝም					
	<b>2. ሽልማት</b>					
2.1	የክፍያ መሰረቶች ለምሳሌ የትርፍ ሰአት ክፍያ በቂ ናቸው።					
2.2	ክፍያን በተመለከተ ጊዜውን ጠብቆ ይደርሳል።					
2.3	ደመወዜ ከምሰራው ስራ አንፃር አጥጋቢ ነው።					
2.4	የድርጅቱ የጥቅማጥቅም ስርዓት እያንዳንዱ ሰራተኛ በምክንያታዊነት ያስተናግዳል።					
2.5	የሕክምና እቅዱ አጥጋቢ ነው።					
2.6	በዚህ ድርጅት ውስጥ የእድገት እድል አለ።					
2.7	ለሰራውት ጥሩ ስራ ሁል ጊዜ እመሰግናለሁ።					
2.8	በየቀኑ ችግሮች ሲፈጠሩ የማስተካከሉ ስልጣን አለኝ።					
	<b>3.የአመራር አይነት</b>					
3.1	የቅርብ አለቃዬ በስራ እቅድ እና አተገባበር ላይ ሀሳቤን እንድገልፅ ያበረታታኛል።					
3.2	የቅርብ አለቃዬ ስለ ስራ አሰራሮች ትኩረት ይሰጣል። እንደዚሁም ሃሳቦቼን እና ውሳኔዎቼ ላይ ስለሚተማመን ስራ እንድበልጥ ነፃነቴን ይሰጠኛል።					
3.3	የቅርብ አለቃዬ በስራዬ የፈጠራ ችሎታ እንዲኖረኝ እና አዳዲስ ሃሳቦችን እንዳመጣ ያበረታታኛል።					
3.4	የቅርብ አለቃዬ በውሳኔ አሰጣጥ ሂደት ላይ ያሳትፈኛል።					
3.5	የቅርብ አለቃዬ እንደ አግባቡ እና እንደ ሁኔታው አስፈላጊነት የተለያዩ የማበረታቻ እና የቅጣት ዘዴዎችን ይጠቀማል።					
3.6	የቅርብ አለቃዬ አብሮ ለሚሰሩት ሰራተኞች የተወሰኑ ስልጣኖች ላይ ይወክላቸዋል።					
3.7	የቅርብ አለቃዬ ከባድ ሁኔታዎችን ለመጋፈጥ እንድንነሳሳ እድሉን ይሰጠኛል።					
3.8	የቅርብ አለቃዬ ይከታተላል፤ በኋላ ሳምንቦት ጥብቅ ቁጥጥር የስራ አስፈላጊነት እንዲገባኝ አድርጓል።					
	<b>4. የስራና የኑሮ ሚዛን</b>					
4.1	በስራዬ ላይ ስራዬን እና የግል ሕይወቴን እንዳመጣጥን ድጋፍ አለኝ።					
4.2	ስራዬ ለቤተሰብ እና ለጓደኞች ካለኝ ጊዜ ጋር ጣልቃ አይገባብኝም።					
4.3	የእኔ ሥራ ከስራ ውጭ ያለ ስራዎችን አያስተጓጎልም					
4.4	በምሰራው የሰአት ብዛት ረክቻለሁ።					
4.5	በስራዬ እና በግል ሕይወቴ መካከል ባለው መመጣጠን ረክቻለሁ።					
	<b>5.ስልጠና</b>					
5.1	ድርጅቱ ሰራተኞችን ባላቸው የሙያ ክፍተት ላይ ተመስርቶ					

	ለስልጠና ይለያቸዋል።					
5.2	ድርጅታችን በአግባቡ ለመስራት የሚረዳ ክህሎት ለማዳበር የሚጠቅሙ መደበኛ ስልጠናዎችን ይሰጣል።					
5.3	ድርጅቱ የስራ ላይ ስልጠና ዘዴን በመከተል ለሰራተኞች ስልጠና ይሰጣል።					
5.4	ድርጅቱ ከስራ ውጪ ስልጠና ዘዴን በመከተል ለሰራተኞች ስልጠና ይሰጣል።					
5.5	ድርጅቱ ስልጠና ከተከናወነ በኋላ የስልጠና ምዘና ያከናውናል።					
	<b>6. የስራ ጫና</b>					
6.1	ረጅም እና ከባድ የስራ ሰአታት እና ቀናትን አልሰራም።					
6.2	ለስራዬ ያለኝን የጊዜ ገደብ ማሳካት እችላለሁ።					
6.3	ባለብኝ ጫና ከልክ በላይ እንደሰራሁ ሆኖ አይሰማኝም።					
6.4	ባለብኝ ጫና የድካም ስሜት አይሰማኝም።					
6.5	በቂ የስራ መሃል እረፍቶችን ማድረግ እችላለሁ።					
	<b>7. መድልክ</b>					
7.1	ድርጅቱ ሰራተኞችን በፆታቸው ሳይለያቸው ይቀጥራል።					
7.2	ወንድም ይሁን ሴት ለሁሉም ሰራተኞች እኩል መስተንግዶ ይሰጣቸዋል።					
7.3	በስራ ቦታ በእድሜ ላይ የተመሰረተ መድልክ የለም።					
7.4	የቅርብ አለቃዬ በችግር አፈታት እና በውሳኔ አሰጣጥ ላይ የሁለንም የተለያዩ ብሄር አባላትን ያሳትፋል።					
7.5	ድርጅቱ ብሄር ላይ ሳይመሰረት ለሰራተኞች እኩል እድል ይሰጣቸዋል።					
7.6	በስራ ቦታ በሐይማኖት ላይ የተመሰረተ መድልክ የለም።					
	<b>8. የስራ አፃፃፍ</b>					
8.1	በድርጅቱ የሚወሰነው የምርት ግብ አሟላለሁ					
8.2	ከእርማት ነፃ የሆኑ ምርቶችን አመርታለሁ					
8.3	የተሰጠኝን ስራ በተገቢው ሰአት እጨርሳለሁ					
8.4	ድርጅቱን ብዙ ወጪ ሳላስወጣ ጥሩ ውጤት አሳያለሁ					
8.5	በስራ ገበታዬ ላይ ሁልጊዜ እገኛለሁ					
8.6	በስራ ላይ በተሻለ ሁኔታ የፈጠራ ሀሳቦችን አመጣለሁ					
8.7	የስራ ግቦቴክ ድርጅቱ አላማ ጋር የተቆራኘ ነው					

**‘ስለ ትብብር በጣም አመሰግናለው’**

**Appendix B: Descriptive statistics for each items****Physical working environment item**

<b>Descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. deviation
PE1	99	1	5	3.64	1.355
PE2	99	1	5	3.56	1.142
PE	99	1	5	2.80	1.312
PE4	99	1	5	3.69	1.175
PE5	99	1	5	3.40	1.202
Validity N (list wise)	99				

**Reward items**

<b>Descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. deviation
R1	99	1	5	3.10	1.383
R2	99	1	5	3.33	1.421
R3	99	1	5	2.30	1.309
R4	99	1	5	2.55	1.324
R5	99	1	5	3.01	1.397
R6	99	1	5	3.10	1.405
R7	99	1	5	2.20	1.272
R8	99	1	5	2.39	1.304
Validity N (list wise)	99				

**Leadership style items**

<b>Descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. deviation
DLS1	99	1	5	3.23	1.238
DLS 2	99	1	5	3.52	1.248
DLS 3	99	1	5	3.40	1.245
DLS 4	99	1	5	3.97	1.247
DLS 5	99	1	5	3.28	1.247
DLS 6	99	1	5	3.49	1.234
DLS 7	99	1	5	2.01	1.190
DLS 8	99	1	5	2.76	1.167
Validity N (list wise)	99				

**Work life balance items**

<b>Descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. deviation
WLB1	99	1	5	3.57	1.278
WLB 2	99	1	5	3.28	1.237
WLB 3	99	1	5	3.76	1.336
WLB 4	99	1	5	3.22	1.302
WLB 5	99	1	5	3.48	1.529
Validity N (list wise)	99				

**Training items**

<b>Descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. deviation
T1	99	1	5	3.65	1.330



T 2	99	1	5	3.84	1.093
T 3	99	1	5	3.25	1.224
T 4	99	1	5	3.76	1.312
T 5	99	1	5	3.98	1.237
Validity N (list wise)	99				

### Workload items

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. deviation
W1	99	1	5	2.28	1.285
W 2	99	1	5	2.13	1.297
W 3	99	1	5	2.35	1.276
W 4	99	1	5	2.05	1.324
W 5	99	1	5	2.16	1.309
Validity N (list wise)	99				

### Workplace discrimination items

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. deviation
D1	99	1	5	3.01	1.562
D 2	99	1	5	3.13	1.427
D 3	99	1	5	2.06	1.567
D 4	99	1	5	3.07	1.445
D 5	99	1	5	3.16	1.425
D6	99	1	5	2.64	1.560
Validity N (list wise)	99				

### Employee performance items

Descriptive statistics					
	N	Minimum	Maximum	Mean	Std. deviation
EP 1	99	1	5	4.14	1.275
EP 2	99	1	5	3.99	1.257
EP 3	99	1	5	4.55	1.290
EP 4	99	1	5	3.80	1.307
EP 5	99	1	5	4.06	1.310
EP 6	99	1	5	3.31	1.119
EP 7	99	1	5	4.43	1.416
Validity N (list wise)	99				

