



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENT STUDIES
CENTER FOR REGIONAL AND LOCAL DEVELOPMENT
STUDIES (CRLDS).

The Effect of Work Environment on Employee Performance: The Case
of Beautifying Sheger Project.

By: Endashaw Belachew

Advisor: Teshome Tafesse (PhD)

June 2022

Addis Ababa, Ethiopia



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENT STUDIES
CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES
(CRLDS).

The Effect of Work Environment on Employee Performance: The Case of
Beautifying Sheger Project.

By: Endashaw Belachew

Advisor: Teshome Tafesse (PhD)

A Thesis Submitted to the Center of Regional and Local Development Studies
in a Partial Fulfillment for the Requirement of Masters of Art in Regional and
Local Development Studies (RLDS).

June 2022

Addis Ababa, Ethiopia

DECLARATION

I, Endashaw Belachew, declare that the thesis entitled “THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: THE CASE OF BEAUTIFYING SHEGER PROJECT” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Teshome Tafesse (PhD). Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other Institution.

Submitted by;

ENDASHAW BELACHEW

Name

Signature

June 2022

Date

Approved by:

This Thesis has been submitted for examination with my approval

TESHOME TAFESSE (PhD)

Name of Advisor;

Signature

June 2022

Date

APPROVAL SHEET
SCHOOL OF GRADUATE STUDIES

This is to certify that the thesis prepared by Endashaw Belachew entitled “The Effect of Work Environment on Employee Performance: The Case of Beautifying Sheger Project” and submitted in partial fulfilment of the requirements for the degree of Master of Art in Regional and Local Development studies fulfils with the regulations of Addis Ababa University and meets the accepted standards with respect to originality and quality.

Signed by examining committee:

----- Dean, Graduate Studies -----	----- Signature -----	----- Date -----
----- Adviser -----	----- Signature -----	----- Date -----
----- External Examiner -----	----- Signature -----	----- Date -----
----- Internal Examiner -----	----- Signature -----	----- Date -----

ACKNOWLEDGEMENTS

First of all and foremost I would like to express my deepest gratitude to the Almighty God for his blessing and for making every step of my life possible. Secondly, I am greatly indebted to thank my advisor, **Teshome T. (PhD)** for his unreserved attention to correct my report and advising me for the better improvement of this thesis.

Thirdly, I am very grateful to thank my wife for her support morally, financially, and for everything she have done for me up to this moment, you are my everything. All my friends, I have no words to express my heart full thank but let God bless you. You are the one who have been contributing a lot in every part of my work.

Finally yet importantly, I would like to acknowledge participants of the study for being willing to participate in the study and provide valuable information. Moreover, those individuals who have been contributing a lot for the entire work, either directly or indirectly deserve to be acknowledged.

THANK YOU ALL.

ENDASHAW BELACHEW

Table of Contents

DECLARATION	ii
APPROVAL SHEET	iii
ACKNOWLEDGEMENTS	iv
Table of Contents	v
List of tables.....	viii
List of figure	ix
Abstract	x
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the study	1
1.2. Problem Statement	5
1.3. Objectives of the Study	8
1.3.1. General objective	8
1.3.2. Specific objectives	8
1.4. Research Questions	8
1.5. Scope of the study	8
1.6. Significance of the study	9
1.7. Limitation of the study	9
1.8. Organization of the study	9
CHAPTER TWO	10
2. LITERATURE REVIEW	10
2.1. Theoretical Literature	10
2.1.1. Working Environment	10
2.1.2. Physical Work Environment	14
2.1.3. Psychological Work Environment	15
2.1.4. Work Life and social relationship	16
2.1.5. Reward Aspect of the job	17

2.2.	Theoretical review.....	18
2.2.1.	Goal-setting Theory	18
2.2.2.	Expectancy Theory	19
2.2.3.	Maslow’s Hierarchy of Needs Theory	20
2.2.4.	Frederick Herzberg's Theory.....	21
2.3.	Employee Performance.....	21
2.4.	Theories Related to Employee Performance	25
2.4.1.	Victor Vroom’s Expectancy Theory.....	25
2.4.2.	Adam’s Equity (Fairness).....	26
2.4.3.	Herzberg Two Factor Theory	27
2.4.4.	Affective Events Theory	28
2.5.	Empirical Literatures	28
2.5.1.	Conceptual Framework.....	32
CHAPTER THREE.....		34
3.	METHODOLOGY OF THE STUDY	34
3.1.	Research design.....	34
3.2.	Research approach.....	34
3.3.	Sample and Sampling Technique	35
3.4.	Model Specification.....	36
3.5.	Validity and Reliability.....	36
3.6.	Method of Data Analysis	37
3.7.	Ethical Considerations.....	38
CHAPTER FOUR.....		39
4.	RESULTS AND DISCUSSIONS	39
4.1.	Introduction.....	39
4.2.	Demographic Characteristics of Respondents.....	40
4.3.	Descriptive statistics.....	42
4.3.1.	Physical work place environment.....	42
4.3.2.	Reward aspects of the work	43
4.3.3.	Training and development opportunities.....	44
4.3.4.	Work- life Balance	45
4.4.	Correlation results	46
4.5.	Multiple Regression Result	47

4.6. Assumptions Testing in Multiple Regressions	47
4.6.1. Linearity Test	47
4.6.2. Homoscedasticity Test	48
4.6.3. Auto Correlation (Durbin Watson Test)	49
4.6.4. Normality Test	50
4.7. Discussion of Results	52
CHAPTER FIVE	54
5. CONCLUSION AND RECOMMENDATION	54
5.1. Summary of findings	54
5.2. Conclusion	55
5.3. Recommendations	56
List of references	57
Appendix: Sample Questionnaire	63

List of tables

Table 4.1 Reliability results.....	39
Table 4.1 Demographic Characteristics of Respondents.....	40
Table 4.2 Age and Experience of respondents.....	40
Table 4.3 Physical work place environment.....	42
Table 4.4 Reward aspects of the work	43
Table 4.5 Training and development opportunities.....	44
Table 4.6 Work- life balance.....	45
Table 4.7 Correlational matrix.....	46
Table 4.8: Durbin Watson statistics.....	48
Table 4.9 The regression model statistics.....	50
Table 4.10 The coefficient table	50
Table 3.1 Reliability results.....	39

List of figure

Fig 3.1. Conceptual Framework Based On Njenga, et al., (2015) and Nanzushi (2015).....33

Fig 4.1: P-P Plot of Regression Standardized Residual.....46

Fig 4.2: Scatterplot of standardized residuals.....47

Fig 4.3: Normality Histogram..... 49

Abstract

The main objective of this study was to assess the effect of work environment on employee performance in the case of Beautifying Sheger Project. It also tried to examine the impact of physical work place environment aspects, reward aspects of the job, and training and development opportunities in the work place, work life balance on the performance of these employees. Quantitative research approach with explanatory research design was adopted in carrying out this research. A survey method was used to gather data from the employees, after questionnaire data were collected, percentage, frequency, mean and standard deviation were used as a tool for descriptive methodology as well as regression and correlation analysis was used from inferential statistics. Convenience sampling was used to select the specific individuals. The correlational results of this study showed that physical work place environment ($r = .122$), reward aspects of the work ($r = .643$) and work- life balance have been positively and significantly related with performance of employees of Beautifying Sheger Project. The study also found working conditions are important factor of overall perceived performance of for employees of Beautifying Sheger Project. In addition, the regression model resulted that, 53.3% of variance in employees' performance is due to work environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance). Moreover, it can be observed from the results of this study that working conditions correlation with performance of employees. This paper suggests the project managers to work towards improving working environment and building good relationships with their employees. This friendly and positive interaction of employees will craft innovative and creative staff.

Key words: *Work environment, Work Life Balance, Employee performance*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Workplace assumes a significant part in an association. The majority of the issues looked by representatives are connected with workplace (Barry, 2008). The degree of efficiency can be expanded through fostering a favorable workplace in the association (Chandrasekar, 2011). Work environment is an organized region, which is given by the organization to accomplish its objective. An organized region can be portrayed as the design of a work area, which suits the idea of the gig, or errand that will be performed. It can likewise have an office format with work areas, work areas, seats and cupboards or simply a worktable with a wall fitted with a wide range of hand devices, which suits a studio. The right kind of work space is required to draw in clients to feel great and this would empower them to really work. A climate is the prompt environmental factors of a client, which is controlled for their reality or use. The working environment is an organized region, which given by the organization to accomplish its objective (Frese, and Sonnentag, 2000). Furthermore, the actual workplace is depicted as the format of a work area that suits the idea of the gig or undertaking that performed. It can have an office design with work spaces, work areas, seats and cupboards or simply a worktable with a wall fitted with a wide range of hand devices, which suits a studio. The right sort of work space required to draw in clients to feel good and this would empower them to actually work. A climate is the quick environmental elements of a client, which controlled for their reality or use. Subsequently, a work environment gives a climate to the representative to play out a given undertaking (Ajala, 2012).

A sound work place is where everybody cooperates to accomplish a concurred vision for the wellbeing and prosperity of laborers and the encompassing local area. It furnishes all individuals from the labor force with physical, mental, social and authoritative circumstances that secure and advance wellbeing and security. It empowers administrators and laborers to increment command over their own environment and to further develop it, and to turn out to be more lively, positive and satisfied. Consequently, the labor force is more steady, dedicated and useful. Laborers are people and pay delivering resources like fixed and non-fixed resources. By the by, dissimilar to any remaining resources, human resources have great many inquiries and grievances while their

workplace neglected to meet their objections and assumption (Subramariam and Saravanan, 2012). A first piece of man's life is spent on work, which is a social reality, and social assumption to which individuals appear to affirm. It is consistently critical to investigate why laborers work, at which degree they see their task and how they happy with their profession (Khalid and Irshad, 2010).

Laborers in different workplaces frequently have various work prerequisites from work place that might incorporate method of pay installments, working circumstances, working time, wellbeing risks issues, monetary and non-monetary advantages and the board conduct towards laborers (Islam and Siengthai, 2009).

Project chiefs are continually looking for fostering the refined positions which can fulfill laborers' higher necessities, utilize their higher abilities and improve them residents, life partners and guardians with the goal that their responsibility work on the exhibition of their work (Heath, 2006). The positions should be magnificent both according to the perspective of innovation and human necessities. The conventional work configuration should be supplanted by enhanced work plan. Workplace conditions can be characterized in various ways and estimation of the workplace conditions into logical review is extremely challenging.

Thus, a working environment gives a climate to the representative to play out a given errand. Working climate is a wide term and means generally your environmental elements while working. Your actual work space is, for instance, your work apparatuses as well as air, commotion and light. Yet, your work space likewise incorporates the mental parts of how your work is coordinated and your prosperity at work (Ajala, 2012). In light of an examination done by Oswald (2012), there are two kinds of workplace, which are the actual part as well as the conduct part. It is said that the actual climate comprises of components, which is connected with the network of the client with their office climate. In the mean time, the conduct climate comprises of components which are connected with the network between clients in a similar workplace as well as the impact of work space on the client's way of behaving. The most significant of venture sub frameworks is laborers and taking into account it is one of the most indispensable needs of the undertaking. Adequate regard for work force prompts thriving of the abilities and forestalls further issues for the presentation of the venture and the executives (Asgari and Dadashi, 2011).

As undertaking makes progress toward satisfying its goals with the fundamental contribution of laborers, molding the workplace states of laborers is a significant thought for laborers keen on further developing worker's work fulfillment and responsibility (Normala, 2010).

The key ideas caught a workplace incorporate professional stability, better prize frameworks, more significant compensation, a chance for development and participative gatherings among others. Eight angles in which laborers discernment towards their work could decide their involvement with the work place. sufficient and fair remuneration; protected and solid working condition; prompt chance of purpose and advancement of human limits; future chance for proceeded with development and security; social mix in the work project; constitutionalism; work and the absolute life space and the social pertinence of work life.

Great workplace is huge for activities to support and draw in laborers. Disappointment with working life is an issue, which influences practically all laborers respect less of position or status. Numerous supervisors try to decrease disappointment in all venture levels, including their own. This is a mind boggling issue be that as it may, on the grounds that it is hard to disengage and distinguish all of properties, which influence the workplace conditions (Walton, 2005).

As per Cooke et al (2016) worker execution can be characterized as the accomplishment of indicated task estimated against foreordained or recognized principles of precision, fulfillment, cost and speed. Representative's presentation is relying upon the ability and furthermore the receptiveness of the actual workers on taking care of their business. By having this ability and transparency of the workers in going about their business, it could consequently expand the representatives' efficiency which likewise prompts the exhibition (Sinha, 2001). Armstrong (2006) characterizes execution as the advancement of evaluated goals. Execution isn't just a question of what individuals accomplishes yet the way that they accomplish. As indicated by the past examinations, there are various perspectives in regards to the worker's exhibition. A few researchers have contended the work execution because of conduct. Wild and Shoemaker (2013) expressed that exhibition depends on ways of behaving or exercises that are related with the objectives of an association. Besides, work execution is the activity or conduct itself and not the consequence of activities or an outcome. As per Borman and Motowidlo (1997), there are two sorts of representatives' way of behaving that could prompts the employees'performance as undertaking execution and relevant execution.

Task execution alludes to the recommended job a representative ought to follow to achieve authoritative objectives. It very well may be characterized as the viability with which occupants perform exercises that add to the advancement of the association's specialized center. This commitment can be immediate, including the utilization of a piece of hierarchical innovation, or circuitous, giving materials or administrations expected to perform authoritative specialized processes (Borman et al, 2007). Context oriented execution, likewise called citizenship execution, includes those ways of behaving not straightforwardly connected with work errands, yet fundamentally affecting authoritative, social, and mental settings. In estimating representative undertaking execution conduct for this specific review, the records of estimation for execution were removed from (Hakala, 2009).

Laborers are significant pieces of the development projects in Ethiopia. Right now, there is a tremendous improvement clamor yet to be done. One of the critical elements to guarantee an ideal degree of financial development in a non-industrial nation like our own is accomplishing a lot of venture by the private as well as the public area. In this improvement action the framework advancement area is the one where the development business is a forefront job player.

Enhancing Sheger is a task supported by the Ethiopian government that expects to clean streams and make public works in the capital city, Addis Ababa. It is sent off, on 27 February 2019 under Prime Minister Abiy Ahmed, and plans to run for a long time. Decorating Sheger expects to build the travel industry and personal satisfaction, diminish the impacts of environmental change, to make occupations in Ethiopia's capital city by creating green spaces from Entoto to Akaki wastewater treatment plant. The venture plans to persuade residents to aid the cleaning endeavors too, as in spite of Ethiopia's new financial turn of events; there has been no natural activity to diminish enterprising and metropolitan waste.

Thus, this study endeavored to evaluate the effect of workplace on specialists execution on account of Beautifying Sheger project, Addis Ababa. Likewise, it will act as contribution for undertakings to aid navigation, in recognizing key work submits issues in request to foster methodologies to address and work on the nature of working life and to increment staff efficiency to the venture.

1.2. Problem Statement

Work environment conditions and project commitment are two of most important and fundamental subjects in project management practices across the world. A work environment condition has become one of the essential concerns among contemporary workers and managers. Workers are the stimulus energy that is behind in every successful project. Mere use of technology and techniques cannot bring success to the project (Normal a, 2010).

In today's highly competitive environment, there are many projects, which provide integrated systems of beneficial services, which include family benefits, to their staff. Individuals spend a great part of their lives in adulthood trying to get higher education degrees, job, and success in life. They have even delayed making a family. These individuals might be precious for their employers, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place. When workers are committed to the project, they get their identity inside it and remain loyal to it (Joshi, 2007).

The working environment is one of the most crucial factors, which influence the level of satisfaction as well as motivation of its employees. According to Strong et al, (1999) social, organizational and physical factors are impetus for task and activity, which consequently influence the performance of workers'. The productivity of employees is determined excessively by the environment in which they work the utmost significant empirical evidence that indicates the deteriorating working conditions of an organization has to do with the truncated job satisfaction rate (Kaya, 1995).

Organizations can make their staff committed to the project by fulfilling their essential needs, establishing mutual trust, and creating an appropriate project environment. Commitment can have many positive outcomes; those who have commitment are more orderly in their work, spend more time in the project and work more. The increase in improved working conditions and work commitment of workers can have a great impact on the level of interest, job satisfaction, willingness to stay, and project performance (Heath, 2006).

The construction sectors have undergone a structural change over the past decades, which have put new stresses and legitimacies for its workers. Construction workers have perhaps felt the

maximum work pressure and have to deliver timely service in order to meet project goals and ensure client satisfaction.

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

Many factors affect the performance of employees in organizations. Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). Providing a good workplace environment increases employee performance in organizations (Shikdar & Shawaqed, 2003). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working and achieving. Work environment comprises the totality of forces and influential factors that are currently or potentially contending with the employees' activities and performance. According to Chandrasekar (2011) there are key factors in the workplace environment that could give a great impact towards the motivation and performance level. The business environment is becoming very competitive, dynamic and complex. Management should therefore find ways to ensure that workplace environment is conducive enough to enable employee performance in order to remain competitive.

In this competitive work environment to take best employees, the employer is faced with the challenge of attracting, retaining and motivating the employees. These employees are faced with a myriad of problems in relation to their work environment. This is especially in terms of the working hours, mobility at the workplace and compensation (Barry, 2008). In order to reach their organizational peak performance, organization must be able to create a workplace environment where employees are motivated to work. Boles et al. (2004) state that when employees have

physical and emotional desire to work, then their performance shall be increased. Empirical studies done include Gitahi (2014) who looked at the Effect of Workplace Environment on Performance of Commercial Banks Employees in Nakuru Town and the findings showed that psychosocial aspects are an important factor in boosting the performance of employees than the physical workplace factors and work life factors. Naharuddin and Sadegi (2013) did a study on factors of workplace environment that affect employees' performance in Miyazu Malaysia. The findings showed that only supervisor support is not significant towards the employees' performance while job aid and physical workplace environment had a significant relationship towards employees' performance.

In Ethiopia, there are certain studies conducted with relation to the subject, such as; Mekdelawit (2020), who studied the impact of work environment, on employees' performance in the case of public sectors in Addis Ababa. In this study, the main objective was to assess the impact of physical office environment on the performance of public sector employees in Addis Ababa. In this study the emphasis is given for physical work environment. Therefore, psychological aspects of work environment such as reward, work life balance, and training and development were not studied. Additionally, Awoke (2019), studied effects of working environment on employee performance in the case of Bole Lemi Industrail Park. This study has focused on various variables of work environment such as physical work environment, reward, democratic leadership style, work life balance, training, workload and discrimination. However, this study used only quantitative methods of research without the support qualitative methodologies. This will affect the study since it has overlooked the qualitative aspects of work environment.

Therefore, from the above descriptions, this study tried to fulfill the above identified conceptual gap by studying both physical and psychological (Physical Work environment, reward, work life balance, and training and development) aspects of work environment unlike the study by Mekdelawit (2020), as well as a methodological gap using quantitative method. Accordingly, this study tried to determine the impact of working environment on employees' performance in the case of Beautifying Sheger project.

1.3. Objectives of the Study

1.3.1. General objective

The general objective of the study is to examine the effects of work environment on employee performance in the case of Beautifying Sheger project.

1.3.2. Specific objectives

More specifically, this thesis has also tried to-

- 1) Examine the effect of physical work place environment aspects on the performance of employees.
- 2) Find out the effect of reward aspects of the job on the performance of employees.
- 3) To assess the effect of training and development opportunities in the work place on the performance of employees.
- 4) To examine work life balance on the performance of employees.

1.4. Research Questions

- What is the effect of physical work place environment aspects on the performance of employees?
- What is the effect of reward aspects of the job on the performance of employees?
- To what extent do training and development opportunities in the work place affect the performance of employees?
- What is the effect of work life balance on the performance of employees?

1.5. Scope of the study

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

Conceptually, numerous authors and researchers have proposed dimension of working environment conditions (WEC), which include a wide range of factors (Los cocco and Rochelle, 1991), it is difficult to best conceptualize elements of WEC. This study nevertheless, focused on

five dimensions (Physical workplace environment, Reward, Management/leadership style, Training and Development, Work life balance) based on the study of Nanzushi (2015).

1.6. Significance of the study

The importance of the findings of this study is that it sheds light on the extent of working environment conditions of the construction sector and its relation to project work performance. Therefore, this study used to facilitate workers, managers, and supervisors at different levels due to improved understanding of the compensation level, safety and healthy regards of employees, and other important issues. The results of the study will serve as input for the construction sector to assist in decision making, in identifying key work places issues in order to develop strategies to address and improve the quality of working condition and to increase staff commitments to their projects. By understanding their perspectives, project managers can derive ways to improve employee productivity. Thereby, this study will benefit employees and the construction industry as well as more specifically the project to maximize their needs.

1.7. Limitation of the study

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

1.8. Organization of the study

This thesis is arranged in to five chapters. The first chapter deals with the background, definition of key terms, statement of the problem, research Question, objectives of the study, scope of the study, and significance of the study. While, the second chapter focuses on review of related literature. Chapter three the research design and methodology that includes research design and approach, data sources, population, sampling and sampling techniques, data collection methods and ethical considerations. Chapter four is data, analysis and interpretation which include demographic characteristics, data analysis pertaining of the study. While the last chapter deals with the summary of major findings, conclusions and recommendations. Finally, reference and other appendices were presented.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Literature

2.1.1. Working Environment

Working climate assumes a significant part towards the representatives' execution. Working climate is contended to affect hugely on representatives' exhibition either towards negative or towards the positive results (Chandrasekar, 2001). On the planet, there are worldwide associations who banter the freedoms of worker. The vast majority burn through half of their lives inside indoor conditions, which enormously impact their psychological status, activities, capacities and execution (Dorgan, 1994). Improved results and expanded efficiency is thought to be the consequence of better working environment climate. Better actual climate of office will supports the representatives and at last work on their efficiency. Different writing relate to the investigation of various workplaces and places of business showed that the elements, for example, disappointment, jumbled working environments and the actual climate are assuming a significant part in the deficiency of representatives' efficiency (Carnevale 1992, Clements-Croome 1997).

The working environment is an organized region which is given by the organization to accomplish its objective. A generally acknowledged supposition that will be that better working environment climate spurs representatives and delivers improved results. Office climate can be depicted regarding physical and conduct parts. These parts can additionally be partitioned as various autonomous factors. An association's actual climate and its plan and design can influence representative conduct in the work environment. An organized region can be depicted as the design of a work area which suits the idea of the gig or undertaking that will be performed. It can have an office design with work spaces, work areas, seats and cupboards or simply a work table with a wall fitted with a wide range of hand devices which suits a studio. The right kind of work space is required to draw in clients to feel great and this would empower them to really work. A climate is the prompt environmental factors of a client which is controlled for their reality or use. Thus, a working environment gives a climate to the worker to play out a given errand (Ajala, 2012).

A decent working environment is really taken a look at by such qualities as serious wages, confiding in connection between the representatives and the executives, value and reasonableness for everybody, and a reasonable responsibility with testing yet feasible objectives. A composite of this multitude of conditions makes the work station the most ideal working circumstances for representatives to work with elevated degree of fulfillment. As a benefit situated association, establishing an empowering climate for fulfilled workers is a lead to imperative primary concerns. In light of an examination done by Oswald (2012), there are two sorts of workplace, which are the actual part as well as the social part. It said that the actual climate comprises of components that connected with the network of the client with their office climate. In the meantime, the conduct climate comprises of components that related to the availability between clients in a similar workplace as well as the effect of work space on the client's way of behaving.

Kohun (1992) characterizes the work space as the entirety of powers, activities, and options lofty elements that are as of now and presumably serious with the representative exhibition (as referred to in Taiwo, 2010). Working climate is the amount of the interrelationship that exists inside the staff and furthermore the climate during which representative work. Brenner (2004) was of the assessment that —the capacity to share information all through the associations really relies on how the work space is intended to empower associations to use workplace as though it were a resource. This assists associations with further developing adequacy and permit workers to profit from aggregate knowledgell. Likewise, he contended that workplace intended to suit worker's fulfillment and free progression of trade of thoughts is a superior mechanism of propelling representatives towards higher efficiency. Briner, (2000) likewise explained that work space as an outrageously wide class that includes the actual setting (for example heat, hardware's and so forth), attributes of the actual work (for example responsibility, task intricacy), more extensive construction choices (for example culture, history). Moreover, even parts of the extra hierarchical setting (for example local commercial center circumstances, exchange area, balance between fun and serious activities) It implies that workplace is the amount of the interrelationship that exists among the representatives and the businesses and the climate wherein the workers work which incorporates the specialized, the human and the authoritative climate. Opperman (2002) characterizes working climate could be a composite of three significant sub conditions: the specialized climate, the human climate and the hierarchical climate. The

specialized climate alludes to instruments, gear, innovation, framework and option actual parts. The specialized climate makes components that empower workers play out their individual obligations and exercises. The human climate alludes to peers, others inside whom laborers relates, group and work groups, shared issues, the initiative and the board.

These conditions are implied in such some manner that energizes casual communication inside the work place so the opportunity to share information and trade thoughts likely could be expanded. This can be a premise to accomplish the most efficiency. Hierarchical climate epitomize frameworks, strategies, practices, values, and methods of reasoning. Estimation framework any place representatives are compensated on sum, thusly representatives can have next to no intrigue in serving to those specialists who attempt to support quality. Subsequently, issues with hierarchical climate impact worker's efficiency. The executives has command over hierarchical climate. Estimation framework where individuals are compensated on amount, subsequently laborers will care hardly at all about aiding those specialists who are attempting to work on quality. In this way, issues of hierarchical climate impact representative's efficiency and execution.

The circumstances under which a task performed can be not the same as those totally agreeable to those truly challenging and hazardous to workers' life and wellbeing. Troublesome working circumstances can be impacted by; (1) outer elements like temperature, dampness, drafts, lighting in the work spot, commotion and obstruction, gases, radiation, residue, smoke and other unsafe variables;

(2) Subjective elements that incorporate orientation and age of the specialist, weakness, dullness, ominous stance during work, and so on; (3) factors connected with the association of creation, for example, term of the work shift, work plan, working time, work pace, unreasonable strain and so on. In this way, it is important to go to lengths to wipe out awkward working circumstances or on the other hand, in the event that unrealistic, to go to proper wellbeing lengths. Security at work is done to guarantee working circumstances without risk to life or wellbeing or to stay away from mishaps, wounds, word related illnesses and, or possibly relieve their outcomes. With regards to somewhere safe and secure at work, it ought to discuss gear that representatives use in their everyday work. Gear (apparatus, hardware, plant, devices, supplies, research facility hardware, and so on) that representatives use in their work must be utilitarian and accurately to

stay away from wounds at work or decreased exhibitions. It is critical that specialists to be prepared how to function with the gear on the grounds that lacking hardware taking care of can bring about mishaps or deviations in execution regardless of how much hardware was legitimate. Preparing of representatives ought to be likewise arranged to the appropriate utilization of defensive hardware and individual assurance (Buble, 2006).

As per Tripathi (2014) the workplace can be characterized as the climate in which individuals work that incorporate actual setting, position profile, culture and economic situation. Every perspective is entomb connected and influences on representative's general execution and efficiency. It is the nature of the representatives' work environment climate that most influences their degree of inspiration consequently execution.

As per Heath (2006), this climate includes the actual area along with the prompt environmental elements, social systems, arrangements, rules, culture, assets, working connections, work area, all of which impact the manners in which representatives play out their work. The nature of the working environment climate influences representatives' presentation and accordingly impacts the association competitiveness.

A powerful work environment climate the executives involves making workplace alluring, agreeable, good and spurring to representatives to provide representatives a deep satisfaction and motivation in what they do (Humphries, 2005). Representatives will and are constantly satisfied when they feel their quick climate; both actual sensations and profound states are pair with their commitments (Farh, 2012).

Working climate condition not in light of any hypothesis. It is worried about generally speaking environment of work place; diminished oversight, expanded self-guideline, and self-administration are mainstays of nature of work life. Other than this, the hypotheses of inspiration and initiative gave a sound base to the idea of nature of work life. Assuming the low-request needs are fulfilled, individuals look for fulfillment for the higher-request needs. WEC as a discipline started in 1972 in light of two developments. Initial, one is political development in the Western Europe, which also called industry a majority rule government (Connolly and Viswesvaran, 2000).

A portion of the components that are important in characterizing a singular's workplace conditions would incorporate the errand, the actual workplace, social climate inside a venture, managerial framework and connection between life on and off the gig. It has various implications for various individuals. It is a way of thinking, a bunch of standards, which holds that individuals are the most important.

2.1.2. Physical Work Environment

This is the workplace that arrangements with the physical or effects at the setting where occupation performed. It incorporates things like hardware, office design, temperature, ventilation and lighting. It likewise incorporates clamor level and space. Parts of work like intensity, commotion, and lighting been displayed to influence various mental cycles in both immediate and aberrant ways. Commotion, for instance, may impede the mental presentation of particular sorts of assignments (Bunbury and Berry, 1998).

Ismail et al. (2010) express that actual climate in which worker performs affects their exhibition as well as it restricts the thriving of the association. And furthermore they express that the actual workplace comprises of inward and outer office format, temperature, safe place and furthermore the work setting or plan. As per vischer (2007) the spatial designs, commotion, furniture and lightning are incorporated under actual working condition factor. The actual work environment incorporates solace level, ventilation and lighting. This choice helps on viable and tasteful aspect, the inside beautification and style of the work air that at last further develops representative ability and requires better execution. The solace level and temperature also well impact soundness of laborers.

Niemela et al. (2002) uncovered that assuming there is high temperature the exhibition of the worker are decreased ,and low temperature has connection to execution of manual assignments. Office style urges staff to figure in an extremely bound way by the manner their work stations are planned. Spatial format contributes a lot towards anyway the laborers play out their errands (Al Anzi, 2009). Shut working environment plan, which can conveys with it each laborer having a different working environment of their own or a few people in every office, grants laborers a bigger amount of security than open organize work place format. It licenses staff to figure in harmony and calm, keeping them focused on their assignments while not a lot of interruption. It furthermore offers staff a reasoning edge and capacity while not much of interruption. As per

McCoy and Evans (2005) the climate of actual work setting must be right so the laborers wouldn't be focused on while taking care of their business. Actual parts assume a fundamental part in fostering the organization and connections at work. With everything taken into account, the actual work air should uphold the predefined execution. Vischer (2008) focused on that contributing geological point setting should be focused on the grounds that it offers help to the staff in shutting their positions. Empowering execution of errands by employees ought to be sufficiently helpful. With the end goal of this review, the analyst recognized five elements of actual workplace including lighting, ventilation, commotion, ergonomics, and spatial design.

The actual workplace setting can impact the level and nature of social association between collaborators. The plan of open arrangement workplaces, for instance and different parts of the actual design might decide the sorts of collaborations that can occur. The actual climate might offer pretty much actual wellbeing. A concentrate by Barry, (2008) found that at whatever point there is an improvement in the actual plan of place of business, efficiency through worker exhibitions is expanded by around 5-10 percent. Also, Chandrasekhar, (2011) presumed that the sort and nature of lighting framework at work advances working experience of representatives which then, at that point, results to expanded efficiency. Once more, Sarod and Shirsath, (2014) discoveries uncovered that lighting, commotion, variety and air quality effect representative efficiency. Worries about mishaps or injury are additionally liable to significantly affect mental prosperity.

2.1.3. Psychological Work Environment

The mental workplace thought about especially as those components of the working environment, which are relevant to laborer direct. By conduct, the three related kinds of mental peculiarities are thought of: effect (for example feelings, state of mind, mental side effects, emotional problems); insights (for example perspectives, insight, independent direction); and ways of behaving (for example viability, nonattendance, inspiration). The mental workplace is consequently the arrangement of those qualities of workplace that influence how the laborer feels. The mental workplace gives a decent depiction of the psychological exercises that a laborer under takes during working hours or at post. Mental workplace incorporate great depictions and references to different wellsprings of data on pressure, harassing, working

prerequisites, collaboration and struggle, and so forth. Stress and prosperity are topics inside the mental workplace. Laborers ponder the accompanying yet not restricted to the idea of work compensation that will be acquired, a chance for development and such. These variables influence the degree of satisfaction of a worker' and in actuality impacts their exhibition. As concentrated by Mohamed, (2005) viewed that as, when there is a huge change in remuneration, advancements and advantages, laborers become fulfilled and increments efficiency.

Initiative style alludes to a kind of relationship by which an individual utilizes his strategies and procedure to make many individuals turn out on the whole for a typical endeavor the work place authority styles. Vote based administration supports development, cooperation, imagination and individuals are frequently being participated in projects that lead to expanded execution, work fulfillment and expanded efficiency (Verba, 2015). Iqbal, et al. (2015) expressed that majority rule pioneer makes no ideas, but they enquire the assessments of others. This administration elevates all colleagues to take part to pursue last choice and foster whole interaction to arrive at their objectives (Trivisonno and Barling, 2016). One of the significant advantage of vote based authority style is that the cycle works with being developed of a few extra pioneers who can significantly serve the association and have dynamic contribution with respect to everybody in the group (Armstrong and Taylor, 2014). Vote based pioneers support and welcome colleagues to assume a critical part in an official conclusion making process yet a definitive power depends in the possession of pioneers and he/she directs the group on what to do, how to do, and workers convey their ideas, experience and suggestions.

2.1.4. Work Life and social relationship

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

2.1.5. Reward Aspect of the job

The association figures out what spurs its representatives and sets up formal and casual designs for remunerating workers acting in the manner required. Prizes might comprise of a blend of inside remunerations, like testing tasks, and outside remunerations, like higher pay and friend acknowledgment (Chandra sekar, 2011). Execution of expert representatives is poor not just because of work space factors. What's more, it additionally because of absence of human asset the executives angle, for example, acknowledgment of representatives who performs well, unfortunate working condition, nonappearance of execution evaluation framework and unfortunate criticism on execution result .Therefore tremendous changes in advancements, remuneration and advantages helps in keeping workers fulfilled and thusly increments creation. As indicated by luthans (2000), Rewards might be monetary and non-monetary and that they can be used totally to support execution of staff. As per McCormick and Tifflin (1979), rewards are grouped in to two those are characteristic award (non-monetary) and extraneous prize (monetary). Inborn prizes are intrinsic inside the actual gig along with what the laborers appreciate because of completing responsibilities effectively or accomplishing his objectives. They are elusive advantages involve independence, criticism, accomplishment and acknowledgment. Representatives are experience fulfill when they have completed something certainly worth in work and orally enjoyed through the association. Then again extraneous award comes from outside and it is unmistakable to see the value in the undertaking performed by representative. Extraneous prizes are outside to the assignment of the gig, including pay, work condition, incidental advantages, security, and advancement, agreement of administration, compensation, motivators, rewards, installments and employer stability the workplace and states of work (Akanbi, 2008).

A prize bundle will affect laborer execution; it can work with to broaden representative execution by improving representative abilities, data and gifts in order to acknowledge structure goals (Ajila and Abiola, 2004). Studies have uncovered that assuming an enterprise neglects to compensate staff, it'll diminish specialist execution which Associate in Nursing efficient prize framework might be a genuine prompting anyway wasteful award framework will bring about demotivation of staff regarding low execution, unseen struggles, nonattendance, high turnover,

absence of responsibility and devotion and timing (Heng, et al.,2012). With the end goal of this study the analyst distinguished both outward and characteristic components of remuneration.

2.2. Theoretical review

Employees' performance has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on 'Works, Wages and Profits' in 1913. Modern employees' motivation management methods have evolved over time which discredited Taylor's "differential piece rate -work" and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective (Gardner and Lambert 1972).

Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces.

Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972). Basing on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

2.2.1. Goal-setting Theory

Edwin Locke had proposed the objective setting hypothesis in the year 1968. This hypothesis recommends that the singular objectives laid out by a worker assume a significant part in persuading him for predominant execution. Abilities expected incorporate the capacity to draw in representatives in shared objective setting explain job assumptions and give ordinary execution criticism. Significant investment will likewise should be given to giving important execution motivations, overseeing processes, giving satisfactory assets and work environment preparing.

It additionally exhortation that to drive the association to max execution directors and managers should put out front the human substance of their association. Standard here is the human-to-human communication through offering individualized help and support to every single representative (Salaman et al, 2005).

Worker execution is a significant complex develop meant to accomplish results and has areas of strength for a with arranged objectives of an association (Abbas and Yaqoob, 2009). Execution is the key multi character factor expected to accomplish results which has a significant association with arranged targets of the association (Sabir et al. 2012).

Representatives 'objectives accomplishment in this hypothesis is by establishing of workplace alluring, agreeable, good and spurring to workers to provide them a feeling of satisfaction and motivation in what they do. What working climate is planned and involved means for how individuals feel, yet in addition their work execution, obligation to their manager, and the production of new information in the association (Taiwo, 2009).

2.2.2. Expectancy Theory

The most broadly acknowledged Victor Vroom has propounded clarifications of inspiration. His hypothesis is generally known as hope hypothesis. The hypothesis contends that the strength of a propensity to act with a particular goal in mind relies upon the strength of an assumption that the demonstration will be trailed by a given result and on the engaging quality of that result to the person to simplify this. Hope hypothesis says that a worker can be spurred to perform better when there is a conviction that the better presentation will prompt great execution examination and will result into acknowledgment of individual objective in type of some prize future occasions.

The hypothesis centers around three things endeavors, execution relationship, execution, reward relationship, prizes, and individual objective relationship (Salaman et al, 2005). This hypothesis depends on the speculation that people change their conduct in the association in light of expected fulfillment of esteemed objectives set by them. For representatives to act in this hypothesis is by ensuring every worker's working environment objectives and values are lined up with the association's central goal and vision is significant for making and keeping an elevated degree of inspiration. That can prompt higher efficiency, further develop representative

execution, diminish the possibilities of low worker confidence, energize collaboration and ingrain an uplifting perspective during testing times (Salaman et al, 2005).

2.2.3. Maslow's Hierarchy of Needs Theory

Abraham Maslow characterized need as a physiological or mental inadequacy that an individual feels the impulse to fulfill. This need can make pressures that can impact an individual's work mentalities and ways of behaving. Maslow shaped a hypothesis in light of his meaning of need that suggests that people are propelled by numerous necessities and that these requirements exist in a various leveled request. His reason is that main unsatisfied need can impact conduct; a fulfilled need isn't an inspiration (Ramlall, 2004).

An individual beginnings at the lower part of the ordered progression (pyramid) and will at first try to fulfill fundamental necessities (for example food, shelter).Once these physiological requirements have been fulfilled, they are as of now not an inspiration. The singular climbs to a higher level. Wellbeing needs working could incorporate actual security (for example defensive dress) as well as insurance against joblessness, loss of pay through disorder etc).Social needs perceive that the vast majority need to have a place with a gathering. These would incorporate the requirement for adoration and having a place (for example working with associate who upholds you at work, collaboration, correspondence).

Regard needs are tied in with being given acknowledgment for an unparalleled piece of handiwork. They mirror the way that many individuals look for the regard and regard of others. An advancement at work could accomplish this. Self-realization is about individuals' opinion on themselves - this is many times estimated by the degree of achievement as well as challenge at work (Ramlall, 2004).One ought to likewise take care that representatives don't simply work for monetary impetuses. One ought to establish a climate where representatives like to come to work since they partake in their positions subsequently increment execution. Motivators likewise propel the workers when you believe they should go above and beyond to accomplish your objectives. Maslow's model has extraordinary possible allure in the business world. The message is clear - on the off chance that administration can figure out which level every representative has reached, then, at that point, they can settle on reasonable prizes (Ramlall, 2004).

2.2.4. Frederick Herzberg's Theory

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

2.3. Employee Performance

As per Hill and Aylin (2005), execution portrayed in many terms like;

efficiency of a worker, inspiration and maintenance of a representative, information and expertise of a worker, imagination and creative level of a worker, responsiveness to business and innovative headway, participation of a worker, client fascination and maintenance of the organization, and furthermore the streamlining of the organization's all out inhabitation cost. The meaning of execution is entirely adaptable; consequently, it utilized by the idea or nature of work that gives the best result of the word. In any case, execution by and large means the best result of an action done by an association over a period.

Oswald (2012); said that presentation is the mix of workers and other supporting hardware being accessible, skilled, useful, responsive and viable which is practically like Hill and Aylin (2005). Execution not decided by the activity alone however it incorporates assessment of activities with a quantifiable scale (Sonntag and Frees, 2002). Sonntag, et al, (2008) guaranteed that the idea of execution is multi-layered and includes numerous emotional standards and decisions. Assessment should be possible by executing execution rating that is filled by partners or bosses and it is supposed to be the most used procedure to gauge execution.

The estimation of execution is a cycle to measure the proficiency and viability of an activity. The outcome given by the estimation demonstrates the way that well, an association oversaw and on the off chance that the association could accomplish the objective and values created as vowed to their partners. Franco-Santos et al. (2007) portrayed business execution estimation as a bunch of

measurements used to evaluate proficiency and viability of activities and it covers arranging and planning too.

Frese and Sonnentag (2001) thought that a singular execution is exceptionally significant for an association overall and the people working in it. Associations need exceptionally performing representatives to meet their objectives and to convey the items and administrations they are well versed in lastly to accomplish an upper hand. Execution is the advancement of evaluated targets. Execution isn't just a question of what individuals achievesbut how they accomplish. It is likewise the accomplishment of indicated errands against foreordained or recognized principles of exactness, fulfillment, cost and speed. Elite execution is a stage towards the accomplishment of hierarchical objectives and undertakings.

Platt and Sobotka (2010) affirm that worker execution is the consolidated consequence of exertion, capacity and view of undertakings. The elements that influence the degree of individual execution are inspiration, capacity and chance to take an interest. Execution is a component of capacity and inspiration. Many elements influence worker execution, that the work environment climate impacts generally level of inspiration of their presentation.

Stup (2003); depicts a few elements towards the outcome of workers' presentation. These elements incorporate actual climate, gear, significant work, execution assumption, criticism on execution, awful framework among others. That's what he adds, to have a standard presentation, bosses need to finish the workers task on target to accomplish the hierarchical objectives.

Countless workplace studies have shown that specialists/clients are happy concerning explicit work area highlights. These elements inclination by clients are profoundly vital for their efficiency and work area fulfillment, they are lighting, ventilation rates, admittance to regular light and acoustic climate. Lighting and different elements like, ergonomic furniture has been found to have positive impact on worker's wellbeing and subsequently on efficiency. This is so on the grounds that light significantly affects laborers physical, physiological and mental wellbeing, and on their general execution at work. Surrounding highlights in office conditions, for example, lighting, temperature, presence of windows, free air movementetc., recommend that these components of the actual climate impact representative's mentalities, ways of behaving, fulfillment, execution and efficiency (Larsen, et al, 1998).

Shut office floor plan, whether every worker has their very own different office or there are a couple of individuals in each shut office, permits staff a more noteworthy measure of protection than an open arrangement office format. They get the opportunity to work in harmony and calm, keeping them zeroed in on the undertakings close by without getting excessively diverted by the thing their associates are doing. It offers workers a reasoning distinction or be innovative absent a lot of interference (Mwbex, 2010). In the open office plan, commotion presence is unpleasant and has elevated degree of interruption and aggravation combined with low protection level (Evans and Johnson, 2000).

Firms that get their efficiency advantage from firm-explicit information might wish to give better working circumstances with the expectation that this would lessen specialist turnover and limit the gamble of their efficiency advantage pouring out over to contending firms. In the event that non-financial working circumstances are related with higher efficiency, the business ought to pay something else for the additional efficiency of representatives to not losing the representatives. As a matter of fact, "as long as more than one boss offers great working circumstances for a specific class of specialist, managers might be compelled to offer up their wages - perhaps as high as the minor value of the laborer's item.

Whether such a positive pay distinction exists is an observational inquiry. In the event that one is found, it would address a lower bound on the worth of genuine contrasts in efficiency, remembering that some balancing remunerating wage differential may likewise be reflected in the perceptions". Workplace incorporates a few variables, which contributes either decidedly or adversely to accomplishing most extreme representatives' efficiency (Elywood, 1999).

The variables that contribute either emphatically or adversely to representative efficiency are temperature, moistness and wind current, clamor, lighting, worker individual viewpoints, pollutants and perils in the work space, kinds of sub climate.

As indicated by Yusuf (1984), the idea of the state of being under which representatives work is vital to result, Offices and industrial facilities that are too hot and sick ventilate dare crippling to exertion. There ought to be sufficient stockpile of good defensive apparel, drinking water, rest rooms, latrines, first guides offices and so on. Both administration and representatives ought to be wellbeing cognizant consistently and least of necessity of the processing plants act should regard. Bornstein (2007); states that in associations where representatives presented to

unpleasant working conditions. Productivity affected in a bad way and that there is an adverse consequence on the conveyance of administration. Then again on the off chance that functioning circumstances are great, efficiency increment and there is a positive effect on the conveyance of administration.

Associations are going through a change for adapting against the changing requirements of the climate and succeeding in the business by developing their versatile capacities for overseeing change proactively. Manageability of business association is relies upon ability, expertise, information and experience of workers and on their presentation (Armstrong Michael, 2009). Execution is the achievement of a given errand estimated against preset known guidelines of exactness, culmination, cost, and speed. Representative's exhibition is the commitment of workers for the accomplishment of association objective. Representatives expected to perform adequate level of the norm and supervisors follow up, and assess the presentation of workers to achieve the expressed target of an association (Armstrong Michael, 2009). As per Cooke et al (2016) execution can be characterized as the accomplishment of determined task estimated against foreordained or distinguished norms of exactness, fulfillment, cost and speed. In a business contract, execution is considered the achievement of a responsibility in such a way that sets the entertainer free from all liabilities set down under the agreement.

Worker execution is by and large looked at concerning results. In any case, it might actually be looked at with regards to conduct (Armstrong 2000). Kenney et al. (1992) pronounced that representative's presentation is estimated against the exhibition principles set by the association. There are assortments of measures which will be taken into thought once measure execution for example abuse of efficiency, productivity, adequacy, quality and gain measures (Ahuja, 1992) as in a nutshell made sense of from now on. Productivity is that the capacity to procure benefits methodically over a measure of your time. It's communicated on the grounds that the quantitative connection of benefits to deals or come on capital used (Wood & Stangster 2002).

Power and viability - productivity is that the capacity to give the expected results by abuse as base assets as do capable though adequacy is the capacity of laborers to fulfill the ideal goals or target (Stoner 1996). Efficiency is communicated as a quantitative connection of result to it of information (Stoner, freewoman and Gilbert, 1995). It is a proportion of how the individual, association and industry changes over input assets into labor and products. The proportion of

how much result is created per unit of assets utilized (Lipsey, 1989). Quality is the trait of items or administrations that bear a capacity to fulfill the expressed or inferred needs (Kotler& Armstrong 2002). It is progressively accomplishing better items and administrations at a logically more serious value (Stoner 1996).

Associations ensure that their laborers are contributive to assembling top quality item and additionally benefits through the technique for specialist execution the board.

2.4. Theories Related to Employee Performance

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

2.4.1. Victor Vroom's Expectancy Theory

Presently, one of the most broadly acknowledged clarification of inspiration is victor vroom's anticipation hypothesis. This hypothesis of inspiration manages a coupling of three convictions (Robbins and judge, 2013): exertion prompts execution, great execution will prompt hierarchical prizes (reward, compensation, advancement), and reward will fulfill their own objectives. The hypothesis, in this way, centers around the three connections (hope, instrumentality, and valence) Effort-Performance Relationship (anticipation): Defined as the likelihood saw by the person that applying a given measure of exertion will prompt effective execution. On the off chance that the representative accepts that work won't bring about effective execution or that the exhibition won't be precisely reflected in the presentation examination, little exertion will be

exhausted. Execution Reward Relationship (instrumentality): how much the individual accepts that performing at a specific level will prompt the fulfillment of an ideal result. Except if the connection between solid execution evaluations and prizes is clear, little exertion will be consumed to accomplish those high examination marks.

Rewards-Personal Goals Relationship (valence): how much authoritative prizes fulfill a singular's very own objectives or requirements and the allure of those possible compensations for the person. Except if authoritative prizes are custom fitted to individual representative needs and needs, they won't be extremely inspirational and little exertion will be used. While the examination results are blended, there is some help for this hypothesis. It very well might be viewed as to some degree hopeful, taking into account the ongoing real factors of the working environment. By and large, hope hypothesis offers a strong clarification of execution factors like representative efficiency, truancy, and turnover. Consequently, working spot chiefs ought to do whatever it may take to further develop hope, instrumentality and valence which will lead laborers to perform better and boost efficiency.

2.4.2. Adam's Equity (Fairness)

Hypothesis Equity hypothesis is an idea in modern brain science that spotlights on person's view of how evenhandedly they are being treated in their work association. The hypothesis in view of a person's abstract decisions about the decency of the prize she or he got, comparative with the data sources (which might incorporate many factors like exertion, experience, schooling, etc), in examination with the compensations of others. As per Muchinsky and Culbertson (2015) to comprehend value hypothesis, there should be a comprehension of its various parts including; individual (the person for whom value or imbalance is seen), examination (any gathering or individual utilized by individual as a referent in regards to the proportion of data sources and results), inputs (the singular qualities brought by individual to the gig), and results (what individual got from the gig (e.g., acknowledgment, incidental advantages, pay). As indicated by this hypothesis assuming specialists see that their result/input proportion is not exactly the referent they feel disparity. A worker who feels they are being dealt with unjustly may become missing more, take from their association, or may give similar exertion they were giving previously. For the most part from this hypothesis we can grasp that, straightforwardly connected with representative execution. Unreasonable work environment rewards decrease representative

execution. Then again, fair work place rewards support representative execution. This makes it vital to grasp the ideas that cosmetics value hypothesis, and set up components to make the view of more evenhanded work place climate.

2.4.3. Herzberg Two Factor Theory

The Two Factor Theory was progressed by Frederick Herzberg in 1959. This study is grounded on this hypothesis that has been investigated by different researchers to make sense of the connection between work environment climate and representative execution. Herzberg characterized two arrangements of variables in concluding representatives' functioning perspectives and levels of execution, named inspiration and cleanliness factors (Robbins and Judge, 2007).

He expressed that inspiration factors are inherent elements that will build representatives' work fulfillment; while cleanliness factors are extraneous variables to forestall any workers' disappointment. The hypothesis called attention to that working on the climate in which the occupation is performed propels representatives to perform better. Herzberg's hypothesis focuses on the significance of inward work factors as rousing powers for representatives. He needed to set out the freedom for representatives to partake in arranging, performing and assessing their work (Schultz et al., 2010). The substance of the hypothesis has been generally acknowledged as significant in persuading representatives to do everything they possibly can in associations. Further exploration has demonstrated that the worker is more propelled by natural elements as the need might arise than anything more. There are anyway different ways of thinking that share an alternate assessment from Herzberg's.

One such researcher is King (2005) who looked to destroy and assess five particular renditions of the Two Factor hypothesis. He inferred that two renditions are invalid as they are not upheld by any experimental examinations. Nonetheless, the two element hypothesis can be supposed to be a genuinely remarkable example for it to keep going a significant stretch of time without objection. It has been an incredible effect on the body information about working environment inspiration and execution. It has created a lot of additional examination by numerous researchers. It draws its idea from Maslow's renowned order of necessities hypothesis and human way of behaving. Anyway because of changes in hierarchical climate and the headway in innovation,

growing new techniques for analysis is essential. This will give better approaches for leading examination and reevaluating the aftereffects of existing discoveries.

2.4.4. Affective Events Theory

Howard M. Weiss and Russel Cropanzano progressed the hypothesis in 1996 (Phua, 2012). The Affective Events Theory makes sense of the connection between representatives' interior impacts and their responses to episodes that happen in their workplace that influence their exhibition, authoritative responsibility and occupation fulfillment. It recommends that positive-instigating as well as pessimistic profound occurrences at work mentally affect representatives' work fulfillment. The effect results into enduring responses showed through work fulfillment, hierarchical responsibility and occupation execution. As per Ashton-James and Ashkanasy (2005) exploration to date has upheld the focal precepts of AET that working environment occasions trigger full of feeling reactions in representatives and that these emotional reactions impact working environment cognizance and conduct. They attest that AET is both observationally and hypothetically, limited to occasions that are inward to the association. The hypothesis likewise thinks about how explicit occasions at work other than work qualities lead to explicit profound and conduct reactions (Briner, 2000). He sets that these occasions or things that really occur at work influence the prosperity of representatives in this way influencing their presentation.

2.5. Empirical Literatures

There are very little direct examinations on WEC and project responsibility. Most of the investigates center around the relationship of WEC with a portion of the outcome factors like execution, efficiency, work fulfillment, and so forth. (Joshi, 2007). Some of related exact investigations introduced as follow.

Hogue and Rahman (1999) observed that WEC is significant for work execution, work fulfillment, work turnover, work the board relations that assume a vital part in deciding the general prosperity of any modern association. PC is quite possibly of the most frequently explored variable in the space of Organizational way of behaving, since it is accepted to impact pretty much any worker conduct that is helpful for the association, including execution, participation, and maintenance. In a review investigating the connection between work-life and

individual existence of representative, Lowe et al. (2003) noticed representatives are probably going to see their work place in a positive manner on the off chance that specific circumstances, for example, high natural and extraneous prizes, great social help, impact over work place choices and accessible asset exist.

Hosseini and Musevi (2009) concentrated on connection between WEC with PC and its aspects in the staff of Isfahan Body preparing association. The outcomes showed that there is a critical connection between WEC and PC; in any case, there is definitely not a huge connection between aspects of life quality, fair and enough payment with full of feeling responsibility and regulating responsibility. Typical a (2010) likewise researched the connection between workplace conditions and hierarchical confirmation among representatives in Malaysian firms, results showed that there was a connection between workplace conditions and authoritative commitment.

Better actual work environment climate will help representatives' presentation and eventually work on their efficiency. A solid work environment climate seems OK and portrayed by regard that upholds representative commitment and makes a superior exhibition culture that energizes development and innovativeness (Kohun, 2002).

Bhat (2013) researched the effect of preparing on worker execution: an investigation of retail banking area in India. The review drew 180 bank workers. The review was clarified data by utilizing five point Likert scale. Discoveries uncovered that there is positive and critical connection among preparing and representative execution.

Lankeshwara (2016) concentrated on the effect of working environment climate on worker execution: concerning brandex private awissawella. The review has used essential information and an example of 85 workers has been picked through proportionate examining strategy utilizing currently created polls'. At last the outcome showed that workplace affect worker execution. Leblebici (2012) concentrated on the on the effect of work environment quality on representative efficiency a contextual analysis of an unfamiliar confidential bank in Turkey. The consequence of the review showed that representatives are propelled while working in a modernized office, very much beautified and very much organized and with great storage spaces.

Khan et al. (2011) concentrated on the effect of work environment climate and framework on representatives' presentation from the schooling in Pakistan. At last the outcome showed that working environment rewards emphatically affect representative execution. A concentrate by Ranjan et al (2017), which embraced to look at the Impact of Rewards on Employee Performance: A Case of Indian Oil Corporation, that's what patna Region uncovered; work place reward fundamentally affects representative execution. An examination finding of Aslam (2018), because of balance between serious and fun activities on representative execution in training area Pakistan demonstrates, balance between serious and fun activities affects worker execution.

Raziq et al, (2015) concentrated on the effect of work space in work fulfillment from banking area, instructive organization and media transmission industry in Quetta, Pakistan. The review utilized a quantitative system; the objective populace comprises of instructive organizations, banking area and media transmission industry working in the city of Quetta, Pakistan. Basic arbitrary inspecting is utilized for assortment of information from 210 workers. At long last, the consequence of the review showed that there is a positive connection between workplace and occupation fulfillment.

Al-Omari et al, (2017) led research because of workplace on work execution the contextual analysis of designing organization Jordan. The review accept 85 workers as an example size and quantitative technique inferring cross sectional overview was utilized. Various aspects were analyzed corresponding to the workplace factors, including commotion; temperature; air; light and variety; space and employers'satisfaction. At long last, the Findings uncovered that clamor, office furniture, ventilation and light adversely affect work execution.

Asante (2012) directed an exploration on the effect of office ergonomics in Ghana National Petroleum Corporation (GNPC). The consequence of the review uncovered that assuming there is deficiency in office ergonomics the presentation of the worker is impacted by 20-80 percent Nduku et al (2015) concentrated on the effect of working condition on execution of representatives of Kenya business bank head office. An example of 172 representatives was exposed to delineated irregular inspecting. Essential information was gathered by utilization of polls. That's what at long last the outcome showed, working condition emphatically affects representative execution. Furthermore, the review suggested that the bank ought to invest energy

in guaranteeing that functioning circumstances are ideal and spotlight erring on the states of being which significantly affects representative execution.

Nzewi et al (2018) directed an exploration on the actual workplace and representative execution in chose blending firms in anambra state, Nigeria. The example size was 233 shown up at utilizing yemane recipe while polls were dispensed utilizing bowely extent assignment equation. At last the finding of study uncovered that there is a huge and positive connection between actual workplace and worker execution. The review suggested that representatives ought to be counseled prior to mounting hardware and changes' ought to be incorporated into the plan and design if conceivable in order to change situating to suits various classifications of laborers.

Ushie et al, (2015) analyzed the impact of workplace on representatives' responsibility in agro-based enterprises in Cross River State, Nigeria. The review attracted members from two significant agro ventures the state. 1,000, one hundred and 94 (1194) respondents were purposively chosen for the review. Data was clarified from members utilizing four point Likert scale poll. Information got was examined utilizing Pearson Product Moment Correlation (r). The Findings uncovered that workplace, for example, steady correspondence stream, sensible responsibility, accessibility of power, and work place that is liberated from realized perils are emphatically connected with representatives' responsibility, and thus execution. The review suggested among others that administration of agro-based businesses in Cross River State ought to lay out and advance great workplaces in their associations in order to help representatives' responsibility, prosperity and in general execution and efficiency. Teklehaimanot et al. (2007) concentrated on the functioning state of wellbeing augmentation laborers in Ethiopia .The general goal of the review was to evaluate the functioning state of wellbeing expansion laborers and its effect on work fulfillment. The techniques they utilized was a top to bottom field concentrate on in 50 wellbeing posts from six region,23 zones and 27 woreda the select 60 wellbeing augmentation laborers. That's what at long last the outcome uncovered, there are hardships in supporting staffing design and satisfying good working condition is basic to improve worker fulfillment. Omoh, et al., (2015) assessed work environment separation and its effect on representatives' presentation in Ghana. Surveys were gathered from 159 representatives attracted from 5 distinct associations 5 unique areas on whether segregation at work has any

impact on representatives' presentation. At last, the finding of the examination demonstrates that separation adversely affects worker execution.

Khan et al, (2013), have attempted research on the determinants of worker execution in corporate area: instance of an arose market, Pakistan. The review gathered information through poll from three unique eight organizations. The review utilized Convenience examining method to choose 240 respondents. The specialists concocted the outcome that there is positive and measurably critical connection among administration and representative execution.

Associations considered, as a positive work environment will more probable have an upper hand since they are in a superior situation to draw in and hold exceptionally talented representatives. This is a huge thought in the ongoing tight work market. A positive working environment climate is probably going to bring about less representative turnover, less instances of extortion, better security rehearses, simpler to draw in and hold qualified workers and worked on representatives' prosperity (Cunnen, 2006).

2.5.1. Conceptual Framework

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

WE variables (Independent Variables) Dependent variable

WE variables (Independent Variables)

Dependent variable

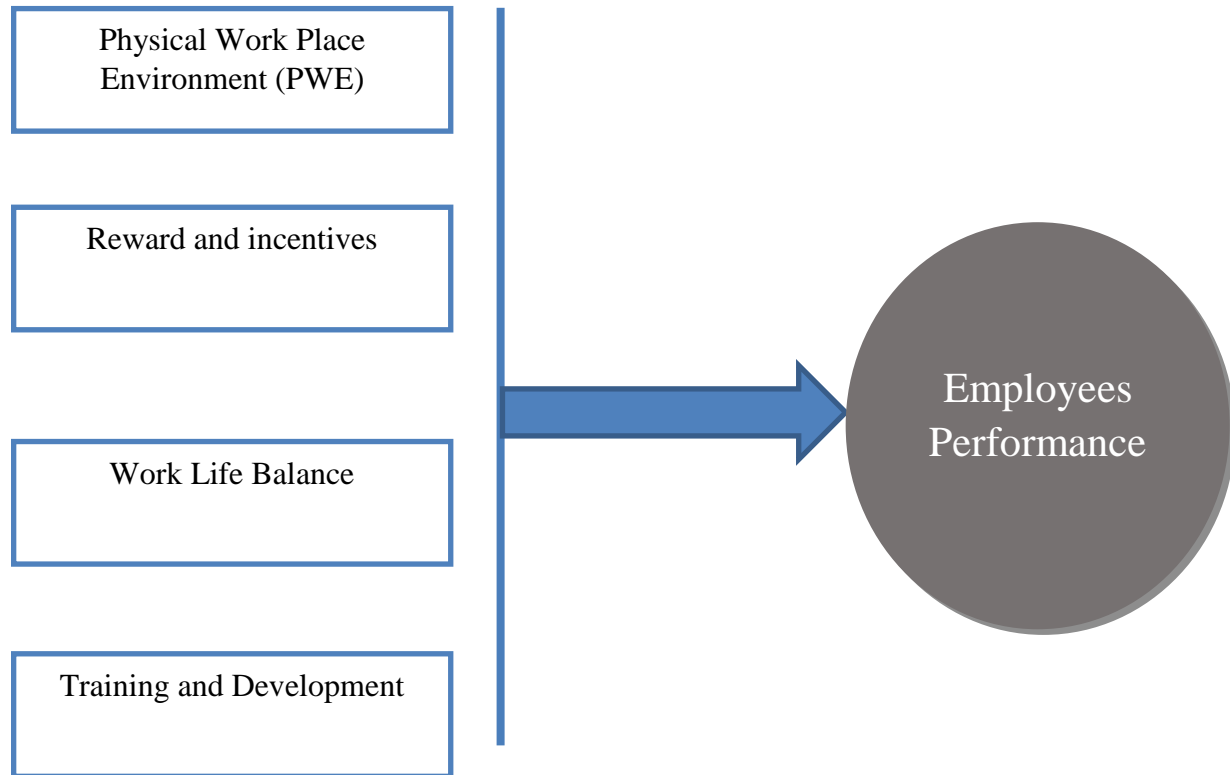


Fig 1. Conceptual Framework Based On Njenga, et al., (2015) and Nanzushi (2015)

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

3.1. Research design

Research methodology is a systematically way to solve the research problem, it identifies the research basis, research hypothesis or questions, research design and research analysis (Kothari, 2004). In order to achieve this study objective, explanatory research designs was used. Explanatory research design was used to investigate the effect of the independent variables on employee performance. According to Riaz (2011) explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships. Explanatory research can be conducted in order to assess impacts of specific changes on independent variables that change the dependent variable. Such studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables.

Furthermore, the study will also have said to be correlational in design because there is intent to establish the relationship between dependent and independent variable of the study. Correlational research aims to ascertain if there is a significant association between two variables.

3.2. Research approach

In this research, the researcher used both qualitative and quantitative ones. Thus, quantitative data sets are used along with some elements of qualitative data. The study embraced quantitative research approaches. In terms of quantitative approach, it can use of a questionnaire provided primarily descriptive and qualified data. Quantitative method is study-involving analysis of data and information that are descriptive in nature and quantified.

The major reason for adopting this type of research method is due to the strong believe that neither quantitative nor qualitative methods alone are sufficient by themselves to capture the trends and details of this specific research situation. As the required data were collected from March 12, 2022 to April 5, 2022, the study employs cross sectional study design.

Thereby, this research approach enabled the researcher to collect, quantitative data.

Sampling Size determination

The sample size was determined by using the statistical formula by Yamane (1967). Based on the assumption of 95% confidence level and $P = 0.05$ and the estimated population size is estimated to be 12,000. Therefore;

$$\text{sample size} = \frac{\text{Population size}}{1 + \text{Population size}(e)^2}$$

$$\text{sample size} = \frac{12,000}{1 + 12,000(0.05)^2}$$

$$\text{sample size} = 387.096 \approx \mathbf{387}$$

3.3. Sample and Sampling Technique

The population of this study includes all the employees and management team of project sites undertaken currently. These project sites are selected purposively based on the size of the project and better accessibility by the researcher.

The researcher uses census to distribute and collect questionnaire from target population. The rationale of using census is the presumption that census is best used when all items can be covered with attaining high level of accuracy (Kothari, 2004). Additionally, Purposive sampling is used to select managers for the purpose of interviews. According to Cooper and Schindler (2014), under purposive sampling, researchers choose participants arbitrarily for their unique characteristics or their experiences, attitudes, or perceptions.

3.4. Model Specification

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

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

Where:

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

RAI = Reward and incentives

PWE = Physical Work Place Environment

WLB = Work Life Balance

TAD = Training and Development

C= Constant

e= Error

3.5. Validity and Reliability

The validity of this study was maintained by using various literatures to confirm the measurement of each variable in an effort of analysing the effect of working environment on the Employees' performance. Advisor comments and other expert involved in the study was also utilized to ensure the validity of this study. Additionally, the measurements of the scales will be taken by confirming various sources and scholars. Regarding the reliability of items, their consistence was measured in terms of Chrombach's Alpha using SPSS software to make sure their reliability.

3.6. Method of Data Analysis

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

A survey is a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire). The main advantages of questionnaires are that they can be administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring instruments. Additionally, focused group discussion (FGD), interview and observations will be utilized. According to Merriam, (1998), qualitative data analysis is a complex process that involves moving back and forth between concrete bits of data and abstract concepts, between inductive and deductive reasoning and between description and interpretation. Additionally, analysis of collected data is ongoing in qualitative research and begins with data collection simultaneously.

Thematic analysis was utilized to analyze the data collected through interview and FGD. According to Gouge and Medill (2007), it focuses on the coding of qualitative data producing clusters of text with similar meaning often searching for the central themes capturing the essence of the phenomenon under investigation. The data that were collected which were transcribed verbatim individual interviews.

For this study, survey research method was used in terms of a questionnaire through which to collect the information needed for this study.

The researcher employs different statistical techniques to analyze the data to be collected using statistical data analyzing software, specifically SPSS (Statistical Package for the Social Sciences) version 26. Descriptive statistics ANOVA, t-test and other statistical tools were utilized.

Therefore, the study uses methodological triangulation in which the researcher utilizes several methods to have multiple perspectives on an issue being studied. It can be applied either within a method, by combining several perspectives, or between methods, by using several methods in a

study. In such way, the researcher will use both quantitative and qualitative research approaches to support the weaknesses of one method with the strength of the other.

3.7. Ethical Considerations

All the research participants who are included in this study were appropriately informed about the purpose of the research and their willingness was obtained before the commencement of distributing questionnaire. Concerning the right to privacy of the respondents, the study maintains the secrecy of the identity of each participant; this is clearly stated in the study tools

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Introduction

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

Consequently, this chapter presents the results and findings of the research. 384 questionnaires were disseminated for respondents; from which 359 questionnaires were recollected with 93.4% return rates. This is found to be adequate to proceed with the data analysis. The remaining questionnaires were unreturned to the researcher and/or incomplete due to the personal reasons of some participants. The chapter mainly includes data results from the statistical tests conducted on the gathered primary data.

Descriptive analysis and inferential analysis of the study are presented as follow respectively. According to (Sirgy et al, 2012), to measure a dimension, it is highly recommended to have at least three items to measure their consistency as well. Cronbach's alpha reliability is one of the most widely used measures of reliability in the social and organizational sciences. Cronbach's alpha reliability describes the reliability of a sum of measurements since measurements may represent raters, occasions, alternative forms, or questionnaire and test items. When the measurements represent multiple questionnaire items, which is the most common application, Cronbach's alpha is referred to as a measure of "internal consistency" reliability. If the measurements are "parallel", they will have equal variances and equal covariances. If the measurements are parallel in measuring attributes, they will have equal covariance's but will not necessarily have equal variances.)

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

Table 4.1 Reliability results

Sub scales	Number of items	Cronbach's Alpha
RAI = Reward and incentives	7	.725
PWE = Physical Work Place Environment	7	.706
WLB = Work Life Balance	4	.796
TAD = Training and Development	4	.886
EP = Employees' Performance	6	.713
Entire scale	28	.835

The above table depicts Cronbach's coefficient alpha was calculated for each field of the questionnaire and the entire questionnaire. The values of Cronbach's Alpha showed that all of the results are more than acceptable, which fall in the range between 0.7 and 0.95.

The resulting range is considered high as the result ensures the reliability of each field of the questionnaire. More over Cronbach's Alpha for the entire questionnaire shows the value of .835, which falls in an excellent range and it, indicates reliability of the entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.

4.2. Demographic Characteristics of Respondents

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

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

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

Table 4.2 Demographic Characteristics of Respondents

Characteristics		Frequency	Percentage
Sex	Male	188	52.4%
	Female	171	47.6%
Marital Status	Married	213	59.3%
	Widowed	24	6.7%
	Divorced	16	4.5%
	Single	106	29.5%
Educational Status	Below Certificate	23	6.5%
	Certificate	58	16.3%
	Diploma	51	14.3%
	BA / BSC degree	159	44.7%
	Master's degree and above	65	18.3%
Total		359	100%

Source: Field survey, 2022

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

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

Table 4.3 Age and Experience of respondents

	N	Range	Minimum	Maximum	Mean	Std. Deviation
Age (in years)	359	31	19	50	32.33	8.465
Experience	359	23	1	24	7.33	4.336

Source: Field survey, 2022

4.3.Descriptive statistics

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

With 5 point scales, the interval for breaking the range in measuring each variable is calculated by $5-1/5= 0.8$. It means items with scores that fall between the ranges of: 4.21 – 5.00 are considered as strongly agreed;

3.4 – 4.20 as agreed: 2.61 – 3.39 as Neutral; 1.81 – 2.6 as disagree and 1.00 – 1.8 strongly disagree. This formula is adapted from (Vichea, 2005).

4.3.1. Physical work place environment

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

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

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

Table 4.4 Physical work place environment

Items	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
I have the requisite equipment to perform our duties	359	3.72	.057	1.081
My offices' space are well designed	359	3.51	.050	.954
The layout of my offices and workspaces here are good	359	3.23	.057	1.073
The surrounding of my work place is peaceful to work	359	3.42	.045	.844
My work place is devoid of unnecessary noise	359	3.32	.055	1.050
My working environment is free from life threatening dangers	359	3.22	.051	.974
My work environment is ordered and well organized	359	3.50	.055	1.049

Source: Field survey, 2022

4.3.2. Reward aspects of the work

Based on the results regarding the rewarding nature of respondents work environment, the following items fall in the agreement range; whether their work provides a great deal of promotional opportunities (mean 3.46 SD .864), and whether they are satisfied by the work they do in the current work (mean 3.48 and 1.062). This result implies that there are various chances for workers, and they are satisfied with the present work. Such opportunities for the workers include promotional opportunities, and satisfying jobs.

According to Dewhurst, (2010) rewards and other are nonfinancial rewards that opportunity to take an important tasks and projects, attention and encouragement of leadership. In this way employees feel that they are being valued by the employers and also feel that the company is seriously involved in employee's career and development. However, different employees have different needs about rewards. Some employees consider cash is sufficient to fulfill their needs and some others wants to material incentives like car, house, and some prefer holidays and some prefer nonmaterial incentives

Table 4.5 Reward aspects of the work

Items	N	Mean		Std. Deviation
		Statistic	Std. Error	Statistic
My superior encourages me to participate in decision making to express my ideas and opinions.	359	3.27	.060	1.134
My work provides a great deal of promotional opportunities	359	3.46	.046	.864
Recognition are provided to me in the work place for my good performance	359	3.33	.047	.883
I'm satisfied by the work I do in the current work	359	3.48	.056	1.062
The financial rewards of my work place are satisfactory	359	3.32	.049	.937
Superiors in my work place provides sufficient non-financial rewards	359	3.18	.064	1.207
My work provides a great deal of promotional opportunities	359	3.35	.041	.783

Source: Field survey, 2022

4.3.3. Training and development opportunities

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

According to Ajala (2012) training is basically done to enhance the knowledge, ability, attitude and skills of employees. It refers to the systematic process that enhances abilities, skills and knowledge that are needed to perform a particular job. Once the training has been transferred and evaluated it has been seen that it helps in proper utilization of resources. Training helps in achieving personal as well as organizational goals and objectives. Training also helps in increasing the efficiency of the employees. Before training, an organization finds the gap i.e. comparing the actual performance of the organization with the desired performance. Training can be one way to narrow down the gap. There are number of different reasons for which the training can be need for the employees by the employer. Example- Increasing productivity of the

workers, enhancing capacity of workers, promotion process, reduce organization turnover, for legal requirements, new technology etc.

Table 4.6 Training and development opportunities

Items	Statistic	Mean		Std. Deviation
		Statistic	Std. Error	Statistic
Enough training is provided for me before any job	359	3.09	.056	1.068
Education opportunities are available in my work place	359	2.93	.058	1.102
There is fair selection of employees for training	359	2.97	.056	1.068
The training given in my work place are relevant to the job that I perform	359	2.99	.058	1.106

Source: Field survey, 2022

4.3.4. Work- life Balance

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

The concept work life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Hill and Aylwin, 2005). Different researchers have defined the term work-life balance differently using diverse dimensions. Initially, the concept of work-life balance was conceived to refer to the conflict between family and work. Work life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family.

According to Hoque and Musavi (2009) work–life balance is the degree to which an individual’s satisfaction and effectiveness in the roles of work and family domain are well matched with the individual’s life priorities

Table 4.7 Work- life balance

Items	N	Mean		Std. Dev
		Statistic	Std. Error	
There is congruence between my work expectation and my family life	359	3.28	.055	1.051
The demands of my work do not interfere with my home and family life	359	3.08	.050	.954
The amount of time my job takes up do not affect me to fulfill family responsibilities	359	3.25	.050	.953
My job doesn't produces strain that makes it difficult to fulfill family duties	359	3.10	.047	.898

Source: Field survey, 2022

4.4. Correlation results

According to Harter et al (2002), a correlation analysis used to identify the direction and relationship between the variables. Correlation coefficient enables to quantify the strength of the linear relationship between two variables. Based on this, correlation analysis was made for independent variables and the dependent variable as follow.

Table 4.8 Correlational matrix

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

Based on the correlational results of this study presented in the above table physical work place environment ($r = .122$), reward aspects of the work ($r = .643$) and work- life balance ($r=.297$) have been found to be correlated positively and significantly with performance of employees.

4.5. Multiple Regression Result

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

4.6. Assumptions Testing in Multiple Regressions

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

4.6.1. Linearity Test

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

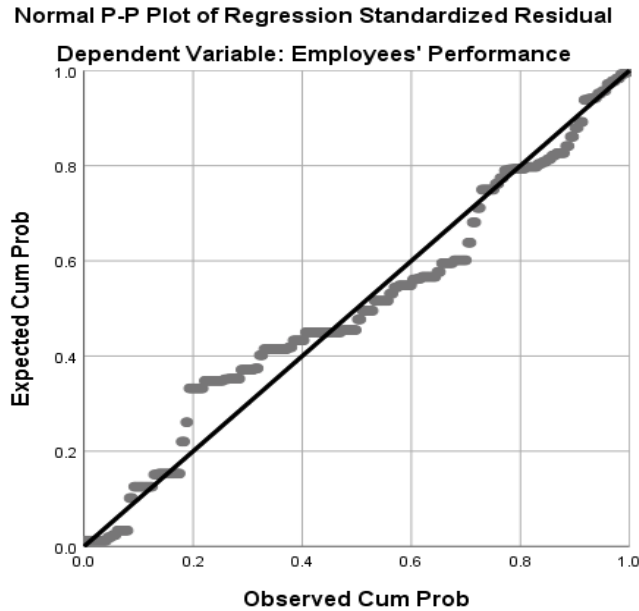


Fig 4.1: P-P Plot of Regression Standardized Residual

4.6.2. Homoscedasticity Test

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

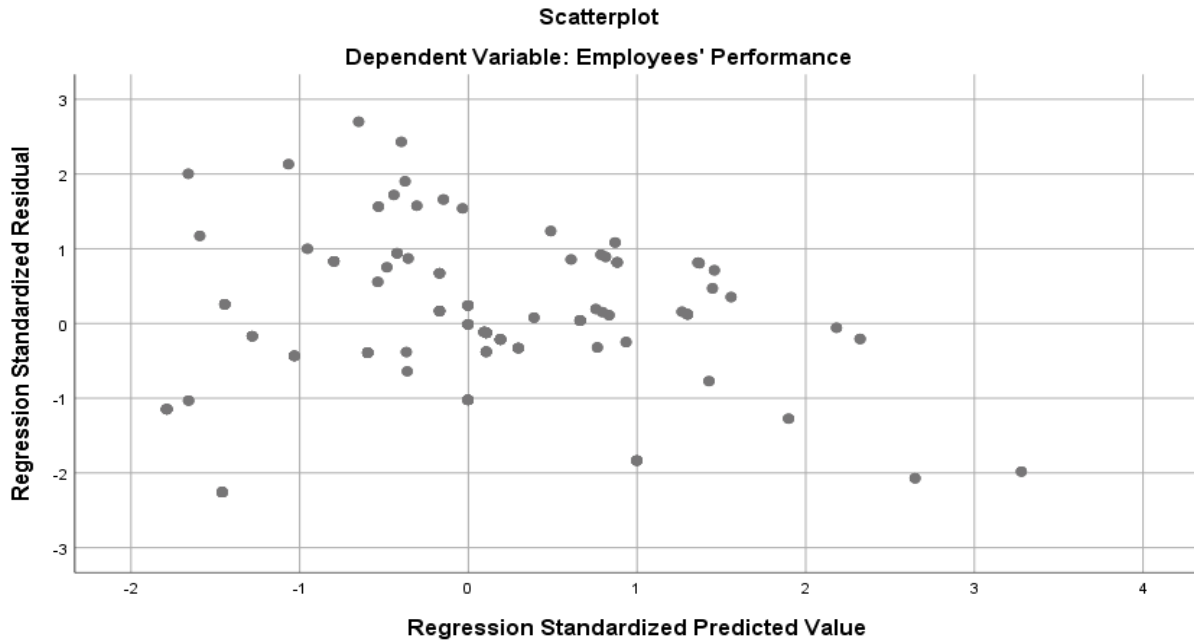


Fig 4.2: Scatterplot of standardized residuals

4.6.3. Auto Correlation (Durbin Watson Test)

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

Table 4.9: Durbin Watson statistics

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

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

4.6.4. Normality Test

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

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

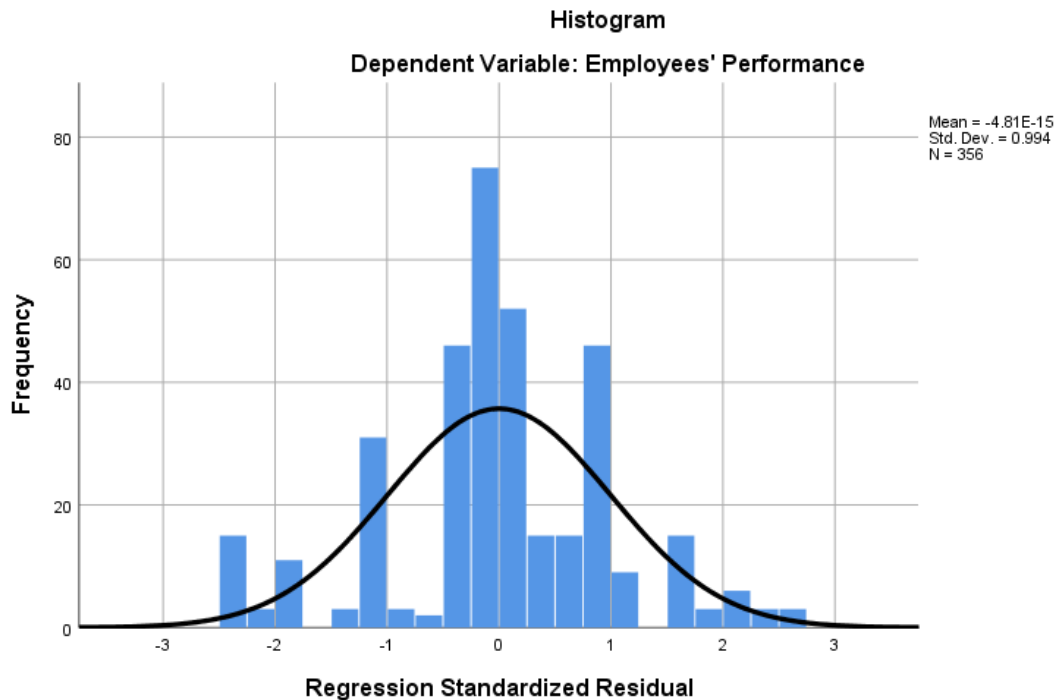


Fig 4.3 Normality Histogram

Table 4.10 The regression model statistics

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

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

The above model also showed that the model is significant in predicting employees' performance and it is interpreted as 53.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance), while the remaining variation in employees' performance can be attributed to other variables which are not considered in this study (p value < 0.05).

Table 4.11 Coefficient Table

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

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

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

4.7. Discussion of Results

In this part, the result of this study was discussed in its relation with various empirical literatures. The study has found that the physical environment were found to be well equipped with work related apparatus, having good designing of the office space, enjoyable work touching settings, and absence of confusion and messed up things in the work area. Ajala, (2012), confirmed that the right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. An environment is the immediate surroundings of a user which is manipulated for their existence or use. Hence, a workplace gives an environment to the employee to perform a given task. Additionally, Siengthai, (2009) include mode of wage payments, working conditions, working time, health hazards issues, financial and non-financial benefits and management behavior towards workers

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

The correlational and regression result of this study have showed the presence of significant relationship between working environmental aspects and employees performance of Beautifying Sheger Project and the role of working environment is significant in predicting employees' performance and it is interpreted as 53.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work- life balance), while the remaining variation

in employees' performance can be attributed to other variables which are not considered in this study (p value < 0.05).

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

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

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

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Summary of findings

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

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

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

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

Physical work place environment ($r = .122$), reward aspects of the work ($r = .643$) and work- life balance ($r=.297$) have been found to be correlated positively and significantly with performance of employees.

Meeting all the assumptions needed for a multiple regression, such as Linearity Test, Homoscedasticity Test, Auto Correlation (Durbin Watson Test), and Normality Test, the model

is significant in predicting employees' performance and it is interpreted as 53.3% of variance in employees' performance is due to working environment conditions (Physical work place environment, Reward aspects of the work, Training and development opportunities and Work-life balance), while the remaining variation in employees' performance can be attributed to other variables which are not considered in this study (p value < 0.05).

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

5.2. Conclusion

This study has tried to assess the effect of working environment conditions on workers' performance in Beautifying Sheger Project. Since employees' performance is a key factor in the success of these works, studying the impact of working environment variables such as physical work environment, reward aspects of the work, training and development opportunities and work- life balance on employees' performance has paramount importance.

Regarding the effect of physical work place environment, this study it has a significant and positive effect on workers' performance in Beautifying Sheger Project. According to the findings, rewarding aspects of the job positively and significantly affect workers' performance in which implies an increase in rewarding aspect of the job will improve employees' performance. The findings were also clear about training and development opportunities positively and significantly affect workers' performance. Lastly, regarding work life balance it has significant and positive effect on workers performance too.

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

5.3.Recommendations

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

- Since friendship and positive interactions in the work place are vital for creating happier and more productive workers, project managers, especially Beautifying Sheger Project managers should work towards working relationships give us several other benefits for their workers. This friendly and positive interaction of employees will craft innovative and creative workers.
- Beautifying Sheger Project should come up with essential elements of and strategies to create healthy work environments for various types of workers based on their specific requirements.
- Since improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment. Organizations should work towards enabling workers to become equally satisfied with working conditions as workers who work in normal working conditions as well as their performance.
- Employees and organization need to balance their work and non-work life. Work-life balance such that practices are organizational efforts created to minimize work-life conflict for employees. Therefore, the working environment of Beautifying Sheger Project should create a work life balance employees to be more efficient and effective at work.
- Work environment should be favorable and conducive for employee to contribute their effort towards the organization. This will result in workers feeling committed and passionate towards their job and organization; thereby, increasing their productivity.

List of references

- Agboze G.K., Hoedoafia M.A., and Atakprah Y.B. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*, 5(1), 12-18
- Ajala, E. M. (2012). The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity.
- Armstrong, M. (2006) *A Handbook of Human Resource Management Practice*. 10th Edition, Kogan Page Publishing, London.
- Asgari, H., and Dadashi, M. (2011). Determining the relationship between quality of work life and organizational commitment of Melli Bank staff in west domain of Mazandaran in Australian. *Journal of Basic and Applied Sciences*, 5(8), 682-687.
- Awoke Tesfu (2019). Effects of working environment on employee performance: in the case of Bole Lemi Industrail Park. Addis Ababa University. Ethiopia.
- Banbury S. and Berry, D. C. (1998). Disruption of officerelated tasks by speech and office noise. *Br. J. Psychol*, 89 499–517
- Barry, P. H. (2008). An Evaluation of the Impact of the Office Environment on Productivity. *Journal of Facilities*. 26 (5/6), pp. 178-19
- Boles, R.B. Matthew, T.H. and Pradeep K.S. (2004). The Relationship between Health Risks and Work Productivity. *Journal of occupational and environmental medicine and American College of Occupational and Environmental Medicine*
- Borman, P., Chatfield, M., Nethercote, P., Thompson, D. and Truman, K. (2007) The Application of Quality by Design to Analytical Methods. *Pharmaceutical Technology*, 31, 142-152.
- Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*

- Brenner, P. (2004). Workers physical surrounding.Impact bottom line accounting: Smarts Pros.com.
- Buble, M. (2006). Work–family balance: Exploration of a concept. Paper presented at the Families and Work Conference. Provo, UT
- Bumin, G., Gunal, A., and Tukel, S. (2008). Anxiety, depression, and quality of life in mothers of disabled children. S.D.U, 15, 6-11.
- Chandrasekar, K. (2011). Workplace environment and its impact on Organizational performance in Public Sector Organizations: International Journal of Enterprise Computing and Business Systems Vol. 1 Issue 1.
- Conolly, J. and Viswesvaran, C. (2000).The role of affect a Meta-analysis, personality, and individual differences, 29, 265-280.
- Cooke, E., Hague, S. and McKay, A. (2016) The Ghana Poverty and Inequality Report: Using the 6th Ghana Living Standards Survey 2016.
- Dewhurst, M. (2010). Motivating people: getting beyond money, Business Source Complete
- El-Zeiny, R. M. A. (2013). Sustainability in the Education of Interior Designers in Egypt. Procedia-Social and Behavioral Sciences, 38, 122-131.
- Farh, C. C. (2012). Emotional Intelligence, Teamwork Effectiveness, and Job Performance: The Moderating Role of Job Context.Journal of Applied Psychology.
- Frese, M., and Sonnentag, S. (2000).High performance: An action theory approach.Working Paper. University of Giessen and University of Konstanz
- Gitahi, M.P. (2014) Influence of Fleet Management Practices on Service Delivery Performance. European Journal of Business Management, 2, 336-341
- Greenhaus, J.H and Allen, T. (2006). Work–family balance: Exploration of a concept. Paper presented at the Families and Work Conference. Provo, UT.
- Hakala, J.R. (2009) Utilizing Possibilities of IEC61850 and GOOSE. CIRED 2009, Paper 0741.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268-279.
- Heath, B. (2006). Effect of perceived work environment on employee's job behavior and organizational effectiveness, *Journal of Applied Psychology* Banaras Hindu University, Varanasi.
- Hill, J., and Aylwin, R. (2005). British Business Leaders Urged To Consider The Impact Of Design, As Report Shows It Can Affect Workforce Performance By Up To 11per Cent.
- Hoque, M.E., and Rahman, A. (1999). Quality of working life and Job Behavior of workers in Bangladesh: A comparative study of private and public sectors. *Indian Journal of Industrial Relations*, 35(2), 175 184.
- Hosseini, M., and Musavi, Z. (2009). The relationship between quality of work life and organizational commitment. (Doctoral dissertation, Isfahan University, 2009).
- Islam, M. and Siengthai, S. (2009). Quality of work life and organizational performance: Empirical evidence from Dhaka export processing zone,
- Joshi, R.J. (2007). Quality of working life of women workers: Role of trade unions. *Indian Journal of Industrial Relations*
- Kang, J.S. (2012). Psychological empowerment to the organizational commitment and turnover intention of social worker. *International Journal of Contents*, 8(1), 88 -94.
- Kaya, E. (1995). Job satisfaction of the librarians in the developing countries. 61st IFLA General conference.
- Khalid, S and Irshad, M. (2010). Job satisfaction among Bank employees in Punjab, Pakistan: Comparative study, *Ethiopian journal of social science*, 17(4).
- Kohun, (2002). Workplace Environment and its impact on organizational performance in Public sector organizations, *International Journal of Enterprise Computing and Business System International Systems*, Vol. 1 Issue 1 January 2011

- Koonmee, K., Singhapakdi, A., Virakol, B., and Lee, D.J. (2010). Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of Business research*, 63(1), 20-26.
- Lo, H.T. (2012). The association between managers' organizational commitment, Awareness of company's way to expatriate, Readiness to be expatriated to China: take service Industries as example
- Loscocco, K. and Roschlle, A. (1991). Influences on the quality of work and non-work life, two decades in review. *Journal of Vocational Behavior*, 39(2), 182-225.
- Lowe, G., Schellenburg, G., and Shannon, H. (2003). Correlates of Employees' Perception of a Healthy work Environment. *American Journal of Health Promotion*, 17(6), 390-399..
- Mekdelawit Temesgen (2020). The Impact of Work Environment on Employees' Performance: The Case of Public Sectors in Addis Ababa. Addis Ababa University. Ethiopia.
- Mohamed, G (2005). Competence of maternal and child health clinic workers in detecting malnutrition in Somali, *African Health Sciences*, 5 (4): 319–321.
- Mosadeghrad, A.M., Ferlie, E., and Rosenberg, D. (2011). A study of relationship between Job stress, QWL, and Turnover intention among hospital employees. *Health services management research*, 24(4), 170-181.
- Naharuddin A.L and Sadegim D.B (2013) Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia. *International Journal of Independent Research and Studies*
- Nanzushi, C. (2015). The Effect of Workplace Environment on Employee Performance in The Mobile Telecommunication Firms In Nairobi City County. University of Nairobi, Kenya.
- Njenga, G.S., Waiganjo, M. and Koima, J. (2015). Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town. *International Journal of Managerial Studies and Research (IJMSR)*. Vol. 3(12).

- Normala, D. (2010). Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firm. *International journal of business management*, 5, 10.
- Obiageli O L Uzochukwu O C and Ngozi, C. D. (2015). Work Life Balance And Employee Performance In Selected Commercial Banks In Lagos State. *European Journal of Research and Reflection in Management Sciences*, 63-7.
- Oswald, A. (2012). The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District. Muhimbili University of Health and Allied Sciences.
- Platt and Sobotka (2010). *Psychological Management of Individual Performance*. Wales. John Wiley & Sons.
- Rethinam, G., and Ismail, M. (2008). Construct of quality of work life: A perspective of information and technology professional. *European Journal of Social Science*, 7, 56-70.
- Sarode, A. P. and Shirsath, M. (2014). The factors affecting Employees work environment and its relationship with Employee productivity. *International journal of Science and Resource* 11 (3): 2735-2737
- Shikdar M. and Shawaqed, D. (2003) *Ergonomics, and occupational health and safety in the oil industry: a managers' response*. UN
- Sinha, C. (2001) how des stress increase the use of drug among employees, 1-23.
- Sirgy, M.J., Reilly, N.P., and Efraty, D. (2012). Review of research related to quality of work life programs. *Handbook of social indicators and quality of life research*, 297-311.
- Strong, M. H., Jeannerert, P. R., McPhail, S. M., and Bleckley, B. (1999). Work context, taxonomy and measurement of the work environment. *American Psychological Association (Houston TX)*, 86: 12767
- Strong, W.B, Jones, D.K and Mann (2005) Evidence Based Physical Activity for School-Age Youth. *The Journal of Pediatrics*, 146, 732-737.
<http://dx.doi.org/10.1016/j.jpeds.2005.01.055>

- Stup, R. (2003). Control the Factors that Influence Employee Success. Managing the Hispanic Workforce Conference. Cornell University and Pennsylvania State University
- Subramariam, B.L, and Saravanan, R. (2012).Empirical study on factors influencing on QWL of Commercial Bank Employees.European journal of social science, 28(1), 119-127.Thomsett and Thomsett (1994)
- Sumra (2005) Trust and Trusted Employees. Computer Science Journal, 1, 29-51.
- Sumra, S. (2005).Working conditions of Teachers in Tanzania: a research report.Dares Salaam: Hakielimu.
- TihutZekarias (2016). The Effect of Work-Life Balance Factors on Employees Job Performance – In The Case Of Commercial Bank of Ethiopia Female Top & Middle Level Administrative Staffs. St. Mary’s University.
- Tripathi, A. (2014). Workplace Environment: Consequences on Employees
- Walton, R.E. (1974). QWL Indicators: Prospects and Problems.A symposium on social indicators of work life. Ottawa, 19-20.
- Walton, R.E. (2005). Quality of Work Life (QWL) Measurement. New York: The Free press.
- Warr, P. (1987). Job characteristics and Mental Health.London: Penguin Books
- Wild, S.M. and Shoemaker, C.A. (2013) Global Convergence of Radial Basis Function Trust-Region Algorithms for Derivative Free Optimization. SIAM Review, 55, 349-371.
- Yared Solomon (2021). The Effect of Working Environment on Workers Performance: The Case of Dashen Bank in Addis Ababa. ST. Mary’s University. Ethiopia.

Appendix: Sample Questionnaire

Dear Respondents:

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

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

Thank You for your kind cooperation in advance!

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

Part 1: Socio- Demographic Information

1. Sex

Male

Female

2. Age _____

3. Marital Status

Married

Widowed

Divorced

Single

4. Educational background

Certificate

Diploma

BA/ BSC Degree

Master's degree and above

5. Your work experience (in years) _____

Part 2: For the following Likert scale questions:-

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

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

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

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

Lastly, what is your average annual work evaluation result _____

Thank You for Your Kind Cooperation