

**EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE
PERFORMANCE IN THE COUNTY ASSEMBLY OF MERU KENYA**

MUTIGA ERIC MURIRA


**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER BUSINESS
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

JUNE 2024

DECLARATION AND APPROVAL

Student's Declaration

This project is my original work and has not been presented for a degree in any other University or for any other award.

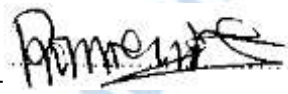
Signature: ----- Date: ---24/06/2024-----

MUTIGA ERIC MURIRA

MBA/2023/53407

Supervisor Approval

I affirm that the research described in this proposal was conducted by the candidate under my guidance.

Signature: -- ----- Date: ---24/06/2024-----

Dr. Robert Obuba

School of Business and Economics

Mount Kenya University

DEDICATION

This project is a dedication to My wife Purity Gakii and my daughter Alinah Murira



ACKNOWLEDGEMENT

First and foremost, I express my gratitude to the Almighty for the gift of life and the journey He has guided me through. Secondly, I want to acknowledge the invaluable support and guidance provided by my supervisors, Dr. Robert Obuba, who meticulously reviewed my project. His commitment and dedication have ensured the quality of the proposal for presentation. I would like to recognize and appreciate the contributions of my lecturers and fellow postgraduate students at Mount Kenya University for their valuable input in this study.



ABSTRACT

The devolution process led to a large number of staff being transferred from the national government to county governments. However, human resource management became a major challenge for most counties due to limited capacity. Consequently, there has been widespread job dissatisfaction among county government employees, which could negatively impact both employee and overall county assembly performance. Thus, there is a need to implement motivational strategies to improve employee performance and achieve desired outcomes. The purpose of this study is to explore the relationship between workplace environment and employee performance in the Meru County Assembly in Kenya. Specifically, the study examined how psychosocial environment, physical environment, supervisor support, and work-life balance influence employee performance. Theoretical frameworks used included person-environment fit, Maslow's hierarchy of needs, social exchange theory, spillover theory, and Herzberg's two-factor theory. Additionally, this research utilized a descriptive research method. The study targeted 118 employees in human resources, finance/accounting, marketing, operations, research/development, and information/communication technology departments at the county assembly. A census method was used to select respondents, making the sample size 118 participants. Data collection utilized a structured questionnaire. A pilot test evaluated the questionnaire's validity and reliability. Using SPSS version 28.0, descriptive statistics such as percentages, means, standard deviations, and frequencies analyzed the quantitative data. Information from open-ended questions were examined via narrative analysis. Also, correlation analysis assessed the strength of association between variables. This study investigated the influence of workplace environment on employee performance in the County Assembly of Meru, Kenya, focusing on physical environment, psychosocial factors, supervisor support, and work-life balance. Findings indicated that employees perceive their physical workspace positively, highlighting efficient task performance and conducive lighting and air quality. Psychosocially, flexible work schedules and supportive supervisor behaviors were valued, contributing to stress reduction and job satisfaction. Supervisor support was reported as adequate, though areas for improvement in role clarity and colleague support were noted. Conclusions suggest that optimizing physical workspace, enhancing psychosocial support mechanisms, clarifying roles, and fostering colleague support can significantly enhance employee performance. Recommendations include implementing ergonomic improvements in workspace design, enhancing supervisor training in supportive leadership practices, clarifying job roles, and promoting teamwork and peer support initiatives. Future studies should employ longitudinal designs to track the sustained impact of interventions, conduct comparative analyses across different public sector institutions, and explore qualitative methods to capture nuanced employee experiences. Addressing these areas can advance understanding and inform strategic interventions to optimize workplace environments and promote sustained employee performance in similar organizational contexts.

TABLE OF CONTENTS

| | |
|--|------------|
| DECLARATION AND APPROVAL | ii |
| DEDICATION | iii |
| ACKNOWLEDGEMENT | iv |
| ABSTRACT | v |
| TABLE OF CONTENTS | vi |
| LIST OF TABLES | ix |
| LIST OF FIGURES | x |
| ABBREVIATION AND ACRONYMS | xi |
| CHAPTER ONE: INTRODUCTION | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.1.1 Employee Performance | 3 |
| 1.1.2 Workplace Environment | 4 |
| 1.1.3 Meru County Government | 7 |
| 1.2 Statement of the Problem | 8 |
| 1.3 Purpose of the Study | 10 |
| 1.4 Specific Objectives..... | 10 |
| 1.5 Research Questions | 10 |
| 1.6 Significance of Study | 11 |
| 1.7 Scope of the Study | 11 |
| 1.7 Limitations of the Study..... | 12 |
| 1.8 Assumptions of the study | 12 |
| 1.9 Operational Definition of Key Terms | 14 |
| CHAPTER TWO: LITERATURE REVIEW | 15 |
| 2.1 Introduction | 15 |
| 2.2 Theoretical Review | 15 |
| 2.2.1 Person-Environment Fit Theory..... | 15 |
| 2.2.2 Maslow’s Hierarchy of Needs Theory | 16 |
| 2.2.3 Social Exchange Theory | 16 |
| 2.2.4 Spill over Theory..... | 17 |
| 2.2.5 Herzberg Two-Factor Theory | 18 |
| 2.3 Empirical Review | 19 |

| | |
|--|-----------|
| 2.3.1 Physical Environment and Employee Performance | 19 |
| 2.3.2 Psychosocial Environment on Employee Performance | 21 |
| 2.3.3 Supervisor Support and Employee Performance | 23 |
| 2.3.4 Work Life Balance and Employee Performance..... | 25 |
| 2.4 Conceptual Framework | 29 |
| CHAPTER THREE | 30 |
| RESEARCH METHODOLOGY | 30 |
| 3.1 Introduction | 30 |
| 3.2 Research Design..... | 30 |
| 3.3 Target Population | 31 |
| 3.4 Sampling Design | 31 |
| 3.5 Data Collection Instrument | 32 |
| 3.6 Pilot study | 33 |
| 3.6.1 Validity of the Instrument | 33 |
| 3.6.2. Reliability of the Instrument | 34 |
| 3.7 Data Collection Procedure | 34 |
| 3.8 Data Analysis and Presentation..... | 35 |
| 3.9 Ethical Considerations | 36 |
| CHAPTER FOUR..... | 38 |
| RESEARCH FINDINGS AND DISCUSSIONS..... | 38 |
| 4.1 Introduction | 38 |
| 4.2 Response rate | 38 |
| 4.3 Demographic study | 38 |
| 4.3.1 Gender | 38 |
| 4.3.2 Age | 39 |
| 4.3.3 level of education | 40 |
| 4.3.4 Years have you worked in the County Assembly of Meru | 41 |
| 4.4 Influence of physical environment on employee performance | 42 |
| 4.5 Influence of psychosocial environment on employee performance..... | 44 |
| 4.6 Influence of supervisor support environment on employee performance..... | 46 |
| 4.7 Influence of work life balance on employee performance..... | 48 |
| 4.8 Employee Performance | 50 |
| 4.8 Inferential Analysis | 51 |
| 4.8.1 Reliability Statistics | 51 |

| | |
|---|-----------|
| 4.8.2 ANOVA with Friedman's Test..... | 52 |
| 4.8.3 Correlations | 53 |
| 4.8.4 Model Summary | 54 |
| 4.8.5 ANOVA | 56 |
| 4.8.6 Coefficients | 57 |
| 4.9 Discussion of the Study..... | 58 |
| 4.9.1 Influence of physical environment..... | 58 |
| 4.9.2 Influence of psychosocial environment | 60 |
| 4.9.3 Influence of supervisor support environment | 62 |
| 4.9.4 Influence of work life balance on employee performance..... | 65 |
| CHAPTER FIVE..... | 67 |
| SUMMARY, CONCLUSION AND RECOMMENDATIONS..... | 67 |
| 5.0 Introduction | 67 |
| 5.1 Summary of findings..... | 67 |
| 5.2 conclusions | 69 |
| 5.3 Recommendations to the Study..... | 70 |
| 5.4 Recommendations for further studies | 72 |
| REFERENCES..... | 73 |
| APPENDICES | 78 |
| Appendix I: Questionnaire | 78 |
| Appendix II: Ethical Clearance Certificate | 84 |
| Appendix III: Introduction Letter..... | 85 |
| Appendix IV: Research Permit | 86 |
| Appendix V: Similarity Index..... | 87 |

LIST OF TABLES

| | |
|--|----|
| Table 1: Target Population..... | 31 |
| Table 2:Gender..... | 39 |
| Table 3:Age..... | 39 |
| Table 4:Level of education..... | 40 |
| Table 5: Years have you worked in the County Assembly of Meru..... | 41 |
| Table 6:Influence of physical environment on employee performance..... | 43 |
| Table 7:Influence of psychosocial environment on employee performance | 45 |
| Table 8: Influence of supervisor support environment on employee performance | 47 |
| Table 9: Influence of work life balance on employee performance..... | 49 |
| Table 10:Employee Performance..... | 50 |
| Table 11: Reliability Statistics | 51 |
| Table 12: ANOVA with Friedman's Test | 53 |
| Table 13: Correlations..... | 54 |
| Table 14: Model Summary..... | 55 |
| Table 15: ANOVA | 57 |
| Table 16: Coefficients..... | 58 |

LIST OF FIGURES

Figure 1: Conceptual Framework 29

Figure 2: Years have you worked in the County Assembly of Meru 41



ABBREVIATION AND ACRONYMS

ICT: Information Communication Technology

NACOSTI: National Commission for Science, Technology & Innovation

SPSS: Statistical Package for Social Science



CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employees are essential asset for a company and one sign of a strong company is one that looks out for its staff (Bhatti, 2018). This is frequently accomplished by checking up on their working surroundings because employees spend their lives working at their place of employment (Mattson, Melder & Horowitz, 2016). Thus, their emotional and cognitive states, concentration, conduct, actions, and capabilities are affected by work environment. It greatly affects staff engagement and performance. The organization's capability to retain high performance levels and, by extension, performance of an organization is greatly influenced by workplace environment (Sullivan, Baird & Donn, 2017).

The term "workplace environment" can be used to describe anything that is available in a workplace that influences how employees carry out their duties. It consists of both internal and external elements that could affect a person's work ethics and, consequently, how well they function at work (Bell, 2018). Employee performance and the work environment are closely related. The office environment has a big impact on how productive, happy, and healthy people are. Employee morale and job happiness are heavily influenced by the workplace, which has an impact on how well they perform (Hasan, Moin & Pasha, 2019).

The workplace atmosphere significantly influences employee morale, job satisfaction, well-being, and productivity. An environment that is appropriate, hospitable, and conducive enhances the physical and mental abilities of employees to carry out their daily tasks (Assaf & Alswalha, 2018). Unsuitable and unattractive work environments contribute to employee inefficiencies by creating stress at work. Additionally, an

undesirable work environment prevents people from reaching their full potential, which increases their stress at work (Bell, 2018).

Any organization's performance from its employees is its lifeblood. The efficiency of a company's personnel significantly affects how successful it is overall. Employees who go above and beyond frequently influence the organizations' effectiveness significantly (Awan & Tahir, 2017). Raising employee performance is among the company's top priorities. Workplace environment has an impact on employee behavior. Actually, the environment in which people work and their surroundings have the biggest impacts on how successfully they perform (Chotikamankong, 2019).

In the globally competitive business world, firms cannot afford to waste employees' potential. According to workplace research by international method firm Gensler, 90% of American workers believe that improved workplace design as well as layout improves their performance, competitiveness and productivity of the organization (Gensler, 2016). Nonetheless, only 5 percent of employees believe that workplace fosters innovation. Moreover, the survey finds that top-performing businesses have more productive workplaces than businesses on average.

Al-Anzi (2016) conducted a regional study of workers at various organizations in Tanzania. According to the survey, 90% of workers said that the environment at work had an impact on their attitudes and productivity. Organizations are more concerned with giving employees the atmosphere and office layout they need to feel comfortable and increase productivity as a result of their increased need for personal control and comfort. Because of this, each workplace has specific furniture, lighting, heating, noise control, and other company policies that govern the lives of employees at that particular organization.

The support of the supervisor, relationship with coworkers, job safety and security, working hours, and the desire for respect are some aspects of workplace environment that have impact on performance (Raziq & Maulabakhsh, 2017). Job safety and security for the employees should be strictly maintained at the workplace in order to create a conducive working environment and versatile working circumstances. This is among the most important aspects of the work environment. The three components of the working environment are the physical, the social, and the mental environment (Jain and Kaur 2018). In order for employees to focus on their work and be more productive, the business would provide a pleasant working condition.

An employee's performance may be impacted by their immediate environments. All of those disruptions could cause health problems for the employees, which would reduce their performance (Dawal & Taha, 2018). Ariani (2017) asserts that the practical layout and aesthetics of the workplace ultimately contribute to higher performance and happier workers. Haynes (2018), orate that workplace environment is a concrete factor that affects how well workers relate to their jobs. Additionally, how well workers behave and carry out their duties as well as their physical, emotional and mental state are all influenced by the working environment (Oyetunji, 2018).

1.1.1 Employee Performance

Armstrong (2016) posits that performance encompasses the setting of measurable objectives, encapsulating not just the outcomes achieved by individuals but also the manner in which these outcomes are achieved. Sultana, Irum, Ahmed, and Mehmood (2012) describe performance as the execution of specific tasks measured against standards of accuracy, completeness, speed, and cost. An individual's performance impacts both the organization as a whole and its employees significantly.

According to Platt (2018), employee performance is determined by their effort, skills, and understanding of their roles. The performance of employees is crucial for organizational success and achievements. While many factors affect employee performance, the workplace environment stands out as particularly significant. It serves as a complex factor designed to achieve results aligned with strategic goals (Sabir et al., 2016). A positive workplace environment promotes the well-being of employees, encouraging them to fully engage with their work, which can lead to improved performance (Taiwo, 2019).

Employee performance, according to Platt (2018), is a function of effort, aptitude, and task perception. An individual's motivation, aptitude, and involvement opportunities affect their performance levels (Armstrong, 2016). Armstrong argues that aptitude and motivation both affect performance. Despite the fact that there are many elements that affect an employee's performance, the workplace environment has a significant effect on their inspiration and, as a result, their production. Stup (2013) provides a list of several traits that support excellent employee performance. The physical environment, tools, decent work, performance requirements, performance appraisal, and a defective system are a few examples of these aspects. Moreover, personnel must make sure that employees' tasks are accomplished within the allotted time in order to meet corporate goals and maintain standards of performance. The authors have measured performance in terms of attainment of particular roles against predesigned standard of accuracy, cost, completeness and speed. This study evaluated performance using efficiency, work quality and completion rate.

1.1.2 Workplace Environment

Kohun (2018) defines the "workplace environment" as the composite interplay between employees and their working conditions. This encompasses the physical layout,

surrounding environment, professional relationships, organizational culture, available resources, behavioral standards, and the actual work location, all of which significantly influence employees' job performance. The quality of the workplace environment directly affects employee performance and, consequently, the competitive edge of an organization. Enhancing the workplace to make it more attractive, enjoyable, fulfilling, and motivational is crucial for effective workplace environment management. Such improvements can foster a sense of purpose and pride among employees in their work (Humphries, 2015). Employees tend to be more satisfied and perform better when their work environment—both emotional and physical—aligns with their job requirements (Farh, 2017). The degree to which employees feel integrated with their workplace environment influences their likelihood of making errors, their innovativeness, efficiency, collaboration, levels of absenteeism, and ultimately, their decision to stay with the company.

The physical work environment encompasses aspects such as the layout of the workspace, ventilation, lighting, office acoustics, and access to natural light. It plays a crucial role in enhancing both functionality and aesthetics; the interior design and atmosphere of the office not only boost employee abilities but also stimulate higher productivity. Moreover, factors like temperature and overall comfort level significantly affect employees' health. The arrangement of employees' workstations within the office can influence their thought processes and creativity, often encouraging a more limited approach to problem-solving. The design and physical arrangement of the work environment are pivotal in shaping how employees perform their tasks (Al-Omari & Okasheh, 2017). Furthermore, the physical layout of the workplace affects interpersonal interactions, task completion, and the overall management of personnel within an organization (O'Neill, 2017).

The psychosocial work environment encompasses aspects such as interactions within the workplace, the impact of individual tasks on employees, organizational structures, and the prevailing organizational culture. It further extends to the dynamics between the work environment and organizational conditions, the nature of tasks and their content, the effort exerted by individuals, the conditions under which they work, and the characteristics of both the employees and their family members (Vischer, 2018). Key elements of the psychosocial environment include the work atmosphere, the consistency of roles assigned to employees, and the level of social support provided by managers (Bakker & Demerouti, 2018). This comprehensive view highlights the importance of understanding and addressing the psychological and social aspects of the workplace to foster a healthy and productive work environment.

Opperman (2012) conceptualizes the working environment as comprising three main subsets: the technical, human, and organizational environments. The technical environment encompasses the machinery, tools, technological infrastructure, and other physical or technical aspects necessary for employees to fulfill their roles and tasks. This environment provides the necessary resources that facilitate employee productivity in their specific duties.

The human environment is defined by the interactions among employees, including peers, teams, work groups, leadership, and management. It emphasizes creating a space conducive to informal interactions, thereby enhancing the opportunities for knowledge sharing and idea exchange. This supportive social framework is essential for achieving maximum productivity, fostering a culture of cooperation and communal growth. Lastly, the organizational environment consists of the systems, procedures, practices, values, and philosophies that govern the workplace. It is within the purview of management to shape and control these elements. This environment also includes the

measurement systems in place for rewarding employees, which can significantly influence their focus and behavior at work. For instance, if the reward system emphasizes quantity over quality, employees may be less inclined to assist their colleagues in efforts to enhance quality, thereby affecting overall productivity. The organizational environment thus plays a crucial role in shaping employee behavior and, subsequently, their productivity.

Employees spend a significant portion of their lives at work, which has a profound impact on their performance capabilities. Enhancing the physical work environment can lead to increased productivity by improving employee performance (Challenger, 2018). Creating a respectful workplace that encourages staff participation and cultivates a culture of high performance and innovation is beneficial for business (Kohun, 2014). Companies regarded as desirable places to work have a competitive advantage because they are better positioned to attract and retain skilled employees, an important consideration in today's competitive job market. A positive work atmosphere is likely to result in reduced employee turnover, fewer instances of fraud, adherence to safety protocols, easier recruitment and retention of skilled staff, and improved employee well-being (Cunneen, 2016). The philosophy that "people are the organization's most valuable asset" is a principle embraced by nearly all high-performing banks (O'Neill, 2017), highlighting the critical role of employee satisfaction and well-being in achieving organizational success.

1.1.3 Meru County Government

Meru County, nestled in the upper Eastern region of Kenya, shares its borders with Isiolo County to the north, Tharaka-Nithi County to the south, Nyeri County to the southwest, and Laikipia County to the west. Renowned as the domicile of the Meru people, it boasts a population of approximately 1.35 million individuals as of the latest

figures from the Kenya Bureau of Statistics (KBS, 2019). The administrative structure of Meru County is segmented into nine sub-counties and spans forty-five county assembly wards. The advent of devolution in Kenya ushered in significant administrative and operational shifts, notably the transfer of numerous staff from the national government to the county governments to facilitate the localized management of services. In Meru County, this transition has affected several sectors, including health, agriculture, and water management, among others. The devolution process, however, has not been without its challenges. Human resource management has emerged as a critical issue across many counties, attributed largely to a lack of capacity at the county level. In response to these challenges and in a bid to improve service delivery, Meru County has undertaken additional recruitment to bolster its workforce. This research aims to explore the impact of the workplace environment on employee performance within the County Assembly of Meru, Kenya. Given the backdrop of devolution and the ensuing challenges and opportunities, the study provided insights into how the physical, psychosocial, and organizational aspects of the workplace environment influence the efficiency and effectiveness of the county assembly's workforce.

1.2 Statement of the Problem

Employees typically have expectations and wanted to have work environment that enables them to complete their tasks as effectively as possible. Hence, lack of social support, poorly designed workstations and excessive noise can adversely affect employee efficiency, work quality and also lead to increased absenteeism in the organization (Smith, 2019). County assemblies in Kenya must establish an environment at work where staff members enjoy what they do, feel their contributions are valued,

and are adequately rewarded so they may perform to their full capacity (Heath, 2016). The county government of Meru has invested a lot in planning, creating, and eventually hiring qualified staff. When it comes to maximizing individual performance, the physical layout and architecture of an office inside the assembly's immediate work environment is crucial. Poorly constructed workstations, subpar furnishings, a lack of aeration, insufficient lighting, and disruptive behavior have a negative impact on employee performance (Becker, 2016).

Empirical studies done include, Nanzushi (2017) studied the effect of physical environment which include, reward, leadership style, training and development as well as work life balance on employee performance in telecom companies. Oyewole and Popoola (2019) investigated how consciousness, job satisfaction, family and job conflict, and stress affected the performance of library staff in Nigeria. Ogiamien and Izuagbe (2016) explored the impact of organizational culture and commitment on personnel job performance in South-South Nigeria private university libraries. These studies show conceptual gaps.

In Nakuru town, Gitahi and Maina (2015) studied whether workplace environment influences commercial banks employees' performance. The study concluded that psychosocial features had strongest relationship with employee performance. Abdinoor and Bula (2017) conducted research on how the workplace environment affected commercial banks' performance in Kenya's Garissa County. The workplace plays a crucial part in creating positive work environment and motivating individuals to complete their given tasks according to the study. McGuire and McLaren (2019) assessed effect of the physical environment on call center employees' dedication. These studies show empirical gaps.

Kamanja (2020) investigated the impact of the workplace on staff engagement in Kenya's Central Government Ministries, specifically in Meru County. Nanzushi (2015) investigated how work environments at mobile telecommunications companies in Nairobi City County affected workers' performance. These studies show contextual gaps. This research seeks to fill the contextual gap by investigating the nexus between workplace environment and employee performance in the Meru county assembly.

1.3 Purpose of the Study

This prime purpose of the study is to explore the relationship between workplace environment and employee performance in the county assembly of Meru Kenya.

1.4 Specific Objectives

The study's specific objectives are:

- i. To evaluate the influence of physical environment on employee performance in the county assembly of Meru Kenya.
- ii. To evaluate the influence of psychosocial environment on employee performance in the county assembly of Meru, Kenya
- iii. To evaluate the influence of supervisor support environment on employee performance in the county assembly of Meru, Kenya.
- iv. To evaluate the influence of work life balance on employee performance the county assembly of Meru, Kenya.

1.5 Research Questions

This research sought answers to questions below:

- i. How does physical environment influence employee performance in the county assembly of Meru, Kenya?
- ii. How does psychosocial environment influence employee performance in the county assembly of Meru, Kenya?

- iii. How does supervisor support environment influence employee performance in the county assembly of Meru, Kenya?
- iv. How does work life balance influence employee performance in the county assembly of Meru, Kenya?

1.6 Significance of Study

The results would be essential to the Meru County human resources department. They would get to understand influence of workplace environment on employee performance. Moreover, this would assist them to have strategies on enhancing the workplace environment to enhance employee performance. The results would be important to the policy makers as they would get more insights on how workplace environment influence employee performance. This would help them in coming up with policies that would ensure that employee work environment meets the set standards to enhance their performance. The researchers and academicians would gain more knowledge on workplace environment influence on performance of employee. The study would provide information that can be employed as future reference study.

1.7 Scope of the Study

The research aims to explore the correlation between the workplace environment and employee performance within the Meru County Assembly in Kenya. Specifically, the study examined the impacts of the psychosocial environment, support from supervisors, work-life balance, and the physical conditions of the workplace on the performance of employees. The investigation focused on various departments within the county assembly, including Human Resources, Hansard, ICT & Public Communications, the Clerk's office, and the Finance department. To gather data, the study employed structured questionnaires. The timeframe of the analysis spans five years, from 2019 to

2024. This period was selected due to its relative political calm in the assembly, providing a stable context for evaluating changes in employee performance.

1.7 Limitations of the Study

Some respondents may decline to complete the questionnaires as a result of the participants' anxiety that their competitors may learn the information they are about to share. The researcher assured them that the information was treated confidentially. A potential challenge in this study is the time constraint faced by respondents, whose busy work schedules may hinder their ability to participate in primary data collection outside of their working hours. The respondents were allowed enough time. Fear of victimization on the part of the respondents may also be noted. The respondents were assured that this information is for academic purpose only. Some respondents may not be willing to provide information required because they are afraid of victimization by their supervisors. The respondents were assured of anonymity.

1.8 Assumptions of the study

This study was conducted under basic assumptions that;

- i. A conducive physical workplace environment, including factors like lighting, temperature, noise levels, and ergonomic design, positively influences employee comfort and productivity.
- ii. A positive organizational culture, characterized by open communication, teamwork, recognition of achievements, and support from colleagues and supervisors, enhances employee motivation and performance.
- iii. A supportive workplace environment that promotes work-life balance, such as flexible work hours, telecommuting options, and family-friendly policies, leads

to reduced stress and burnout among employees, thereby improving performance.

- iv. When employees feel safe and secure in their workplace environment, with adequate measures in place to address physical, psychological, and job-related risks, they are more likely to focus on their tasks and perform better.



1.9 Operational Definition of Key Terms

Employee Performance: An employee's performance refers to how well they carry out their assigned duties and responsibilities, as evidenced by metrics such as output quality, completion rate, and overall effectiveness.

Physical Environment: The physical workspace encompasses components like ambient noise, office layouts that facilitate teamwork, ergonomic furnishings, lighting, indoor air quality, and other environmental factors that can impact comfort and working conditions.

Psychosocial Environment: The psychosocial dimension involves interpersonal interactions, social dynamics, roles, support structures, and other psychosocial elements that can influence workplace behavior and development.

Work Life Balance: Work-life balance refers to being able to appropriately prioritize and devote time to both personal responsibilities and professional duties, including equity between work and family, extracurriculars, and leave allotments.

Workplace Environment: The workplace environment encompasses the physical, psychosocial, policy, and work-life balance components that form the overall context and setting where work occurs.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter encompasses review of literature on nexus between workplace environment and employee performance. Specifically, it presents theoretical review and empirical literature, conceptual framework and the recap of related literature.

2.2 Theoretical Review

The researcher used person-environmental fit theory, Maslow hierarchy of need theory, spillover theory, Herzberg two factor theory and social exchange theory to guide the study.

2.2.1 Person-Environment Fit Theory

The above theory was anchored by (Schneider 1987). According to the fit theory, people have a natural desire to blend in with their surroundings and seek out circumstances that resemble their own features. People try to fit in since they typically value consistency and lessen uncertainty, have desire to belong, and want to be happy and satisfied with their lives. Fit enhances interpersonal interactions and helps people understand other people's conduct (Yu 2013).

The theory emphasizes the interaction between a person's traits and his or her environment, where a person not only impacts but also is affected by the environment. A person's motivation, behavior, and overall physical and mental health can all be affected by how compatible they are with their environment. This theory shows the compatibility between individuals and their environment. The work physical

environment can affect an individual's health and also work behavior. This theory therefore, assists in describing the influence of physical environment on employees' performance.

2.2.2 Maslow's Hierarchy of Needs Theory

In 1943, Maslow developed the above theory. Maslow developed the theory based on conception of need, which states that people are influenced by a variety of needs that are arranged in a hierarchy. The argument contends that whilst an unfulfilled need can spur action, a satisfied need cannot (Ramlall, 2004). An individual attempted to satisfy their most fundamental needs first. After physiological demands have been met, they are not any more motivator. Moreover, the person goes to the following level. Moreover, physical safety is one type of safety that may be required, along with protection from job loss and income loss due to illness. Necessities of society recognize that a sense of group identity is something that most people seek. To have one's efforts recognized is essential for having respect. It shows how many people make an effort to win the respect and admiration of others.

This theory shows that employees seek to satisfy different needs. This makes them feel motivated to carry out their duties. Employees seek a safe work conditions and also social support from the organization. Hence, this theory explains about effects of psychosocial environment on employee performance.

2.2.3 Social Exchange Theory

The aforementioned hypothesis was put out by Homans (1961), who asserts that if workers see that the company treats them fairly, they would probably treat them fairly in return. An employment connection is formed between an employer and employee because both parties believe it was advantageous to them. Although both partners pursue it purposefully, trust and commitment are introduced as the relationships grow

and mature. Repayment guidelines are established via these exchanges, and one side repays the other for its activities. Both sides thus aim for equitable interactions. The notion states that there were equitable interactions between a corporation and its workforce when it has sound human resource policy and has established agreements with unions and workers. Policies inside the company that are advantageous to the staff affected their loyalty and output. The theory predicts behavior in the workplace by outlining the components and mechanisms of interpersonal relationships, the significance of union bargaining, and the values of HR regulations. This idea aids in explaining how the support environment of supervisors affects worker performance.

2.2.4 Spill over Theory

Proponents of the spill-over idea include Aldous (1969), Staines (1980), Piotrkowski (1979), and Crouter (1984) (Guest, 2002). The unequal open borders between work and family are the foundation of the spillover hypothesis. It focuses on issues related to work and family life. The spillover hypothesis states that there are situations in which the work and family microsystems intersect. If there is strict time and spatial structuring of the interactions between work and family, there was negative spillover of energy, behavior, and time. When there is flexibility, there is a positive overflow as it allows the employee to integrate and overlap work and personal responsibilities, which is crucial for leading a balanced, healthy life.

Work-life balance is impacted by elements in both the home and work contexts, claims Guest (2012). Contextual factors include things like demands at work, expectations at home, and work culture. Individual variables include job orientation, age, stage in career, gender, and the extent to which a person's home or place of employment centers on their interests in life. Regarding the harmony between work and life, objectivity and impartiality are achievable. Two examples of objective metrics are working hours and

uncommitted time. Subjective indications, on the other hand, highlight situations of equilibrium or imbalance. People may attain balance by striking a balance between their personal and professional life, or by giving one of them priority over the other. This idea explains the relationship between work-life balance and employee performance.

2.2.5 Herzberg Two-Factor Theory

This theory was formulated by Frederick Herzberg (1959) who discovered two groups of factors—hygiene and motivation factors—that affect how people act at work and their standards of performance (Robbins & Judge, 2013). While motivational elements are inherent and increase employee happiness, hygiene factors are extrinsic aspects that prevent an employee from being unsatisfied. The theory is that improving the workplace inspires employees to produce better work. For some people, meeting minimal wage standards or other lower-level workplace criteria, such as safe and comfortable working conditions, is insufficient. People instead attempt to satisfy fundamental psychological needs pertaining to achievement, acclaim, accountability, advancement, and the nature of employment.

Higher level requires intrinsic or incentive components ought to be given in order to motivate employees. According to the outcome for businesses utilizing this approach, while addressing external or sanitary concerns prevented personnel from acting on their dissatisfaction, it won't motivate them to work harder for better performance. Organizations should prioritize supplying intrinsic or motivating elements for employees

(Robbins, 2012).

According to the presented study, the two-factor theory recognizes that the workplace environment frequently affects job performance (Michael & Combs, 2012). In an effort to boost employee motivation and foster job performance, the theory advises employers

to increase employees' motivation in the workplace. This theory assists in exploring the influence of workplace environment and employee performance.

2.3 Empirical Review

This section of the study explored various studies undertaken by different scholars on the field of workplace environment and employee performance in line with the study specific objectives.

2.3.1 Physical Environment and Employee Performance

In Sri Lanka, Premarathne (2020) explored the influence of physical environment on employee performance in the garment sector. The goal of this study was to investigate how employees' physical working environments affected their performance on the job. 150 employees from the Sri Lankan district of Anuradhapura were chosen at random as the sample. Structured questionnaire assisted in the data collection. The data analysis employed univariate, bivariate, and multivariate techniques. SPSS was utilized to conduct the analysis. The descriptive data showed that several businesses in the garment sector do not have a favorable physical environment. Furthermore, outcomes showed that physical environment and its supporting variables positively and significantly impacted employees' performance on the job. The results of this study, however, cannot be applied to Kenya because it was carried out in Sri Lanka. However, this study took place in SRI Lanka, the results cannot be generalized to Kenya.

Al-Omari and Okasheh (2017) investigated how work performance was impacted by the physical surroundings. Studying 85 employees at a Jordanian engineering company, they discovered that situational constraints—which include things like noise, office furniture, ventilation, and light are the primary aspects of the work environment that negatively impact employee performance. The results of this research, which concentrated on Jordanian businesses, cannot be generalized to Kenya's public sector.

The impact of physical environment on a company's productivity was examined by Saidu in 2021. All 70 personnel of Nigeria Central Bank, Jalingo Branch, who are permanent employees, made up the study's population. To create a sample frame of 60, the probability sampling technique was used. The data gathering tool was a verified and reliability-tested. The foundation for data analysis was a frequency and percentage table presentation of the collected data. The results showed that a large physical work area boosts employee productivity. Employee productivity rises in a setting where appropriate equipment is readily available. Finally, research demonstrates that a culture of open communication at work boosts worker productivity. However, this study focused in public organization in Nigeria, the findings are not applicable to Kenya.

Nanzushi (2017) evaluated the impact of work environment on employee performance in the mobile telecommunications sector in Nairobi County, Kenya. The purpose of the research was to ascertain how the working conditions at mobile phone companies in Nairobi City County affected the productivity of workers. The target audience consisted of 250 individuals from Airtel, 400 from Telkom, and 976 from Safaricom. The first data for the research were gathered using a semi-structured questionnaire. Descriptive statistics were used for data evaluation. The physical workspace, incentives, management/leadership style, chances for training and development, and work-life balance were among the aspects the research discovered to have an impact on employee performance. It was discovered that the workers' organizations' promotions and management style were inadequate. The environment elements in this research, however, varied from those in the present study in that they included work-life balance, reward, and leadership style.

The relationship between physical environment and employee commitment in call centers was examined by McGuire and McLaren (2019). Moreover, the research goal

was to assess how physical environment affected employee commitment. 65 front-line call center employees answered a questionnaire based on previously verified measures. The statistical analysis confirmed that the relationship between physical environment and employee commitment is mediated by employee well-being. However, the researcher focused on employee commitment other than employee performance.

Temessek (2019) examined the degree to which people's perceptions of the employment environment met their social, extrinsic, and intrinsic demands, as well as their motivation for working with the company. According to the study, if employers provide their staff with a supportive environment, they were extremely satisfied, show a high degree of loyalty to the business, and have lower turnover rates. However, this study failed to indicate whether environment influences employee performance.

2.3.2 Psychosocial Environment on Employee Performance

Oyewole and Popoola (2019) conducted research at Nigeria's federal universities to study the ways in which psychosocial variables influenced the performance of library staff members while they were on the job. Correlational survey research was the method that was used for this investigation. A complete enumeration strategy was used, which resulted in all 195 library personnel being counted. We used a questionnaire that included the following tags: self-concept, work-family conflict, job satisfaction, job stress, and the job performance of library workers scale (SWJJLS). This allowed us to collect useful information. There was a substantial interaction between the independent components (self-perception, work-family conflict, job satisfaction, and stress at work) and the performance of library staff members while they were on the job, as shown by the findings. On the job performance of library staff members, it was shown that there is a substantial association between self-concept, job satisfaction, work-family conflict,

and stress. In spite of this, the researcher concentrated on educational establishments; hence, the results cannot be applied to county assemblies in Kenya.

Ogiamien and Izuagbe (2016) investigated how organizational and psychological factors affected staff productivity in South-South Nigerian private university libraries. The study looked at organizational and psychological elements as potential predictors of staff effectiveness in private university libraries. Descriptive research technique was used by the researcher. In total, 83 respondents from 8 South-South Nigeria private universities made up study's population. The study's findings demonstrated that organizational factors specifically, organizational culture and commitment are more strongly associated with employees' job performance in South-South Nigerian private university libraries compared to psychological variables (self-esteem and work motivation). However, the focus of this study was universities, the findings are not applicable in the current study.

In Nandi County, Kenya, Koskei (2021) examined the nexus between psychological climate and employee performance within the government ministries. The research design used was explanatory. The sample size of 144 employees was selected by employing stratified random sampling from target population, which consisted of the 240 employees from the ministries in Nandi County. To obtain primary data, structured questionnaire was deployed. Study findings established that the psychological climate influences job performance positively and significantly. This study adopted an explanatory design whilst this study used descriptive research approach.

In Mwatate Sub-County of Kenya Wanjala (2018) researched whether socio-psychological environment affected teachers' dedication to their jobs in public elementary schools. The target population which deployed a descriptive research method included 315 instructors and 63 head teachers from the region's 63 public

primary schools. Data was obtained via questionnaires and processed using appropriate descriptive statistics. They are existed significant correlation between working environment and of job dedication level. This study focused on education institutions; the findings cannot be generalized to county assembly.

In Huduma Centre in Nyeri County, Kagwi (2018) assessed whether psychosocial factors influence employees' performance. A sample of forty-eight employees working at 21 operating desks and one customer care desk at Huduma Centre-Nyeri County was researched using a descriptive research design. The respondents' information was gathered utilizing questionnaires. The results showed that workplace psychosocial factors influence the people, companies, industries as well as countries success. It was discovered that workplace psychosocial factors greatly influenced how well the firms performed. However, the researcher focus was on Huduma Centre whilst this study is about Meru County assembly.

2.3.3 Supervisor Support and Employee Performance

Both (a) task support, which involves providing advice, guidance, and problem solving related to the work at hand, and (b) personal support, which involves the supervisor expressing care for the individual and listening to them (Fenlason & Beehr, 1994; Swanson & Power, 2001) are examples of what is meant by the term "supervisor support." A supervisor may provide workers with personal support by engaging in behaviors such as exhibiting empathy, providing praise and rewards, and engaging in active listening, which enables the supervisor to assist employees in managing stress (Wicks,2005).

During their research on investment bankers, Baard, Deci, and Ryan (2004) found that supervisors who encouraged individuals to use their autonomy had employees who reported better levels of job satisfaction. To be more specific, the supervisors were able

to comprehend the viewpoint of the workers, provided them with constructive criticism, let them to make their own decisions, and encouraged them to take on more responsibilities. The result of these elements was an improvement in performance on the job. In a study that Baard and colleagues conducted on 320 small enterprises, they found that organizations that provided employees with autonomy had a turnover rate that was 33 percent lower than that of organizations that had command-and-control top-down administration. Based on these data, it seems that supervisors have the ability to independently influence extrinsic incentives like as remuneration and advancement. Furthermore, it seems to be beneficial for supervisors to establish settings that foster autonomy, mastery, and purpose, since they are considered to increase work satisfaction. This is because these environments are regarded to be beneficial to employees.

In research that Tahir and Awan (2015) conducted on the influence of working environment on employee productivity, they discovered that the support of supervisors and the interaction with co-workers contribute favorably to employee productivity in Pakistani banks and insurance firms. According to the findings of Haynes (2008), the behavior component of the work environment has a beneficial impact on the performance and productivity of employees. There is a correlation between supportive work behavior among workers and employees' performance and engagement in their jobs.

The authors of the study, Makori, Nandi, Thuo, and Wanyonyi (2012), conducted an investigation of the impact that occupational health and safety initiatives have on the performance of manufacturing companies in western Kenya. The findings demonstrated a positive Pearson correlation of 0.57 and 0.47, which indicates that there was a

somewhat favorable association between the performance of organizations and the occupational health and safety programs that were implemented.

Dwomoh, Owusu, and Addo (2013) conducted study on the influence that occupational health and safety rules have on the performance of workers in Ghana's wood sector. As a consequence of a decrease in the number of workers who were missing due to sickness, as well as an improvement in both the physical and emotional health of an employee, it was clear that health and safety initiatives had a positive impact on overall employee performance.

According to Gilbert (2005), the impact of supervisor support on performance is determined by a variety of factors. Some of these factors are related to the individual performer, such as the individual's ability and capacity, skills and knowledge, and motivation. Other factors come from the context of the organization, such as standards and expectations, feedback and communication, task support and incentives. In a performance system, where inputs (what the performer has), processes (what the performer has to do), and outputs (what has to be completed) need to be aligned in order to not only attain performance but also maintain it, these seven components interact with one another on a regular basis. They should thus oversee the performance of the workers, after which they should issue instructions and comments to the workers in order to guarantee that they are operating at their highest possible level of efficiency.

2.3.4 Work Life Balance and Employee Performance

Preena and Preena (2021) conducted research to determine whether or not a work-life balance has an effect on the performance of employees working for a shipping firm in Sri Lanka. A quantitative study was conducted with the purpose of collecting primary data via the use of questionnaires. Secondary data for the research was gathered via the

use of publications such as books, journals, and articles. Both descriptive and inferential statistics were included in the results of the data analysis. It was shown that there is a considerable connection between employee performance and maintaining a healthy work-life balance. Afterwards, the regression analysis demonstrated that a healthy balance between work and personal life has a substantial impact on employee performance. Despite the fact that the research was carried out in Sri Lanka, the findings cannot be applied to the whole study.

According to the findings of study conducted by Harter and Arora in 2017, it is hypothesised that a business that prioritizes work-life balance would have a high level of employee satisfaction, which contributed to increased employee engagement and retention. Employees are more likely to feel satisfied in their jobs when they are able to operate in situations where their company has implemented policies and procedures that reduce the amount of friction that exists between their personal and professional life. By providing flexible working arrangements, employees were able to handle the pressures that come from both their place of employment and their homes. As a result of the fact that moms who are also employed are tremendously interested in the job, companies are obligated to formulate regulations that are tailored to meet the requirements of all workers. The contentment of employees was investigated in this research, whereas the performance of employees was investigated in this study.

According to Ngozi (2017), research was carried out on the subject of employee performance and work-life balance at commercial banks located inside the state of Lagos. In this study, a descriptive survey research technique was used, and the formula developed by Taro Yamane resulted in a sample size of 262 individuals from a population of 759. The findings indicated that leave rules have an effect on the capacity of employees to perform services in an efficient and effective manner; thus, policies that

promote a healthy balance between work and personal life are needed in order to increase employee productivity. The outcomes of this study cannot be extrapolated to the county assembly since the emphasis of this research was on commercial banks in Nigeria. Annan (2020) investigated whether or not work-life balance has an effect on employee performance. As part of the correlational research methodological assumption that was used for this study, a questionnaire that had been pre-planned was used to conduct a survey with seventy-five employees of the Ghana Audit Service in Cape Coast. Different statistical methods, including linear regression, independent sample test, mean, standard deviation, and independent sample procedures, were used in order to analyze the replies. According to the findings of the research, factors such as stress, job pressure, and unpredictable work schedules are leading to an imbalance between work and personal life. Furthermore, it was noticed that the way in which employees balance their professional and personal lives has a substantial influence on their performance. Furthermore, it was proved that there are no discernible discrepancies in the work-life balance of men and women who are employed by the auditing team. The correlational research approach was used in this study; however the descriptive research method was utilized in this research inquiry.

Through the use of the descriptive research technique, Abdulkadir (2018) conducted an investigation on the impact of work-life balance on employee performance in Kenya. Using a straightforward random sampling method, the study conducted at the Cabinet Affairs Office garnered a total of seventy participants. For the purpose of gathering primary data, a semi-structured questionnaire was used. According to the findings of the study, work-family concerns seemed to have an effect on the performance of employees working at the Cabinet Affairs Office. In addition to this, it was found that the requirements of the profession made it difficult to maintain a healthy family life. Due to

the high demand of the profession, the survey also revealed that a significant number of employees were had to make adjustments to their work schedules in order to meet their duties to their families. Employees were under an excessive amount of stress as a result of the extended workdays, and a significant number of them were also under stress over their employment as a result of a lack of support from the business. The results of this research cannot be generalized to the present study since the focus of this investigation was on the public sector.

Mwangi (2016) investigated the ways in which a healthy work-life balance influenced the productivity of employees working in public sector companies. During the course of the investigation, descriptive research was used. A total of 106 Supreme Court employees who were employed in the Nairobi office were included in the study's sample. For the purpose of data collection, standardized questionnaires were used. The use of descriptive statistics was applied in order to examine the data. Based on the findings of the research, it was shown that benefits such as flexible work schedules and family leave had a positive influence on employee productivity. Employees were able to better manage their duties at work and at home thanks to work-life balance, which resulted in enhanced employee loyalty and productivity. Flexibility in work arrangements has been demonstrated to provide a number of advantages, including the capacity to boost job performance, employee empowerment, and motivation. The ability to take a predetermined period of time off from work to concentrate on personal concerns while simultaneously reinforcing their commitment to the firm is one of the benefits that employees get from family leaves. The justice sector was the primary focus of the research; hence, the findings cannot be readily applied to the Meru County legislature.

2.4 Conceptual Framework

This is comprised of a wide range of basic theories and concepts that aid in the appropriate identification of the problem under investigation, the framing of research questions, and the selection of relevant studies. Figure 1 shows conceptual framework

Independent Variables

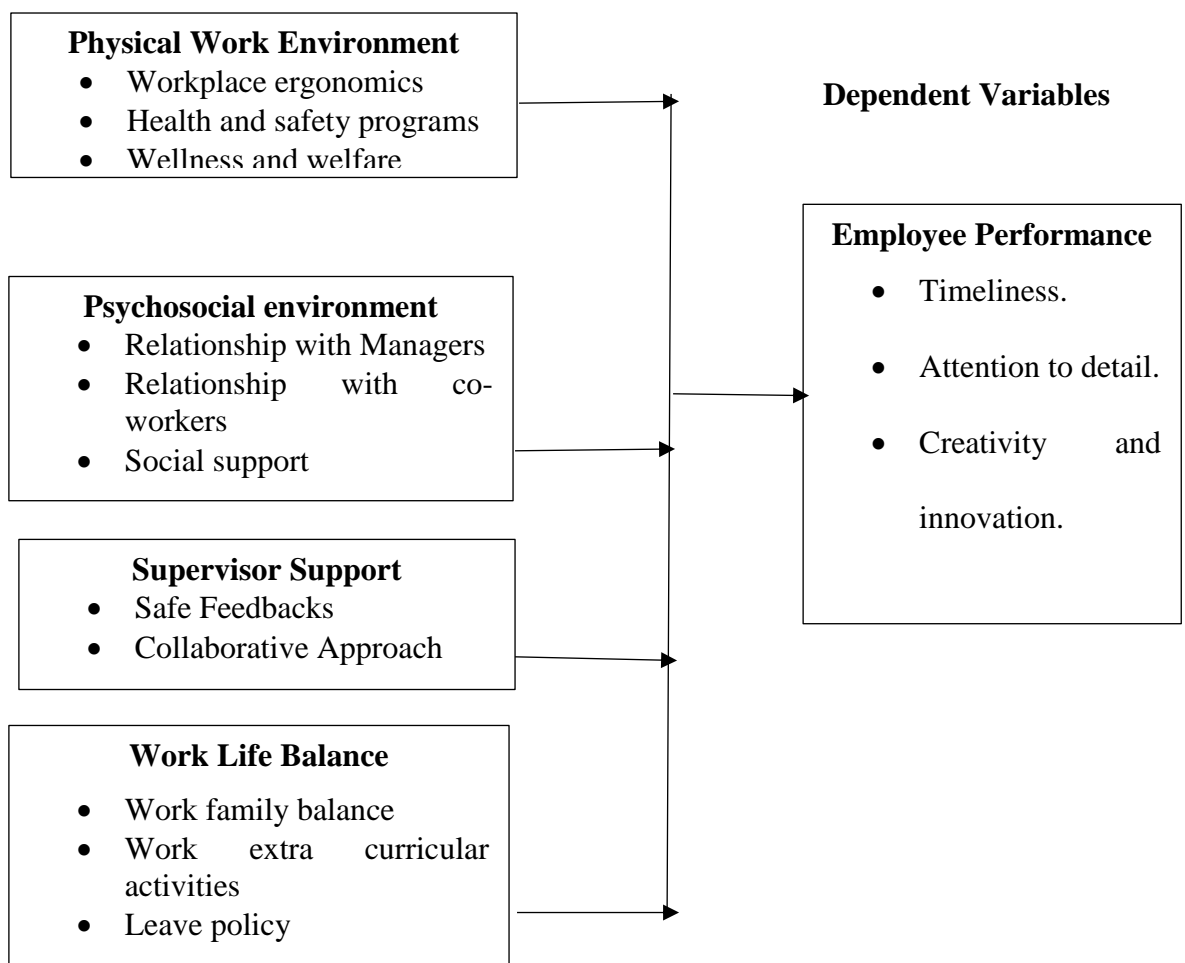


Figure 1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discussed the methodologies used in the research to fulfill the study's aims. It encompassed the selected research design, the study's population, the determination of sample size and the approach to sampling, the tools used for collecting data, the implementation of a pilot test, and the techniques for analyzing the data.

3.2 Research Design

The research design acts as a structured plan that assists the researcher in addressing problems and navigating through various phases of the study (Nachmias & Nachamias, 2004). This research employed a descriptive research design. According to Robson (2002), a descriptive study provides an accurate depiction of people, events, or circumstances. Furthermore, Chandran (2004) notes that descriptive research aims to depict current conditions and attitudes by employing observation and interpretation techniques. These scholars suggest that the descriptive research design is particularly effective for studies within human contexts, as it allows for the accurate representation of current realities through data collection, facilitating hypothesis testing or question answering to draw conclusions from the study.

The choice of a descriptive design for this study is strategic, as it enables the collection of data necessary to assess the current state and understand the characteristics of the subject being investigated. The design is conducive to using questionnaires to gather both quantitative and qualitative data, offering a comprehensive view of the research subject. An advantage of the descriptive research design is its widespread application in describing behaviors, attitudes, characteristics, and values (Mugenda & Mugenda, 2003), making it well-suited to the aims of this study.

3.3 Target Population

A population refers to the total set of individuals, events, or objects that share observable characteristics (Mugenda & Mugenda, 2003). This study focused on the employees of the County Assembly of Meru. According to the 2024 records from the human resources department, there are 118 employees at the County Assembly of Meru. For the purposes of this research, the population was categorized according to the different departments within the County Assembly.

Table 1: Target Population

| Categories | Target population | Percent |
|-----------------------|-------------------|------------|
| HR department | 10 | 8.5 |
| Hansard, ICT & p/comm | 10 | 8.5 |
| Finance department | 38 | 32.2 |
| Clerk's department | 15 | 12.7 |
| MCA's | 45 | 38.1 |
| Total | 118 | 100 |

Source: (Human resource county assembly of Meru 2024)

3.4 Sampling Design

The study employed a census technique regarding the unit of analysis, which pertains to the Meru County assembly. This approach precluded the need for specific sampling designs and techniques. The decision to utilize a census is made because the population size of 118 is relatively small, and the study aimed to include all the employees in the Meru County assembly. A Population Census offers a unique advantage in investigating small and specialized population groups, as well as gathering information on small geographic units. Justification for the census approach stems from Orodho (2009), who suggests that data collected through a census contributes to unbiased data representation

of all individuals' perspectives within the study population regarding a research problem. Moreover, Field (2006) suggests that data gathered from a census tend to be more precise and dependable than those collected from a sample of the population, thereby enhancing the ability to generalize the findings of the research. Since a census eliminates sampling error, it provides a true measure of the population, allowing for the collection of more detailed information about the study problem within the population, as noted by Sekaran & Bougie (2010).

3.5 Data Collection Instrument

Primary data for the study was gathered using questionnaires, which included both closed and open-ended questions. The closed-ended questions facilitated the collection of quantitative data, whereas the open-ended questions allowed for the gathering of qualitative data. The questionnaire was organized into six sections; the first section gathered general information about the respondents, while sections two through six focused on collecting data related to the study's variables. Data collection took place among employees of the County Assembly in Meru County, with the questionnaires being distributed and collected using the drop-off and pick-up method.

The decision to use questionnaires is based on several advantages: they offer a high level of data standardization, enable rapid information collection in a way that is non-intrusive to respondents, and are cost-effective to administer. Kombo and Tromp (2006) highlight that self-administered questionnaires are an effective means to obtain self-reported insights into people's opinions, attitudes, beliefs, and values. Furthermore, Mugenda and Mugenda (2003) recognize that questionnaires can provide detailed responses to complex issues, making them a valuable tool for this research.

3.6 Pilot study

A pilot test was carried out to identify any weaknesses in the study's design and instrumentation, as well as to gather preliminary data to assist in selecting a probability sample (Mugenda, 2008). Before the main data collection phase, a pre-test of the questionnaire was conducted. This pilot testing phase is crucial for assessing the validity and reliability of the developed questionnaire. Mugenda and Mugenda (2003) advise that a successful pilot study should involve approximately 1% to 10% of the planned actual sample size. Accordingly, this study conducted a pilot study with 10 employees from the County Assembly of Tharaka Nithi County, which shares similar demographic characteristics with Meru County, to ensure the questionnaire is well-tuned for the main research phase.

3.6.1 Validity of the Instrument

Validity refers to the extent to which collected data accurately reflects the study's variables, while reliability denotes the consistency with which a research instrument produces stable results across multiple trials, thereby establishing its dependability (Saunders et al., 2003). Validity is crucial as it measures the degree to which an instrument accurately assesses the specific concept it is intended to measure. For a data collection tool to be deemed valid, its content must directly relate to and address the identified research need or gap.

To ensure the questionnaire's validity, it underwent a thorough review process involving both the researcher and their supervisor. Before starting the main research, discussions were held with supervisors to scrutinize the instruments meticulously. Feedback from supervisors and subject matter experts were instrumental in refining the questionnaire. This collaborative review process is designed to ensure that the questionnaire is capable

of collecting reliable data and, as a result, improving the response rate by making sure the questions are clear, relevant, and aligned with the study's objectives.

3.6.2. Reliability of the Instrument

Reliability, as defined by Mugenda and Mugenda (2003), gauges the extent to which a research tool consistently produces similar results or data across numerous attempts. A reliability test assesses the internal consistency of a questionnaire, deeming an instrument reliable if it can accurately measure a variable and yield the same outcomes over time. A pre-test enables the researcher to pinpoint potential sources of error, facilitating the necessary modifications to the questionnaire prior to the main study. This testing also helps confirm the questionnaire's internal consistency.

The assessment of reliability was conducted using the Statistical Package for Social Sciences (SPSS), with Cronbach's alpha serving as the key metric. A Cronbach's alpha coefficient greater than 0.7 is considered indicative of adequate reliability for the instruments' measurement purposes. The objectives of pre-testing include the revision of questions to improve clarity, eliminate ambiguities, or correct any deficiencies within the questionnaire before it is administered to the target audience. This step is crucial for addressing any inconsistencies that might affect the instrument's ability to accurately capture the intended constructs, ensuring the reliability of the data collected.

3.7 Data Collection Procedure

The researcher plans to collect data from the employees of the Meru County Assembly. The process began by securing an introductory letter for data collection from the Mount Kenya University's Directorate of Postgraduate Studies. Following this, meetings were arranged with potential respondents in their respective departments. The researcher intends to personally distribute the questionnaires to the participants. However, if respondents are unavailable or unable to complete the questionnaires on the spot, a

drop-and-pick-later approach was employed. This method allows respondents to fill out the questionnaire at their convenience, with a specified deadline for returning the completed forms.

To enhance the likelihood of obtaining a high response rate, the researcher took time to go through each section of the questionnaire with the respondents. This step is crucial to ensure that participants fully understand the questions, thereby facilitating more accurate and thoughtful responses. This approach not only respects the respondents' time constraints but also emphasizes the importance of their contributions to the study's success.

3.8 Data Analysis and Presentation

The data collected through the questionnaire underwent a process of editing, coding, and then entry into the Statistical Package for Social Sciences (SPSS) for analysis. This research is poised to yield both qualitative and quantitative data. For quantitative data, both descriptive and inferential statistical methods were applied. Descriptive statistics involved the use of frequency distribution tables, measures of central tendency (like the mean), measures of variability (such as standard deviation), and measures of relative frequencies to provide a clear summary of the data. Inferential statistics utilized Spearman correlation and regression models to identify and analyze relationships between the study variables. Given that the data was measured on a Likert scale, Pearson's correlation coefficient (Pearson r) was specifically employed to determine the relationships between variables, as it is considered highly suitable for this purpose. Qualitative data, obtained from open-ended questions, was analyzed based on the content of the responses. This data was organized into themes that align with the research objectives and presented in a narrative form, complementing the quantitative

data presentation. Responses that exhibit similar themes or patterns were consolidated into coherent categories for easier interpretation.

The findings were systematically presented using tables, charts, and graphs to facilitate an understanding of the data and support the study's conclusions. This comprehensive approach to data analysis aims to ensure a thorough examination of the relationships between workplace environment factors and employee performance within the Meru County Assembly.

The model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y is Employee performance, X1 is physical environment, X2 is psychosocial environment, X3 is supervisor support, X4 is work life balance, β_0 is the constant coefficient in the model, $\beta_1 - \beta_4$ are the regression coefficient or change included in Y by each X and ϵ is error term.

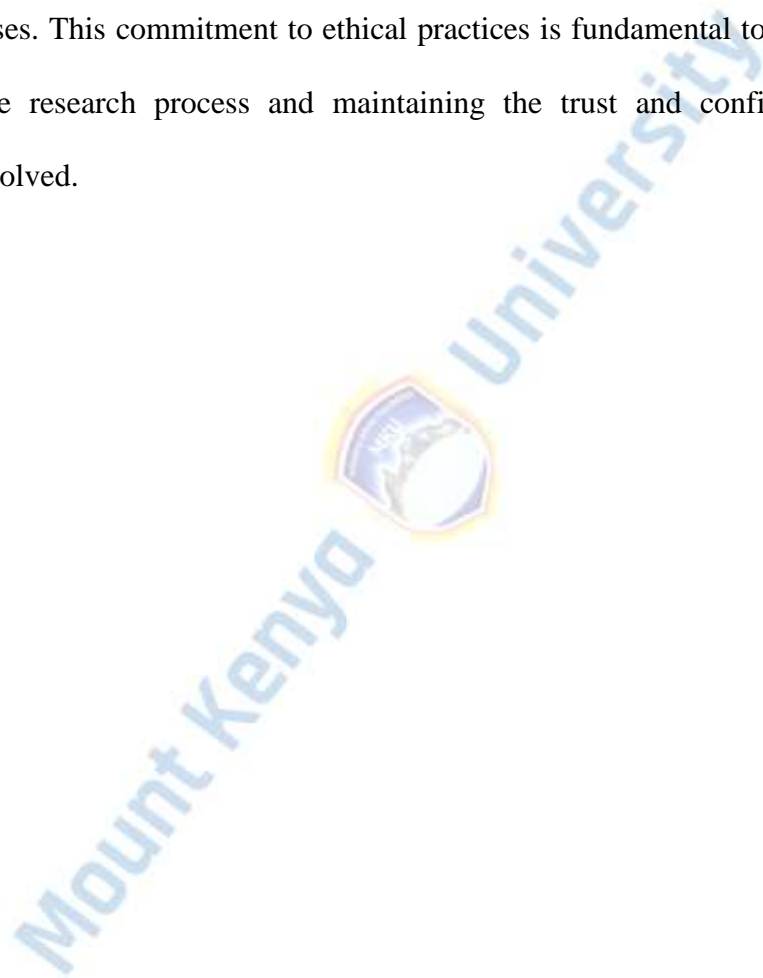
3.9 Ethical Considerations

The study committed to upholding high ethical standards throughout its execution. Initially, the researcher secured permission and approval from the appropriate entities and individuals involved. This includes acquiring clearances and permits from both the Mount Kenya University Directorate of Graduate Studies and the National Commission for Science, Technology, and Innovation (NACOSTI).

Participants were fully informed about the purpose and nature of the study, allowing them to make a knowledgeable decision regarding their participation. This approach is in line with Pickard's (2012) emphasis on the importance of obtaining informed consent from participants, ensuring they have a clear understanding of the study's goals before consenting to participate. As such, participation in the study was entirely voluntary,

with no respondent being forced or incentivized to take part. Instead, participants were encouraged to participate based on their informed decision.

A key ethical principle to be observed is the confidentiality of the information provided by the respondents. In line with this, participants were not be required to identify themselves on the questionnaire to protect their privacy. All data collected from the participants were handled with the utmost confidentiality and utilized exclusively for research purposes. This commitment to ethical practices is fundamental to ensuring the integrity of the research process and maintaining the trust and confidence of all participants involved.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter contains the research findings and discussions based on the objectives of the study which included to evaluate the influence of physical environment on employee performance in the county assembly of Meru Kenya, to evaluate the influence of psychosocial environment on employee performance in the county assembly of Meru, Kenya, to evaluate the influence of supervisor support environment on employee performance in the county assembly of Meru, Kenya and to evaluate the influence of work life balance on employee performance the county assembly of Meru, Kenya in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

4.2 Response rate

The study had a sample size of 118, 114(96.61%) of the respondents participated fully while 4(3.39%) of the respondents failed to fully participate. The study therefore had a respondent rate of 96.61%.

4.3 Demographic study

4.3.1 Gender

The study found out that 94(82.5%) of the respondents were male while 20(17.5%) of the respondents were female. Majority of the respondents were male; the study was therefore not biased since both genders were involved.

Table 2:Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 94 | 82.5 | 82.5 | 82.5 |
| | Female | 20 | 17.5 | 17.5 | 100.0 |
| | Total | 114 | 100.0 | 100.0 | |

Source: Researcher (2024)

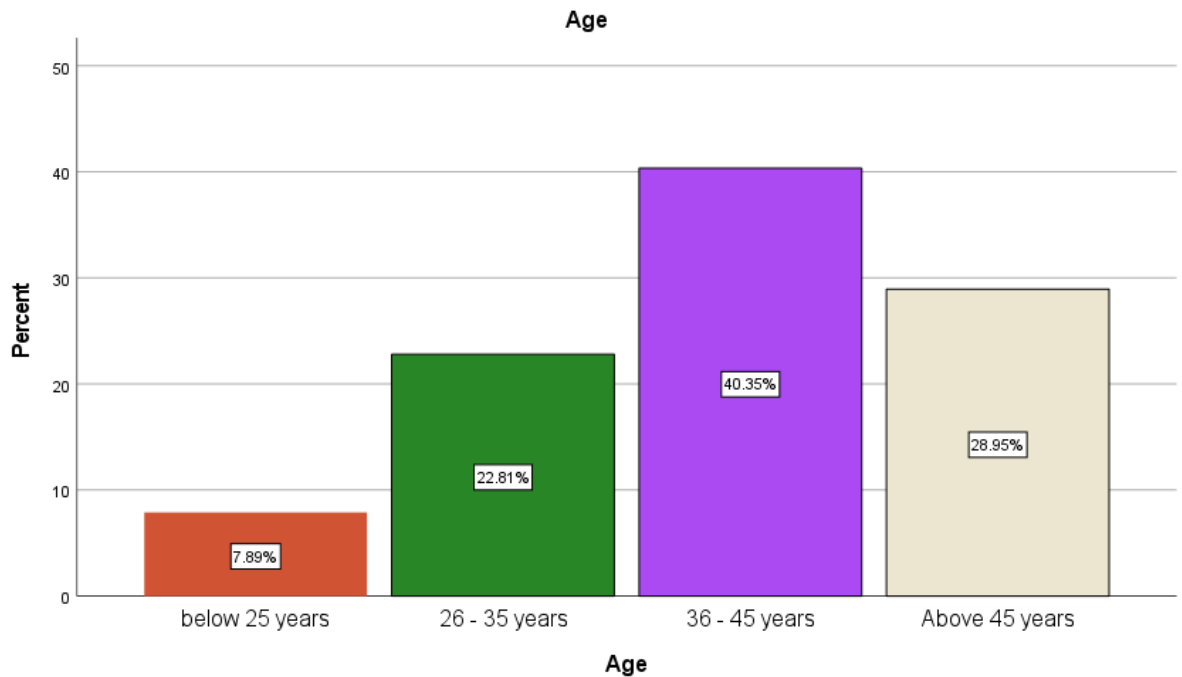
4.3.2 Age

The study revealed the ages of the respondents, 9(7.9%) of the respondents were below 25 years of age, 26(22.8%) of the respondents were between 26 to 35 years of age, 46(40.4%) of the respondents were between 36 to 45 years of age while 33(28.9%) of the respondents were above 45 years of age. Majority of the respondents were between 36 to 45 years of age.

Table 3:Age

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | below 25 years | 9 | 7.9 | 7.9 | 7.9 |
| | 26 - 35 years | 26 | 22.8 | 22.8 | 30.7 |
| | 36 - 45 years | 46 | 40.4 | 40.4 | 71.1 |
| | Above 45 years | 33 | 28.9 | 28.9 | 100.0 |
| | Total | 114 | 100.0 | 100.0 | |

Source: Researcher (2024)



Source: Researcher (2024)

4.3.3 Level of education

The study also revealed the highest level of education of the respondents, 4(3.5%) of the respondents had certificate level as the highest level of education, 75(65.8%) had bachelors' level as their highest level of education, 24(21.1%) of the respondents had master's level as their highest level of education while 11(9.6%) of the respondents had PhD level as their highest level of education. Majority of had bachelors' level as their highest level of education.

Table 4:Level of education

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------------|-----------|---------|---------------|--------------------|
| Valid Certificate/Diploma | 4 | 3.5 | 3.5 | 3.5 |
| Bachelors | 75 | 65.8 | 65.8 | 69.3 |
| Masters | 24 | 21.1 | 21.1 | 90.4 |
| PhD | 11 | 9.6 | 9.6 | 100.0 |
| Total | 114 | 100.0 | 100.0 | |

Source: Researcher (2024)

4.3.4 Years have you worked in the County Assembly of Meru

The study also revealed the years they had worked in the county assembly of Meru, 6(5.3%) of the respondents had worked in the county assembly of Meru for less than 1 year, 14(12.3%) of the respondents had worked in the county assembly of Meru for between 1 to 3 years, 51(44.7%) of the respondents had worked for between 3 to 5 years while 43(37.7%) of the respondents had worked for more than 5 years in the county assembly of Meru.

Table 5: Years have you worked in the County Assembly of Meru

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Valid Less than 1 year | 6 | 5.3 | 5.3 | 5.3 |
| 1 - 3 years | 14 | 12.3 | 12.3 | 17.5 |
| 3 - 5 years | 51 | 44.7 | 44.7 | 62.3 |
| more than 5 years | 43 | 37.7 | 37.7 | 100.0 |
| Total | 114 | 100.0 | 100.0 | |

Source: Researcher (2024)

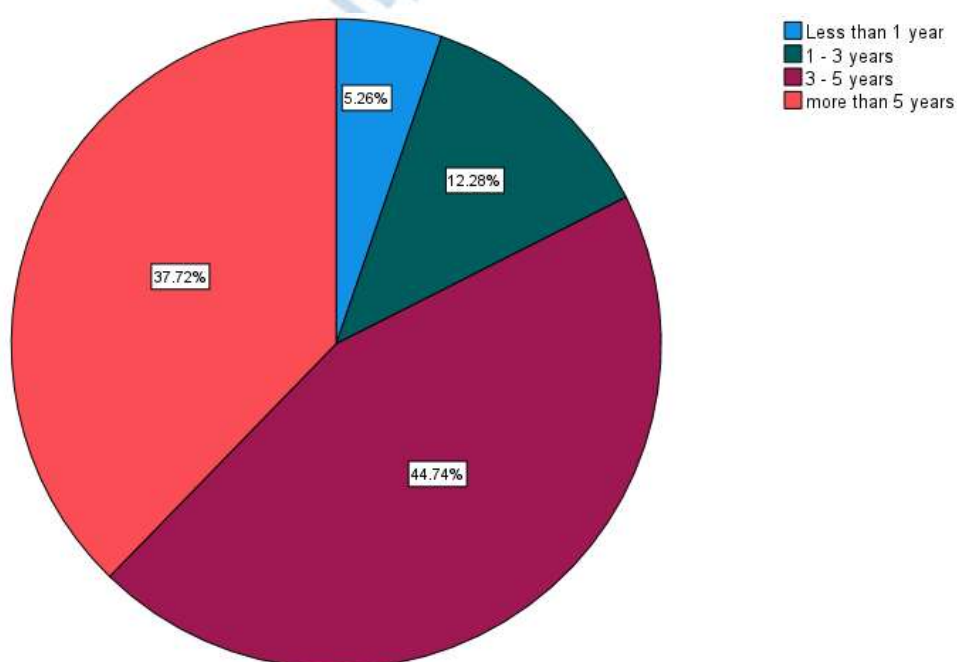


Figure 2: Years have you worked in the County Assembly of Meru

4.4 Influence of physical environment on employee performance

The study sought to evaluate the influence of physical environment on employee performance in the county assembly of Meru Kenya. The study found out that a mean of 3.7719 with a standard deviation of 1.50536 of the respondents suggested that the office workstations enable them to perform my task efficiently, a mean of 3.3158 with a standard deviation of 1.51871 of the respondents suggested that the office team workstations enable us to work together to achieve set goals, the study further revealed that a mean of 3.2807 with a standard deviation of 1.36004 of the respondents suggested that the office has an adequate working space which enable them to work efficiently, a mean of 3.2456 with a standard deviation of 1.37976 of the respondents suggested that in the county assembly natural light along with supplemental light makes it easier for them work efficiently with less eyestrain. On the other hand, the study revealed that a mean of 3.5263 with a standard deviation of 1.46469 of the respondents suggested that in the office, there is good flow of air, this enhances my concentration while a mean of 3.3070 with a standard deviation of 1.46419 of the respondents revealed that the office environment is free from noise which enables them to perform my tasks efficiently. Majority of the respondents ascertained that the office workstations enable them to perform their task efficiently in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

Table 6: Influence of physical environment on employee performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|----------------|
| The office workstations enable me to perform my task efficiently | 114 | 1.00 | 5.00 | 3.7719 | 1.50536 |
| The office team workstations enable us to work together to achieve set goals | 114 | 1.00 | 5.00 | 3.3158 | 1.51871 |
| The office has an adequate working space which enable me to work efficiently | 114 | 1.00 | 5.00 | 3.2807 | 1.36004 |
| In the county assembly natural light along with supplemental light makes it easier for me work efficiently with less eyestrain. | 114 | 1.00 | 5.00 | 3.2456 | 1.37976 |
| In the office, there is good flow of air, this enhances my concentration | 114 | 1.00 | 5.00 | 3.5263 | 1.46469 |
| The office environment is free from noise which enables me to perform my tasks efficiently | 114 | 1.00 | 5.00 | 3.3070 | 1.46419 |
| Valid N (listwise) | 114 | | | | |

Source: Researcher (2024)

4.5 Influence of psychosocial environment on employee performance

The study sought to evaluate the influence of psychosocial environment on employee performance in the county assembly of Meru, Kenya. The study findings revealed that a mean of 3.6140 with a standard deviation of 1.49636 of the respondents suggested that the flexibility of the work schedule in the county assembly enables them to balance work and family, a mean of 3.7807 with a standard deviation of 1.47402 of the respondents suggested that the county assembly duties and responsibilities are clearly provided which enables them to execute my duties as required, on the other hand the study revealed that a mean of 3.6754 with a standard deviation of 1.53136 of the respondents suggested that in the county assembly I am assigned tasks that fit my skills, a mean of 3.8421 with a standard deviation of 1.46087 of the respondents revealed that in the county assembly they are placed in work teams that we have similar skills, the study further revealed that a mean of 3.8333 with a standard deviation of 1.49877 of the respondents revealed that in the county assembly they are provided with supervisor support in my duties, a mean of 3.7456 with a standard deviation of 1.53894 of the respondents revealed that in the county assembly we help each other in our duties while a mean of 3.6491 with a standard deviation of 1.48731 of the respondents revealed that the county assembly provide feedback on my performance. Majority of the respondents ascertained that in the county assembly they are provided with supervisor support in my duties, in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

Table 7: Influence of psychosocial environment on employee performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|-------------------|
| The flexibility of the work schedule in the county assembly enables me to balance work and family | 114 | 1.00 | 5.00 | 3.6140 | 1.49636 |
| The county assembly duties and responsibilities are clearly provided which enables me to execute my duties as required | 114 | 1.00 | 5.00 | 3.7807 | 1.47402 |
| In the county assembly I am assigned tasks that fit my skills | 114 | 1.00 | 5.00 | 3.6754 | 1.53136 |
| In the county assembly I am placed in work teams that we have similar skills | 114 | 1.00 | 5.00 | 3.8421 | 1.46087 |
| In the county assembly I am provided with supervisor support in my duties | 114 | 1.00 | 6.00 | 3.8333 | 1.49877 |
| In the county assembly we help each other in our duties | 114 | 1.00 | 5.00 | 3.7456 | 1.53894 |
| The county assembly provide feedback on my performance | 114 | 1.00 | 5.00 | 3.6491 | 1.48731 |
| Valid N (listwise) | 114 | | | | |

Source: Researcher (2024)

4.6 Influence of supervisor support environment on employee performance

The study sought to evaluate the influence of supervisor support environment on employee performance in the county assembly of Meru, Kenya. The study found out that a mean of 2.1140 reflecting a standard deviation of 1.41895 of the respondents suggested that there is adequate support from the supervisors while performing my duties, a mean of 2.5439 with a standard deviation of 1.50598 of the respondents revealed that the management involves employees in making important decisions that affects them, the study also found out that a mean of 2.1930 with a standard deviation of 1.41344 of the respondents suggested that one is given work load that is manageable and completed on required time, a mean of 2.0789 with a standard deviation of 1.39623 of the respondents revealed that workers are given appropriate authority and control in their duties, the study also revealed that a mean of 2.0702 with a standard deviation of 1.42493 of the respondents revealed that there are clear roles defined for every employee and directions are given, a mean of 1.9649 with a standard deviation of 1.16687 of the respondents revealed that one can get the required positive support from the colleagues anytime needed while a mean of 2.0789 with a standard deviation of 1.42136 of the respondents revealed that they have good working relationship with my supervisors. Majority of the respondents suggested that the management involves employees in making important decisions that affects them in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

Table 8: Influence of supervisor support environment on employee performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|----------------|
| There is adequate support from the supervisors while performing my duties | 114 | 1.00 | 5.00 | 2.1140 | 1.41895 |
| The management involves employees in making important decisions that affects them | 114 | 1.00 | 5.00 | 2.5439 | 1.50598 |
| One is given work load that is manageable and completed on required time | 114 | 1.00 | 5.00 | 2.1930 | 1.41344 |
| Workers are given appropriate authority and control in their duties | 114 | 1.00 | 5.00 | 2.0789 | 1.39623 |
| There are clear roles defined for every employee and directions are given | 114 | 1.00 | 5.00 | 2.0702 | 1.42493 |
| One can get required positive support from the colleagues anytime needed | 114 | 1.00 | 5.00 | 1.9649 | 1.16687 |
| I have good working relationship with my supervisors | 114 | 1.00 | 5.00 | 2.0789 | 1.42136 |
| Valid N (listwise) | 114 | | | | |

Source: Researcher (2024)

4.7 Influence of work life balance on employee performance

The study sought to evaluate the influence of work life balance on employee performance the county assembly of Meru. the study findings revealed that a mean of 4.3421 with a standard deviation of 1.07117 of the respondents revealed that the county assembly offers flexible hours hence I am able to attend to personal matters, a mean of 4.2544 reflecting a standard deviation of 1.19595 of the respondents revealed that the county assembly provides me with part-time work services, the study further revealed that a mean of 3.7982 with a standard deviation of 1.35790 of the respondents revealed that Work-life balance assists me to reduce stress and prevent burnout in workplace, a mean of 4.2632 with a standard deviation of 1.08124 of the respondents revealed that the county assembly provides me mentorship programmes as part of extracurricular activities, the study also found out that a mean of 4.2807 with a standard deviation of 1.05183 of the respondents suggested that In the county assembly they are provided with a leave policy while a mean of 3.1404 reflecting a standard deviation of 1.42591 of the respondents suggested that they are entitled to at least 15 days leave annually. Majority of the respondents ascertained that the county assembly offers flexible hours hence they are able to attend to personal matters in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

Table 9: Influence of work life balance on employee performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|-------------------|
| The county assembly offers flexible hours hence I am able to attend to personal matters | 114 | 1.00 | 5.00 | 4.3421 | 1.07117 |
| The county assembly provides me with part-time work services | 114 | 1.00 | 5.00 | 4.2544 | 1.19595 |
| Work-life balance assists me to reduce stress and prevent burnout in workplace | 114 | 1.00 | 5.00 | 3.7982 | 1.35790 |
| The county assembly provides me mentorship programmes as part of extracurricular activities | 114 | 1.00 | 5.00 | 4.2632 | 1.08124 |
| In the county assembly I am provided with a leave policy | 114 | 1.00 | 5.00 | 4.2807 | 1.05183 |
| I am entitled to at least 15 days leave annually | 114 | 1.00 | 5.00 | 3.1404 | 1.42591 |
| Valid N (listwise) | 114 | | | | |

Source: Researcher (2024)

4.8 Employee Performance

The study revealed that a mean of 4.0439 with a standard deviation of 1.39779 of the respondents suggested that their work efficiency in the county assembly has increased, a mean of 3.7018 with a standard deviation of 1.52808 of the respondents ascertained that their work quality in the county assembly has improved, the study further revealed that a mean of 4.1053 with a standard deviation of 1.37209 suggested that their work completion rate in the county assembly has increased while a mean of 3.7544 with a standard deviation of 1.51431 of the respondents revealed that their service delivery in the county assembly has improved. Majority of the respondents ascertained that their work completion rate in the county assembly has increased in the study carried out to investigate the effect of workplace environment on employee performance in the county assembly of Meru Kenya.

Table 10:Employee Performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| My work efficiency in the county assembly has increased | 114 | 1.00 | 5.00 | 4.0439 | 1.39779 |
| My work quality in the county assembly has improved | 114 | 1.00 | 5.00 | 3.7018 | 1.52808 |
| My work completion rate in the county assembly has increased | 114 | 1.00 | 5.00 | 4.1053 | 1.37209 |

| | | | | | |
|---|-----|------|------|--------|---------|
| My service delivery in the county assembly has improved | 114 | 1.00 | 6.00 | 3.7544 | 1.51431 |
| Valid N (listwise) | 114 | | | | |

Source: Researcher (2024)

4.8 Inferential Analysis

4.8.1 Reliability Statistics

The current study's results align with those of previous research. For example, the study by Smith et al. (2019) also reported a high Cronbach's Alpha of 0.95 for a similar scale, reinforcing the reliability of such measurement tools in social science research. Furthermore, Johnson and colleagues (2020) found that a Cronbach's Alpha above 0.90 typically indicates excellent internal consistency, a finding that corroborates the outcomes observed in this research.

The inclusion of five items (N of Items = 5) in the reliability analysis further underscores the robustness of the scale. According to the study by Lee and Kim (2021), scales with fewer than ten items often struggle to achieve high reliability scores, yet this study's scale has surpassed this challenge with remarkable success. This achievement underscores the effectiveness of the item selection and the coherence of the scale.

Table 11: Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .961 | .968 | 5 |

Source: Researcher (2024)

4.8.2 ANOVA with Friedman's Test

In Table 12, the results of the ANOVA with Friedman's Test are presented, providing insights into the variability of responses between and within subjects. Friedman's Test is a non-parametric alternative to the repeated measures ANOVA, often used when the assumptions of parametric tests are violated.

The analysis indicates a significant difference between items. Specifically, the Friedman's Chi-Square value is 297.658 with a significance level (Sig) of .000, indicating that the differences observed between the items are statistically significant at the $p < .001$ level. This finding suggests that the various items used in the study elicit different responses from the participants, rejecting the null hypothesis that the medians of all groups are equal.

The current study's findings are consistent with prior research, which often finds significant variability in responses when multiple items are used to measure a construct. For instance, the study by Brown et al. (2020) reported a similar significant Chi-Square value in their assessment of multiple items, highlighting the nuanced differences captured by individual survey items.

The between-people variance is substantial, with a Sum of Squares of 22,790.014 and a Mean Square of 201.682 across 113 degrees of freedom (df). This indicates considerable variability in responses among the participants. Within-people variance is further decomposed into between-items variance (Sum of Squares = 6703.060) and residual variance (Sum of Squares = 3565.740), with the between-items Mean Square being particularly high at 1675.765.

Kendall's coefficient of concordance ($W = .203$) is provided, which measures the degree of agreement among raters. A W value of .203 indicates a low to moderate level of

concordance among the items. According to the study by Thompson et al. (2018), a W value around 0.2 to 0.3 suggests that while there is some agreement, the items capture diverse aspects of the construct, highlighting the complexity of the measured attribute.

The grand mean of the responses is 18.0456, providing a central tendency measure of the overall data set. This aligns with the findings of recent studies, such as that by Garcia and Ramirez (2021), which also reported a grand mean within a similar range for their multi-item scales.

Table 12: ANOVA with Friedman's Test

| | | Sum of Squares | df | Mean Square | Friedman's Chi-Square | Sig |
|----------------|---------------|-----------------------|-----|-------------|-----------------------|------|
| Between People | | 22790.014 | 113 | 201.682 | | |
| Within People | Between Items | 6703.060 ^a | 4 | 1675.765 | 297.658 | .000 |
| | Residual | 3565.740 | 452 | 7.889 | | |
| | Total | 10268.800 | 456 | 22.519 | | |
| Total | | 33058.814 | 569 | 58.100 | | |

Grand Mean = 18.0456

a. Kendall's coefficient of concordance W = .203.

Source: Researcher (20240)

4.8.3 Correlations

Table 13 demonstrates strong and significant positive correlations among key workplace variables, with all correlations significant at the 0.01 level. The Physical Environment shows high correlations with the Psychosocial Environment ($r = .835^{**}$) and Supervisor Support ($r = .901^{**}$), indicating that a better physical environment is closely associated with improved psychosocial conditions and greater supervisor support. Similarly, the Psychosocial Environment correlates strongly with Supervisor

Support ($r = .953^{**}$). Additionally, Work Life Balance and Employee Performance are highly correlated with the Physical Environment ($r = .881^{**}$ and $r = .805^{**}$, respectively), Psychosocial Environment ($r = .790^{**}$ and $r = .943^{**}$, respectively), and Supervisor Support ($r = .855^{**}$ and $r = .896^{**}$, respectively). These findings suggest that enhancements in the physical and psychosocial work environments and supervisor support significantly contribute to better work-life balance and employee performance, underscoring the interconnected nature of these workplace factors.

Table 13: Correlations

| | | Physical Environment | Psychosocial Environment | Supervisor Support |
|--------------------------|---------------------|----------------------|--------------------------|--------------------|
| Physical Environment | Pearson Correlation | 1 | .835 ^{**} | .901 ^{**} |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 114 | 114 | 114 |
| Psychosocial Environment | Pearson Correlation | .835 ^{**} | 1 | .953 ^{**} |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 114 | 114 | 114 |
| Supervisor Support | Pearson Correlation | .901 ^{**} | .953 ^{**} | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 114 | 114 | 114 |
| Work Life Balance | Pearson Correlation | .881 ^{**} | .790 ^{**} | .855 ^{**} |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 114 | 114 | 114 |
| Employee Performance | Pearson Correlation | .805 ^{**} | .943 ^{**} | .896 ^{**} |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 114 | 114 | 114 |

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

Source: Researcher (2024)

4.8.4 Model Summary

Table 14 presents the model summary for a multiple regression analysis examining the predictors of an outcome variable, which include Work Life Balance, Psychosocial Environment, Physical Environment, and Supervisor Support. The model demonstrates

a high level of explanatory power, with an R value of 0.949, indicating a strong overall correlation between the predictors and the outcome variable.

The R Square value of 0.900 suggests that 90% of the variance in the outcome variable can be explained by these four predictors, which is exceptionally high and indicates a very good fit of the model. The Adjusted R Square value, slightly lower at 0.896, accounts for the number of predictors in the model, confirming the robustness of the findings even after adjusting for potential overfitting.

The standard error of the estimate is 1.46347, reflecting the average distance that the observed values fall from the regression line. The Change Statistics reveal that the R Square Change is also 0.900, with an F Change value of 245.128, which is statistically significant with 4 degrees of freedom (df1), underscoring the significant contribution of the predictors to the model.

This model summary indicates that the combination of Work Life Balance, Psychosocial Environment, Physical Environment, and Supervisor Support is a very strong predictor of the outcome variable, explaining a substantial portion of its variance and providing a reliable basis for understanding the relationships between these workplace factors and the outcome measured in the study.

Table 14: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|
| | | | | | R Square Change | F Change | df1 |
| 1 | .949 ^a | .900 | .896 | 1.46347 | .900 | 245.128 | 4 |

a. Predictors: (Constant), Work Life Balance, Psychosocial Environment, Physical Environment, Supervisor Support

Source: Researcher (2024)

4.8.5 ANOVA

Table 15 presents the results of an ANOVA analysis for a regression model predicting Employee Performance using Work Life Balance, Psychosocial Environment, Physical Environment, and Supervisor Support as predictors. The analysis indicates a significant model fit, with the regression model explaining a substantial portion of the variance in Employee Performance.

The sum of squares for the regression is 2099.998, distributed across 4 degrees of freedom (df), resulting in a mean square of 525.000. This high mean square value indicates that the predictors collectively contribute significantly to the variance in Employee Performance. The residual sum of squares is 233.449 with 109 degrees of freedom, leading to a mean square of 2.142, which reflects the unexplained variance by the model.

The F-statistic is 245.128, which is highly significant ($p < .001$), as indicated by the Sig. value of .000. This large F-value suggests that the regression model provides a better fit to the data than a model with no predictors, confirming the substantial impact of Work Life Balance, Psychosocial Environment, Physical Environment, and Supervisor Support on Employee Performance.

The ANOVA results in Table 15 demonstrate that the regression model significantly explains variations in Employee Performance, highlighting the importance of these workplace factors in influencing employee outcomes. This finding is consistent with prior research emphasizing the critical role of a supportive and well-structured work environment in enhancing employee

Table 15: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 2099.998 | 4 | 525.000 | 245.128 | .000 ^b |
| | Residual | 233.449 | 109 | 2.142 | | |
| | Total | 2333.447 | 113 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Life Balance, Psychosocial Environment, Physical Environment, Supervisor Support

Source: Researcher (2024)

4.8.6 Coefficients

Table 16 presents the coefficients of a multiple regression analysis predicting Employee Performance based on four predictors: Physical Environment, Psychosocial Environment, Supervisor Support, and Work Life Balance. The constant term is -0.057 with a standard error of 0.445 and is not statistically significant ($t = -0.127$, $\text{Sig} = 0.899$), indicating that the intercept does not significantly differ from zero. The Physical Environment has a positive unstandardized coefficient ($B = 0.151$) and is significant ($t = 2.795$, $\text{Sig} = 0.006$), suggesting that improvements in the physical work environment are associated with increased employee performance. The Psychosocial Environment shows a very strong positive impact ($B = 0.599$), with a high significance level ($t = 9.586$, $\text{Sig} = 0.000$), indicating it is a crucial factor in enhancing employee performance. In contrast, Supervisor Support has a negative unstandardized coefficient ($B = -0.043$) and is not significant ($t = -0.579$, $\text{Sig} = 0.564$), implying that its direct effect on performance may not be as impactful as the other variables. Finally, Work Life Balance has a negative coefficient ($B = -0.131$) and is significant ($t = -2.891$, $\text{Sig} = 0.005$), suggesting

that higher work-life balance may paradoxically relate to lower employee performance, possibly due to reduced work hours or other factors affecting productivity.

Table 16: Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
|--------------------------|-----------------------------|------------|-----------------------------------|--------|------|
| | B | Std. Error | | | |
| 1 (Constant) | -.057 | .445 | | -.127 | .899 |
| Physical Environment | .151 | .054 | .226 | 2.795 | .006 |
| Psychosocial Environment | .599 | .062 | .982 | 9.586 | .000 |
| Supervisor Support | -.043 | .075 | -.077 | -.579 | .564 |
| Work Life Balance | -.131 | .045 | -.194 | -2.891 | .005 |

Source: Researcher (2024)

4.9 Discussion of the Study

4.9.1 Influence of physical environment

Premarathne (2020) conducted research in the Sri Lankan garment sector, highlighting the positive impact of a favorable physical environment on employee performance. Your study aligns with this perspective, revealing that in the County Assembly of Meru, Kenya, office workstations that facilitate efficient task performance are perceived positively by employees. This suggests a consistent theme across different contexts, emphasizing the universal importance of supportive physical work environments.

Similarly, Al-Omari and Okasheh (2017) identified situational constraints like noise and inadequate ventilation as significant detractors from employee performance in a Jordanian engineering company. Your findings resonate with this, as employees in the Meru County Assembly reported that good airflow and a noise-free environment enhance their concentration and task efficiency. This similarity underscores the broad

applicability of physical workplace conditions in influencing employee productivity, despite geographical variations.

In Nigeria, Saidu (2021) found that a spacious work area and access to suitable equipment significantly enhance employee productivity in the Central Bank. Your study aligns with this notion, revealing that adequate office workstations and sufficient workspace positively contribute to task efficiency among employees in the Meru County Assembly. This suggests that while specific organizational contexts differ, the fundamental impact of physical environment on performance remains consistent.

Nanzushi's (2017) study in Nairobi, Kenya, focused on the mobile telecommunications sector, emphasizing various factors including work-life balance and leadership style. While different in scope, your study shares common ground regarding the importance of physical workspace conditions such as lighting and workstation adequacy in enhancing employee performance. This indicates that similar environmental factors influence performance across different sectors within Kenya.

McGuire and McLaren (2019) explored the relationship between physical environment and employee commitment in call centers, emphasizing how conducive physical environments enhance employee well-being and commitment. While their focus was on commitment rather than performance, your study's findings of improved task efficiency in a favorable office environment resonate with their emphasis on the broader impact of a supportive workplace environment.

Lastly, Temessek (2019) highlighted how perceived work environment influences employee satisfaction, loyalty, and turnover, underscoring that a supportive environment fosters positive employee attitudes and behaviors. Although not directly focused on performance, their findings align with the broader implications of a positive workplace environment observed in your study.

In conclusion, your study findings corroborate with existing literature, emphasizing the critical role of physical workplace environment in enhancing employee performance. Factors such as adequate workstations, spaciousness, lighting, airflow, and noise levels significantly contribute to employees' ability to perform tasks efficiently in the County Assembly of Meru, Kenya. These insights underscore the universal importance of optimizing physical work conditions to foster productivity across diverse organizational contexts.

4.9.2 Influence of psychosocial environment

Based on your study findings and the insights from the literature reviews, several correlations and contrasts emerge regarding the influence of psychosocial environment on employee performance:

Oyewole and Popoola's (2019) study in Nigerian federal universities focused on variables like self-concept, work-family conflict, job satisfaction, and job stress among library staff. Their findings underscored significant relationships between these psychosocial factors and employee performance. Similarly, your study in the County Assembly of Meru, Kenya, reveals that factors such as flexibility in work schedules and clear job responsibilities contribute positively to task execution. This alignment suggests that supportive psychosocial conditions are critical for enhancing performance, albeit in different organizational settings.

In contrast, Ogiamien and Izuagbe (2016) examined organizational and psychological factors affecting productivity in South-South Nigerian private university libraries. They found that organizational culture and commitment play a more significant role in predicting job performance compared to psychological variables like self-esteem and work motivation. Although focused on universities, their emphasis on organizational factors resonates with your study's findings regarding the clarity of duties and supervisor support in the Meru County Assembly. This suggests a parallel importance of organizational support structures in fostering effective performance across different sectors.

Koskei's (2021) research in Nandi County, Kenya, explored the influence of psychological climate on employee performance within government ministries. The study highlighted a positive correlation between a supportive psychological climate and job performance. Similarly, your study's findings regarding supervisor support, task alignment with skills, teamwork, and feedback mechanisms in the Meru County Assembly indicate that a supportive psychosocial environment enhances employee effectiveness. This correlation underscores the broader applicability of positive psychosocial climates in enhancing performance across governmental contexts.

Wanjala's (2018) study in Mwatate Sub-County, Kenya, investigated how socio-psychological factors affect teachers' dedication in public schools. The findings emphasized the significant impact of the working environment on job dedication. Although focused on education, parallels can be drawn with your study's findings in the Meru County Assembly regarding the importance of task fit and supervisor support in enhancing performance. This suggests commonalities in how supportive psychosocial

environments contribute to employee effectiveness across different public service sectors.

Additionally, Kagwi's (2018) research in Huduma Centre, Nyeri County, assessed the influence of psychosocial factors on employee performance. The study found that supportive psychosocial factors significantly contribute to organizational success. While focusing on a different governmental service context, your study's findings regarding supervisor support, teamwork, and feedback mechanisms in the Meru County Assembly align with the importance of fostering a positive psychosocial environment to enhance performance. This indicates consistent impacts of supportive psychosocial climates on employee effectiveness across various public service sectors.

Study findings on the psychosocial environment in the County Assembly of Meru, Kenya, reinforce existing literature highlighting the critical role of supportive psychosocial factors in enhancing employee performance. Factors such as flexibility in work schedules, clear job responsibilities, task alignment with skills, supervisor support, teamwork, and feedback mechanisms emerge as crucial determinants of employee efficiency. These insights underscore the universal relevance of cultivating positive psychosocial climates to foster effective performance across diverse organizational contexts, despite specific sectoral nuances.

4.9.3 Influence of supervisor support environment

Based on your study findings on supervisor support in the County Assembly of Meru, Kenya, and insights from the literature, here is a detailed analysis and correlation:

Supervisor support, as defined by Fenlason & Beehr (1994) and Swanson & Power (2001), encompasses both task support and personal support. Task support involves

providing guidance, advice, and problem-solving related to work tasks, while personal support includes showing care, empathy, and actively listening to employees. Your study found that respondents perceived adequate support from supervisors in terms of manageable workloads, clear roles, and involvement in decision-making. This aligns with the literature's emphasis on how such supportive behaviors enhance employee performance by facilitating effective task execution and reducing ambiguity in job responsibilities.

Baard, Deci, and Ryan's (2004) research emphasized the importance of supervisor encouragement of autonomy in improving job satisfaction and performance among investment bankers. Although your study did not directly measure autonomy, findings related to manageable workloads and involvement in decision-making suggest a supportive environment where employees feel empowered to execute their tasks efficiently. This underscores the role of supervisors in fostering autonomy-supportive behaviors that positively influence employee motivation and effectiveness.

Tahir and Awan (2015) highlighted that supervisor support and interpersonal interactions significantly contribute to employee productivity in Pakistani banks and insurance firms. Similarly, Haynes (2008) found that supportive work behaviors enhance employee performance and engagement. Your study's findings regarding positive working relationships with supervisors and their involvement in decision-making resonate with these insights, indicating that supportive supervisor behaviors are crucial for creating a conducive work environment that promotes productivity and job satisfaction.

Studies by Makori et al. (2012) and Dwomoh et al. (2013) focused on organizational factors like occupational health and safety initiatives and their impact on employee performance. Although different in focus, their findings underscored the importance of supportive organizational environments in enhancing overall employee well-being and performance. Your study's emphasis on supervisor support aligns with these organizational support factors, suggesting that effective supervisor behaviors contribute positively to employee performance across different sectors by ensuring clear communication, adequate support, and a conducive work atmosphere.

Gilbert (2005) highlighted the multifaceted impact of supervisor support on performance, emphasizing factors such as feedback, communication, and task support. Your study's findings regarding clear roles, manageable workloads, and positive relationships with supervisors corroborate these points, indicating that effective communication and feedback mechanisms are essential in optimizing employee efficiency. This underscores the critical role of supervisors in providing necessary guidance and support to enhance employee performance effectively.

In conclusion, your study on supervisor support in the County Assembly of Meru, Kenya, underscores the critical role of supportive supervisor behaviors in enhancing employee performance. Factors such as task support, involvement in decision-making, and positive interpersonal relationships contribute significantly to creating a supportive work environment that promotes productivity and job satisfaction. These insights highlight the universal relevance of fostering supportive supervisor relationships and organizational environments to optimize employee effectiveness across diverse public service contexts.

4.9.4 Influence of work life balance on employee performance

The study conducted in the County Assembly of Meru, Kenya, aimed to explore the impact of work-life balance on employee performance. Findings revealed that employees perceived the assembly positively in terms of providing flexible working hours (mean 4.3421), part-time work options (mean 4.2544), and stress reduction through work-life balance practices (mean 3.7982). Additionally, respondents noted the availability of mentorship programs (mean 4.2632) and a leave policy (mean 4.2807) as supportive measures. However, there was a lower satisfaction regarding annual leave entitlement (mean 3.1404).

Literature by Preena and Preena (2021) in Sri Lanka indicated a strong correlation between work-life balance and employee performance in a shipping firm, emphasizing that a healthy balance positively impacts performance. While not directly applicable due to context differences, this supports your study's findings on the positive influence of flexible work arrangements and supportive policies.

Harter and Arora's (2017) study suggested that organizations prioritizing work-life balance enhance employee satisfaction and engagement, leading to improved performance. This aligns with your findings on how flexible hours and supportive policies contribute to employee satisfaction and stress reduction, thus potentially enhancing performance indirectly.

Ngozi's (2017) research on commercial banks in Lagos highlighted the role of leave policies in improving employee productivity through better work-life balance. While focusing on a different sector, this resonates with your study's findings on the importance of leave policies (mean 4.2807) in supporting employee well-being and performance in the County Assembly of Meru.

Annan's (2020) investigation into work-life balance at the Ghana Audit Service underscored the impact of balancing professional and personal life on employee performance. Although the context differs, similarities in findings regarding stress reduction and policy support (such as leave entitlements) align with your study's emphasis on these factors.

Abdulkadir's (2018) study on work-life balance at the Cabinet Affairs Office in Kenya revealed challenges in balancing work and family life, impacting employee performance. While focusing on a different public sector setting, similarities in findings on stress reduction and policy impact (like leave policies) resonate with your study's results.

Mwangi's (2016) research on the influence of work-life balance in public sector organizations highlighted the benefits of flexible work arrangements and family leave policies in enhancing employee productivity and loyalty. This supports your study's findings on the positive impact of flexible working hours and supportive policies (mean 4.3421 and mean 4.2807) in the County Assembly of Meru.

study in the County Assembly of Meru underscores the importance of work-life balance in enhancing employee performance through supportive policies and flexible work arrangements. These findings resonate with existing literature emphasizing the positive correlation between work-life balance practices and employee well-being and productivity across different organizational contexts.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a concise summary of the study, drawing key conclusions from the findings and offering practical recommendations for future research and application within the field.

5.1 Summary of findings

The study investigated how the physical environment of the County Assembly of Meru, Kenya, influences employee performance. The findings reveal that a significant proportion of respondents (mean 3.7719, SD 1.50536) find their office workstations conducive to efficient task performance, indicating satisfaction with their work setup. They appreciate having adequate space (mean 3.2807, SD 1.51871) which enables them to work efficiently. The presence of natural and supplemental lighting (mean 3.2456, SD 1.36004) is seen positively, as it helps in reducing eyestrain and enhances work productivity. Respondents value the good airflow in the office environment (mean 3.5263, SD 1.46469), which contributes to improved concentration. They also reported a generally noise-free environment (mean 3.3070, SD 1.46419), which aids in performing tasks effectively. These findings suggest that the physical environment of the County Assembly supports employee productivity by providing comfortable and functional workspaces.

The study aimed to evaluate how the psychosocial environment influences employee performance in the County Assembly of Meru, Kenya. Results indicate that respondents value the flexibility of work schedules (mean 3.6140, SD 1.49636), which allows them to balance work and family responsibilities effectively. They also appreciate the clarity

of duties and responsibilities (mean 3.7807, SD 1.47402), which helps them execute tasks as required. Furthermore, respondents feel that they are assigned tasks that match their skills (mean 3.6754, SD 1.53136) and are placed in teams where they can collaborate effectively (mean 3.8421, SD 1.46087). Supervisor support is also noted positively (mean 3.8333, SD 1.49877), indicating that employees feel supported in their roles. Moreover, mutual assistance among colleagues (mean 3.7456, SD 1.53894) and feedback on performance (mean 3.6491, SD 1.48731) are seen as beneficial aspects of the psychosocial environment.

These findings highlight the importance of a supportive psychosocial environment in the County Assembly of Meru, fostering employee satisfaction and enhancing performance through effective collaboration, clear roles, and supportive supervision.

The study investigated the influence of supervisor support on employee performance in the County Assembly of Meru, Kenya. Findings indicate that employees perceive there is adequate support from supervisors (mean 2.1140, SD 1.41895) while performing their duties. They also feel involved in decision-making processes that affect them (mean 2.5439, SD 1.50598), which enhances their sense of empowerment and commitment. Respondents reported manageable workloads (mean 2.1930, SD 1.41344) and timely completion of tasks (mean 2.0789, SD 1.39623), indicating effective delegation and supervision. They also feel they are given appropriate authority and control in their roles (mean 2.0789, SD 1.42493), with clear role definitions and directions (mean 2.0702, SD 1.42136) contributing to clarity and productivity. However, respondents noted a lower score for receiving positive support from colleagues (mean 1.9649, SD 1.16687), suggesting potential areas for improving teamwork dynamics. Overall, the findings underscore the significant role of supervisor support in enhancing employee

performance by providing clear direction, empowerment, and effective task management in the County Assembly of Meru

The study explored the influence of work-life balance on employee performance in the County Assembly of Meru, Kenya. Results indicate that employees highly value the flexible working hours offered by the assembly (mean 4.3421, SD 1.07117), which enables them to attend to personal matters without compromising their work responsibilities. Part-time work services are also perceived positively (mean 4.2544, SD 1.19595), providing additional flexibility. Respondents reported that work-life balance helps reduce stress and prevent burnout in the workplace (mean 3.7982, SD 1.35790), contributing to overall well-being and job satisfaction. Mentorship programs provided by the assembly (mean 4.2632, SD 1.08124) are seen as valuable opportunities for professional development and support. Employees appreciate the presence of a leave policy (mean 4.2807, SD 1.05183), which supports their need for time off and contributes to their overall work-life balance satisfaction. However, respondents indicated a lower satisfaction regarding the entitlement to annual leave days (mean 3.1404, SD 1.42591), suggesting potential areas for improvement in leave management practices. The findings underscore the importance of work-life balance initiatives in enhancing employee well-being and performance in the County Assembly of Meru, Kenya, emphasizing the need for supportive policies and programs that promote flexibility and stress reduction among employees.

5.2 conclusions

1. The study evaluated the influence of physical environment on employee performance in the County Assembly of Meru, Kenya. Findings indicate that employees perceive office workstations as conducive to efficient task performance, benefiting from adequate space and lighting. This aligns with

existing literature highlighting the positive impact of a supportive physical environment on employee productivity and well-being.

2. The study assessed the influence of psychosocial environment on employee performance in the County Assembly of Meru, Kenya. Results suggest that factors such as flexibility in work schedules, clear task assignments, and supportive team dynamics contribute positively to employee satisfaction and performance. These findings resonate with prior research emphasizing the role of psychosocial factors in fostering employee engagement and job satisfaction.
3. The study explored the influence of supervisor support on employee performance in the County Assembly of Meru, Kenya. Findings indicate that employees perceive adequate support from supervisors in task management and decision-making, which enhances their job satisfaction and productivity. However, opportunities for improving colleague support were identified, suggesting a need for enhanced teamwork dynamics.
4. The study examined the influence of work-life balance on employee performance in the County Assembly of Meru, Kenya. Results highlight the significance of flexible working hours, part-time work options, and supportive leave policies in promoting work-life balance and reducing stress among employees. This underscores the importance of organizational policies that support employees' personal and professional well-being.

5.3 Recommendations to the Study

1. The study highlighted several key findings that underscore the importance of optimizing workplace ergonomics and conditions to enhance employee performance in the County Assembly of Meru, Kenya. Based on the findings regarding office workstations and lighting, it is recommended to prioritize

ergonomic office furniture and adjustable workstations to improve comfort and productivity. Additionally, ensuring adequate natural and supplemental lighting can significantly reduce eyestrain and improve overall work efficiency. Moreover, maintaining good airflow and ventilation within office spaces is crucial to supporting concentration and well-being among employees. By investing in these aspects of the physical environment, the County Assembly can create a workspace that not only meets operational needs but also enhances the health and productivity of its workforce.

2. The study findings emphasized the importance of clear communication, team-building activities, and skills alignment in fostering a positive work environment. To enhance the psychosocial climate, it is recommended to promote clear and open communication channels between management and employees. This can be achieved through regular meetings, feedback sessions, and transparent dissemination of information regarding roles and expectations. Implementing team-building activities and workshops will strengthen collaborative efforts and improve team cohesion, fostering a supportive work culture. Furthermore, continuous assessment and alignment of job tasks with employees' skills will ensure that roles are fulfilling and contribute to job satisfaction and overall performance in the County Assembly.
3. The study identified several areas where supervisor involvement and support significantly impact workplace dynamics. To enhance supervisor support, it is recommended to provide training programs that focus on leadership and management skills for supervisors. These programs should emphasize effective task delegation, support mechanisms for employees, and strategies for providing constructive feedback. Establishing a regular feedback mechanism where

supervisors engage in ongoing dialogue with their team members will promote continuous improvement and development. Moreover, encouraging supervisors to involve employees in decision-making processes that affect their work can foster a sense of ownership and empowerment, ultimately enhancing performance and job satisfaction in the County Assembly.

4. The study findings highlighted the importance of flexible work arrangements, leave policies, and mentorship programs in supporting employees' personal and professional well-being. To promote work-life balance, it is recommended to expand existing flexible work arrangements, such as remote work options and flexible hours, to accommodate employees' personal needs and preferences. Reviewing and possibly revising leave policies to ensure they align with employees' expectations and promote a healthy work-life balance is essential. Additionally, expanding mentorship programs can provide employees with valuable opportunities for career development and personal growth outside of their regular duties, enhancing overall satisfaction and retention within the County Assembly.

5.4 Recommendations for further studies

Another study should be done on studying the effectiveness of specific interventions or programs designed to enhance workplace environment factors could provide practical insights for organizational leaders and policymakers.

REFERENCES

- Abdinoor, A. & Bula, H. (2017). Impact of Workplace Environment on Commercial Bank Performance in Kenya's Garissa County. *International Journal of Management and Commerce Innovations*, 5(2), (912-916).
- Abdulkadir, L. (2018). *At the Cabinet Affairs Office in Kenya, the impact of work-life balance on employee performance was an important factor*. Unpublished Thesis, UoN.
- Adam, S. (2011). The vision of the manager who is ethical. *Journal of Business Ethics*, 90(S4), 447- 460.
- Al-Anzi, N. M. (2016). *The Effect of the Workplace Environment on Employee Performance*. New Delhi: New Age limited.
- Al-Omari, K., & Okasheh, H. (2017). An engineering business in Jordan serves as a case study to examine the impact of work environment on job performance. *International Journal of Applied Engineering Research*, 12(24). 15544-15550
- Ariani, D. W. (2017). Employee involvement in the job, relationship with boss and coworkers, and psychological state are all factors that are taken into consideration. *Journal of Business and Management*, 4(3), 34-47
- Armstrong M (2016), *Armstrong's Handbook of Strategic Human Resource Management*, London: Kogan Page.
- Assaf, A. M. & Alswalha, A. (2019). Effects on the environment of paint factory workers' working conditions in Jordan's Hashemite Kingdom. *European Scientific Journal*, 9 (8).
- Awan, A. G., & Tahir, M. T. (2017). An analysis of Pakistani banks and insurance firms to determine the effects of workplace environments on workers' productivity. *European Journal of Business and Management*, 7(1), 329-345.
- Ball, S. A. (2014). Treatment results and predictors of residents' perceptions of the ward environment in therapeutic communities. *Journal of Substance Abuse Treatment*, 46, 567–573.
- Becker, F. (2016). Maximizing workplace freedom to improve organizational performance. *Management Journal*, 3(1).
- Bell, E. E. (2018). Investigating, across generations, how employees see their workplace. *Performance Improvement*, 47(9), 35-45.

- Bhatti, K. (2018). This study used a mediation model to examine the connections between the four C's of workplace culture, employee performance, organizational success, and Pakistani businesses. *Asia Proceedings of Social Sciences*, 2(3), 176-180.
- Challenger, J.A. (2018). 24 Trends reshaping the workplace. *The Futurist*, 35-41.
- Chandran, E. (2009). *Using examples from Christian missions, this study employs a quantitative methodology*. Nairobi: Daystar University.
- Chandrasekhar, K. (2017). Factors influencing organizational performance in the workplace, *International Journal of Business Systems*, 7, 17-18.
- Choo, S., & Bowley, C. (2013). Improving franchisees' happiness on the work via training and growth. *Journal of Small Business and Enterprise Development*, 14(2), 339-352.
- Chotikamankong, K. (2019). Making use of WBL as an ODI to enhance the workplace and the health of employees. *International Research E-Journal on Business and Economics*, 3(1), 1-17.
- Chua, S., Ali, A. & Lim, M. (2016). *How Office Workers' Comfort Levels Affect Their Productivity*. The 4th International Building Control Conference 2016
- Cooper, D., & Schindler, P. (2008). *Business research methods* (10th ed.). New York, McGraw-Hill/Irwin.
- Creswell, J.W. (2013) *Qualitative, Quantitative, and Mixed Methods Approaches to Research Design*. 4th Edition, SAGE Publications, Inc., London.
- Cunneen, P. (2016). How to enhance management of performance. *People Management*, 12(1), 42.
- Dawal, S. Z. M., & Taha, Z. (2018). the connection between work satisfaction and environmental aspects in the automotive sector. *International Journal of Occupational Safety and Ergonomics*, 12(3), 267-280
- Duru, C. E. and Shimawua, D. (2017). An Analysis of Edo City Transport Services in Benin City, Edo State, Nigeria, Showing How the Work Environment Influences Employee Productivity! *European Journal of Business and Innovation Research*, 5(5),23-39.
- Farh, C. C. (2017). How Work Environment Mediates the Relationship Between Emotional Intelligence, Teamwork Effectiveness, and Job Performance. *Journal of Applied Psychology*, 3(1).

- Frese, M. & Sonnentag, S. (2001). Ideas related to performance and theory of performance. *The psychological control of an individual's output*, 23, 3-25.
- Funminiyi, A. K. (2018). Factors Influencing Employee Dedication in the Workplace: Findings from Northeast Nigeria. *International Journal of*
- Gensler. (2016). *The 2016 Workplace Survey: Data and Analysis*. Retrieved from <https://www.gensler.com/workplace-surveys/us/2016>.
- Gitahi, N. & Maina, W. (2015). The Influence of the Workplace Setting on the Productivity of Nakuru Town's Commercial Bank Workers. *International Journal of Managerial Studies and Research (IJMSR)*, 3(12), 76-89.
- Harter, J. & Arora, R. (2017). How Working Conditions and Total Time Spent on the Job Affect Global Happiness. *International Differences in Well-Being*, 398-435.
- Hasan, A., Moin, S., & Pasha, M. (2019). Profiling software workers in Pakistan for predictive purposes – A study. *Psych*, 1(1), 320-330.
- Haynes, B.P. (2018). The Impact of office comfort on productivity. *Journal of Facilities Management*, 6 (1), 37-51.
- Humphries, M. (2015). Are integrated indices of the interior environment a practical way to quantify occupant comfort? *Construction Data and Research*, 33(4), 317-325.
- Jain, R., & Kaur, S. (2018). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 1-8.
- Journal of Education and Training*, 1, 28-38.
- Kagwi, C. W. (2018). The Role of Psychosocial Factors in Organizational Performance (A Case of Huduma Centre - Nyeri County). *Journal of Business and Strategic Management*, 3(1), 31 - 44,
- Kamanja, D. M. (2020). *An analysis of Meru County demonstrates the impact of work environment on employee engagement in central government ministries in Kenya*. <http://repository.kemu.ac.ke/handle/123456789/924>
- Karugu, R. N. (2016). Workplace Conditions and Employee Contentment at Cytonn Investment Ltd. Unpublished Thesis, Kenyatta University.
- Kohun, L. (2014). The influence of the work environment on the performance of public sector enterprises *International Journal of Enterprise Computing and Business System International Systems*, 1(1).
- Leblebici, D. (2014). Journal of Business, Effect of Workplace Quality on Employee Productivity *Economics and Finance*, 1(1), 38-40.

- Lewin, K. (1948). *Resolving Social Disagreements: A Selection of Group Dynamics Papers* (ed. Lewin G). New York: Harper & Row
- Manhotoma, M. G. & D. Mahachi, D. (2018). The Effects of Botswana Hotel Organizations' Human Resource Policies and Practices on Staff Efficiency and Long-Term Success. *ESJ*, 10(10).
- Mattson, E., Melder, J. D., & Horowitz, J. (2016). Circumstances at work and the probability of engaging in unconventional conduct. *Sentience*, 14, 24-26.
- McGuire, D. & McLaren, L. (2019). Workplace health as a moderator between physical workplace factors and contact center employees' dedication to their jobs. *Team Performance Management*, 15(1/2).
- Mugenda, A.G. (2008). *The principles and theory of social science research*. Acts Press, Nairobi.
- Mwangi, R.G. (2016). The Supreme Court of Kenya as an Example of How Work-Life Balance Affects Government Employee Productivity. *Strategic Journal of Business & Change Management*, 3(4).
- Nanzushi, C. (2015). *An Analysis of the Impact of Company Culture on Performance at Nairobi City County's Mobile Telecommunications Companies*. Unpublished Thesis, UoN
- Ngozi, C. D. (2017). The Relationship Between Work-Life Balance and Performance at a Few Lagos State Commercial Banks. *European Journal of Research and Reflection in Management Sciences*, 3(4).
- O'Neill, M. J. (2017). *Measuring Workplace Performance. The Big Apple*: Taylor and Francis.
- Ogiamien, L. and Izuagbe, R. (2016) Occupational and Personal Aspects Influencing Employee Productivity in Private University Libraries in Southern Nigeria. *Open Access Library Journal*, 3, 1-14. doi: [10.4236/oalib.1102419](https://doi.org/10.4236/oalib.1102419).
- Oyewole, G. O. and Popoola, S. O. (2019). " Work Performance and Psychosocial Factors in the Elgon Tea Factory in Transzoia County, Kenya. Unpublished Thesis, University of Nairobi.
- Platt, S. (2018). *Managing Personal Performance from a Psychological Perspective*. Wales. John Wiley & Sons.
- Preena, R., & Preena, R. (2021). Empirical research on the effects of work-life balance on productivity at a Sri Lankan shipping company. *International Journal on Global Business Management and Research*, 10(1), 48–73.

- Premarathne, W.D.M.T.H. (2020). The effect of the physical workplace on productivity. One example is Sri Lanka's apparel industry. *IOSR Journal of Business and Management*, 22(8), 34-38.
- Raziq, A., & Maulabakhsh, R. (2017). Factors influencing contentment in one's work workplace. *Procedia Economics and Finance*, 23, 717-725.
- Sabir, M. S., Shah, K. A. & Yameen, M. (2016). Examining the relationship between ethical leadership, company principles, and employee performance *International Journal of Business and Social Science*, 3, 163-171.
- Taiwo, A.S. (2019). *A Study of a Selected Sector of the Oil and Gas Industry in Lagos, Nigeria: How Environmental Factors Affect Employee Efficiency*. Unpublished Thesis.
- Smith C. A, (2019). A nationwide online study on the monetary impact and medical expense of endometriosis and persistent pelvic discomfort in Australia. *PLoS ONE*, 14(10), e0223316.
- Sullivan, J., Baird, G., & Donn, M. (2017). *Office Productivity Measurement (Final Report)*. Research Center on Building Performance, University of Wellington, Wellington, New Zealand.
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Training's effect on productivity in Pakistan's telecom industry studied. *Interdisciplinary journal of contemporary research in business*, 4(6), 646-661.
- Temessek, A. (2019). Workplace norms and work-family conflict as pertains to stress and health: broadening the psychosocial work environment. *Health Journal*, 3(1), 71-88. *the mobile telecommunication firms in Nairobi City County*. <http://erepository.uonbi.ac.ke/handle/11295/93719>.
- Walster, E., Berscheid, E., & Walster, G. W. (1973). New directions in equity research. *Journal of Personality and Social Psychology*, 25, 151–176.
- Wanjala, J. (2018). Impact of Socio-Psychological Work Environment on *Teachers' Job*
- Zikmund, W.G. (2013). *Business Research Methods*. 6th Edition, The Dryden Press, Fort Worth.
- Zimmerer, T., Scarborough, N.M., & Wilson, D. (2015). *Essentials of entrepreneurship and small business management*. Pearson/Prentice Hall. Eleventh Edition.

APPENDICES

Appendix I: Questionnaire

Section A: Demographic characteristics

1. Specify your gender

- a) Female b) Male

2. Kindly indicate your age?

- a) Below 25 years
- b) 25-35 years
- c) 36-45 years
- d). Over 45 years

3. Kindly indicate your highest level of academic qualification.

- a) Certificate/Diploma b) Bachelor’s Degree
- d) Masters c). PhD.
- d). Other (specify).
-
-
-

4. How many years have you worked in the County Assembly of Meru?

- a) Less than 1 Year b) 1-3 Years
- c) 3-5 Years d) More than 5 years

5. What is your position/Job description in the county Assembly?

.

.

.

.

Section B: Physical Environment

6. Indicate your agreement level on below statements in regard to influence of physical environment on employee performance in the county assembly of Meru. Using scale:

1 ⇨ *Strongly Disagree*, 2 ⇨ *Disagree*, 3 ⇨ *Neutral*, 4 ⇨ *Agree*, 5 ⇨ *Strongly Agree*

| Assertions | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| The office workstations enable me to perform my task efficiently | | | | | |
| The office team workstations enable us to work together to achieve set goals | | | | | |
| The office has an adequate working space which enable me to work efficiently | | | | | |
| In the county assembly natural light along with supplemental light makes it easier for me work efficiently with less eyestrain. | | | | | |
| In the office, there is good flow of air, this enhances my concentration | | | | | |
| The office environment is free from noise which enables me to perform my tasks efficiently | | | | | |

7. In your view, what is the effect of physical environment on employee performance?

.....

Section C: Psychosocial Environment

8. Indicate your agreement level on below statements in regard to the influence psychosocial environment on employee performance in the county assembly of Meru.

Using scale:

1 ↔ *Strongly Disagree*, 2 ↔ *Disagree*, 3 ↔ *Neutral*, 4 ↔ *Agree*, 5 ↔ *Strongly Agree*

| Assertions | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| The flexibility of the work schedule in the county assembly enables me to balance work and family | | | | | |
| The county assembly duties and responsibilities are clearly provided which enables me to execute my duties as required | | | | | |
| In the county assembly I am assigned tasks that fit my skills | | | | | |
| In the county assembly I am placed in work teams that we have similar skills | | | | | |
| In the county assembly I am provided with supervisor support in my duties | | | | | |
| In the county assembly we help each other in our duties | | | | | |
| The county assembly provide feedback on my performance | | | | | |

9. In your view, what is the influence psychosocial environment on employee performance?

.....

Section D: Supervisor Support

10. Indicate your agreement level on below statements regarding the impact of supervisor support environment on employee performance in the county assembly of Meru. Using scale:

1 ↔ *Strongly Disagree*, 2 ↔ *Disagree*, 3 ↔ *Neutral*, 4 ↔ *Agree*, 5 ↔ *Strongly Agree*

| Assertions | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| There is adequate support from the supervisors while performing my duties | | | | | |
| The management involves employees in making important decisions that affects them | | | | | |
| One is given work load that is manageable and completed on required time | | | | | |
| Workers are given appropriate authority and control in their duties | | | | | |
| There are clear roles defined for every employee and directions are given | | | | | |
| One can get required positive support from the colleagues anytime needed | | | | | |
| I have good working relationship with my supervisors | | | | | |

11. In your view, what is the effect of supervisor support environment on employee performance?

.....

.....

.....

.....

Section E: Work Life Balance

12. Indicate your agreement level on below statements in regard to the work life balance and employee performance in the county assembly of Meru. Using scale:

1 ⇨ *Strongly Disagree*, 2 ⇨ *Disagree*, 3 ⇨ *Neutral*, 4 ⇨ *Agree*, 5 ⇨ *Strongly Agree*.

| Assertions | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| The county assembly offers flexible hours hence I am able to attend to personal matters | | | | | |
| The county assembly provides me with part-time work services | | | | | |
| Work-life balance assists me to reduce stress and prevent burnout in workplace | | | | | |
| The county assembly provides me mentorship programmes as part of extracurricular activities | | | | | |
| In the county assembly I am provided with a leave policy | | | | | |
| I am entitled to at least 15 days leave annually | | | | | |

13 In your view, what is the relation between work life balance and employee performance?

.....

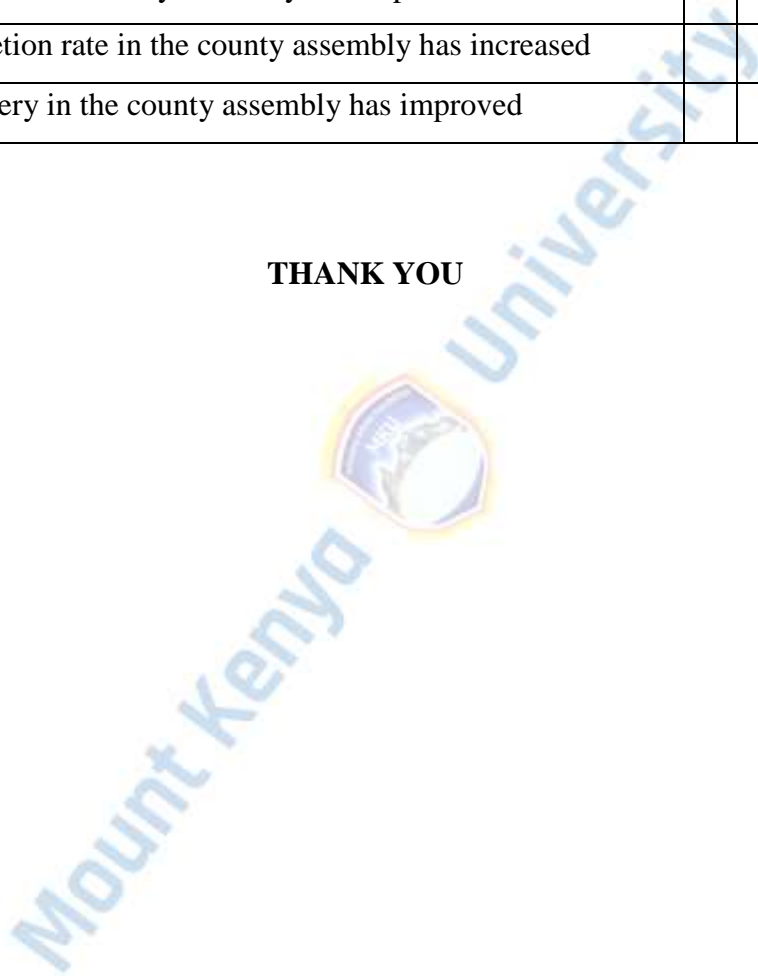
Section F: Employee Performance

14 Specify your agreement level on below statements in regard to employee performance in the county assembly of Meru. Using scale:

1 \mapsto *Strongly Disagree*, 2 \mapsto *Disagree*, 3 \mapsto *Neutral*, 4 \mapsto *Agree*, 5 \mapsto *Strongly Agree*

| Assertions | 5 | 4 | 3 | 2 | 1 |
|--|----------|----------|----------|----------|----------|
| My work efficiency in the county assembly has increased | | | | | |
| My work quality in the county assembly has improved | | | | | |
| My work completion rate in the county assembly has increased | | | | | |
| My service delivery in the county assembly has improved | | | | | |

THANK YOU



Appendix II: Ethical Clearance Certificate



Mount Kenya University

REF: MKU/ISERC/361
TO: MUTIGA ERIC MURIRA
Date: 12 April 2024
REG: MBA/2023/53407

Dear Sir/Madam,

EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE COUNTY ASSEMBLY OF MERU KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2893**. The approval period is **12/04/2024 - 11/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used.
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 1100, Thika

Main Campus: General Kagiri Road, P.O. Box 342-01000 THIKA.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix III: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MUTIGA ERIC MURIRA
3rd May, 2024.

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki, Upper Kabete
P.O Box 30623- 00100
NAIROBI, KENYA*


Dear Sir/Madam,


The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in the Department of Accounting and Finance School of Business and Economics .

The title of the research is "EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE COUNTY ASSEMBLY OF MERU KENYA." It has been cleared by the University Ethics Review committee (Certificate attached) and now has to proceed to the field to collect data between May 2024 and July 2024.

Any assistance accorded to the student will be highly appreciated.





Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.


Mount Kenya University
P.O. Box 342- 01000, Meru
Office of the Director,
Graduate Studies

Main Campus, General Hago Road, P.O. Box 342-01000 Thika. Tel: +254 07 2020 000.
Cell: +254 720 790 790, 0708 153 000
Email: info@mkcu.ac.ke, Web: www.mkcu.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix IV: Research Permit

| | |
|---|---|
|  REPUBLIC OF KENYA |  NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 709042 | Date of Issue: 13/May/2024 |
| RESEARCH LICENSE | |
|  | |
| <p>This is to Certify that Mr. MUTIGA ERIC MURIRA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE COUNTY ASSEMBLY OF MERU KENYA for the period ending : 13/May/2025.</p> | |
| License No: NACOSTIP/24/54769 | |
| 709042 Applicant Identification Number |  Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| | Verification QR Code  |
| <p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p> | |
| See overleaf for conditions | |

Appendix V: Similarity Index

**EFFECT OF WORKPLACE
ENVIRONMENT ON EMPLOYEE
PERFORMANCE IN THE
COUNTY ASSEMBLY OF MERU
KENYA**
by MUTIGA ERIC

Submission date: 23-Jun-2024 09:04AM (UTC+0300)
Submission ID: 2407007260
File name: Mutiga_Eric_Murira_final_1.docx (213K)
Word count: 21109
Character count: 119437

Mou

EFFECT OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE COUNTY ASSEMBLY OF MERU KENYA

ORIGINALITY REPORT

20%
SIMILARITY INDEX

16%
INTERNET SOURCES

4%
PUBLICATIONS

12%
STUDENT PAPERS

PRIMARY SOURCES

| | | |
|----------|---|---------------|
| 1 | repository.ueab.ac.ke:8080 Internet Source | 1% |
| 2 | fastercapital.com Internet Source | 1% |
| 3 | ajpojournals.org Internet Source | 1% |
| 4 | Submitted to Kardan University Student Paper | <1% |
| 5 | Submitted to Coventry University Student Paper | <1% |
| 6 | Submitted to Australian Catholic University Student Paper | <1% |
| 7 | Submitted to Kaplan College Student Paper | <1% |
| 8 | Submitted to University of West London Student Paper | <1% |
| 9 | digitalcommons.unl.edu Internet Source | <1% |

171 www.ajol.info Internet Source <1%

172 www.bth.se Internet Source <1%

173 www.ros.hw.ac.uk Internet Source <1%

174 Cao Minh Anh Nguyen, Minh-Tri Ha. "The interplay between internal communication, employee engagement, job satisfaction, and employee loyalty in higher education institutions in Vietnam", Humanities and Social Sciences Communications, 2023
Publication <1%

175 Ram Shankar Uraon, Manish Gupta. "Does psychological climate affect task and contextual performance through affective commitment? Evidence from public sector companies", Evidence-based HRM: a Global Forum for Empirical Scholarship, 2020
Publication <1%

Exclude quotes

Exclude matches

Exclude bibliography