



Addis Ababa School of Commerce

**The Effect of Physical Working Environment on Employee Motivation:
The Case of Addis Ababa Mass Media Agency (AAMMA)**

**A Thesis Submitted to School of Commerce, Addis Ababa University in
Partial Fulfillment of the Requirements for the Award of Masters of
Arts Degree in Human Resource Management**

By: Tigist Mengistu

Advisor: Abraraw Chane (PhD)

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Addis Ababa

DECLARATION

I hereby declare that this thesis paper entitled- **The Effect of Physical Working Environment on Employee Motivation in Addis Ababa Mass Media Agency** is my original work under supervision and that, to the best of my knowledge, it contains no material which has been accepted for award of any other degree of university, except where due acknowledgment has been made in the text. Ideas taken from other authors have been dully cited.

Declared by: Tigist Mengistu

Signature -----

Date -----

Advisor: Dr. Abraraw Chane

Signature -----

Date -----

CERTIFICATION
Addis Ababa University School of Commerce
Postgraduate Program

This is to certify that the thesis prepared by Tigist Mengistu, entitled, “The Effect of Physical Working Environment on Employee Motivation” is submitted in partial fulfillment of the requirement for the degree of Masters of Human Resource Management complies with regulation of the University and meets the accepted standard with respect to originality and quality.

Signed by the Examining Committee:

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Chair of Department or Graduate Program Coordinator

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ABSTRACT

The main purpose of this study was to examine the effect of physical working environment on employee motivation to work in Addis Ababa Mass Media Agency by identifying three variables to be investigated in the study (office layout, office design and technology). This study was guided by the general objective of examining the relationship between the physical working environment and employee motivation. An explanatory research design was adopted with Addis Ababa Mass Media Agency being the focus organization. The population of the study comprised all professional workers of the organization. A stratified sampling technique was applied to select a sample of 70 from 491 total number of population. The data collecting instrument was a structured questionnaire with all close- ended questions developed by the researcher. The questionnaire made use of a five -point Likert scale to rate the importance of physical working environment factors. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 22. From descriptive, frequency, mean and standard deviation, and from inferential, correlation and regression analysis were used while analyzing the data. The result of correlation analysis revealed that office layout and technology have a moderate relationship with employee motivation. Beta coefficient result showed office layout and technology influenced in bringing variation in employee motivation. But, the significance value of technology was found insignificant. In general, the research concluded that the physical environment factors are not highly important to affect employee motivation in Addis Ababa Mass Media Agency.

Key words: *Employee Motivation office layout office design technology*

ABBREVIATIONS

AAMMA: Addis Ababa Mass Media Agency

SPSS: Statistical Packages for social sciences

ANOVA: Analysis of Variance

TABLE OF CONTENT

CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	2
1.3. Research Questions.....	4
1.4. Objectives of the Study	4
1.4.1. General objective.....	4
1.4.2. Specific objectives.....	5
1.5. Significance of the Study	5
1.6. Scope of the Study	5
1.7. Limitation of the Study.....	5
1.8. Definition of Operational terms.....	6
1.9. Organization of the Study	7
CHAPTER TWO	8
REVIEW OF RELATED LITERATURE	8
2.1. The Concept of Motivation	8
2.1.1. Basic Theories of Work Place Motivation	8
2.1.2. Measuring Motivation.....	9
2.2. The Concept of Physical Working Environment	10
2.2.1. Office Design	11
2.2.2. Office Layout	12
2.2.3. Technologies in the Physical Environment	14
2.3. Ergonomics	15
2.3.1. Principles of Ergonomics	15
2.4. Empirical Reviews	16
2.4.1. Office Layout and Motivation.....	16
2.4.2. Office Design and Motivation.....	17
2.4.3. Technology and employee motivation	17
2.5. Conceptual Reviews	18
2.6. Research Hypothesis.....	18
CHAPTER THREE	20
RESEARCH DESIGN AND METHODOLOGY	20
3.1. Description of the Study Area.....	20
3.2. Research Design	20

3.3.Rsearch Approach	20
3.4. Population and Sample.....	21
3.5. Data Sources and Types	22
3.6. Data Collection and Procedures	22
3.7. Validity and Reliability.....	22
3.7.1 Validity	22
3.7.2. Reliability.....	23
3.8. Ethical considerations.....	23
3.9. Data Analysis.....	24
CHAPTER FOUR.....	25
DATA ANALYSIS, INTERPRETATION AND DISCUSSION	25
4.1. Response Rate.....	25
4.2. Demographic Information.....	25
4.2.1. Gender of the respondents.....	25
4.2.2. Age of the respondents.....	26
4.2.3. Staff Category	27
4.2.4. Level of education.....	27
4.2.5. Years of experience.....	28
4.4.1. Perception of Respondents towards office layout elements in AAMMA	30
4.4.2. Response of Respondents towards Office Design aspects in AAMMA	32
4.4.3. Reaction of Respondents towards Technologies in AAMMA	33
4.4.4. Perception of Respondents towards the level of Employee Motivation.....	35
4.6.1. Regression Diagnosis	39
4.6.2. Influence of office layout, office design and technology on employee motivation	42
4.6.3. Testing Hypothesis.....	44
CHAPTER FIVE	46
SUMMARY, CONCLUSION AND RECOMMENDATION.....	46
REFFERENCES	51
APPENDIX.....	

List of Tables

Table 3.1.	Population and Sample
Table 3.2.	Reliability for items of each variable
Table 4.1.	Gender of the respondents
Table 4.2.	Respondents' Level of Education
Table 4.3.	Respondents' Monthly Income
Table 4.4.	Descriptive Analysis on Perception of Employees towards Office Layout Elements in AAMMA
Table 4.5.	Descriptive Analysis on Perception of Employees towards Office Design Factors in AAMMA
Table 4.6.	Frequency, Mean, Standard Deviation for measures of Technology content
Table 4.7.	Frequency, Mean, Standard Deviation for measures of Employee Motivation
Table 4.8.	Correlation Coefficient
Table 4.9.	Pearson Correlation Analysis for Dependent & Independent Variables
Table 4.10.	Multi-Collinearity Test
Table 4.11.	Model Summary
Table 4.12.	Analysis of Variance (ANOVA) for physical Working Environment and Employee Motivation
Table 4.13.	Regression Coefficients

List of Figures

Figure 1: Proposed Conceptual Framework of the Study

Bar Chart 4.1: Age of Respondents

Pie Chart 4.1: Staff Category

Bar Chart 4.2: Years of Experience

Scatter Plot 4.1: Normal PP Plot of Regression Standardized Residual

Scatter Plot 4.2: A Residual Scatter Plot

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizations need a motivated work force for their success. Maintaining a motivated work force is important to produce high quality work and better customer service because a motivated and happy worker is more engaged. But management's challenge is to form an environment that attracts, retain, and motivate its work force.

Motivation can be defined in many different ways. Elnaga (2013) defined motivation as a stimulus, or incentive that drives individuals to accomplish personal and organizational goal.

Employee motivation can be affected by many factors. The working environment factors are one of them. The relationship that exists between the employees in an organization and the environment in which they have to perform can be defined as **work place environment** which is the most crucial and critical aspect in today's era because it is different, diverse and constantly changing. Prevailing research already has established an association between employee performance and work condition in different industries (Siddiqi&Tangem,2018).As stated by them, the work environment entails the physical location, office design, office lay out, procedures, policies, rules, culture, work location, work relationships all of which can have a profound impact on how employees work.

According to Nord (2014) there are different types of work environment. The **physical working environment** is the one which includes clean indoor air, ergonomic work station designs, violence and aggression, available technologies, work place policies and procedures and design &construction of the work place and office layout. On the other hand, the **psychological work environment** includes a set of job factors related to the interaction between people, their work and the organization.

The **well-being of the employees** is the other component which constitutes the more explicit results of the working environment i.e. work related injuries, work related diagnoses, illness/ sickness/, etc (Nord, 2014).

This study focused on the **physical working environment** in Addis Ababa Mass Media Agency and tried to assess the extent to which it affects employees' motivation. Office layout, office design and technology were the targeted variables.

Open plan offices are configured to encourage collaborative team work in different offices including work stations in Addis Ababa Mass Media Agency. In addition, different technologies for the three mediums (radio, TV and print) are utilized. However, the offices and work stations are not well equipped with materials. The technologies are also poor which may have an effect on employees' motivation to work.

Different studies shows that well designed and organized offices and work areas are making significance differences to how people feel about their work. For instance, a study that was done on Syndicate Bank of India in 2015 on 50 employees showed that physical workplace environment does affect employee's motivation to work (Rajeev and Neha,2015).Workers can obtain social, health and personal benefits from a positive atmosphere at their place of employment. By creating an excellent physical working environment and working conditions that can provide the motivation to work, companies can achieve their goal. Thus, managers have a responsibility to create a working environment where people enjoy what they are doing.

Therefore, the purpose of this research was to inspire the management in different organizations to carefully construct and design comfortable work places in order to create a motivated work force.

1.2. Statement of the Problem

A satisfied, happy and hardworking employee is biggest asset of any organization. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organization as well as growth of an economy.

According to Croome (2000), in an increasing competitive environment companies are being forced to think than ever about the way they work, and how can they improve productivity.

Companies with poor physical environment are characterized by poor air circulation, inappropriate furniture, unnecessary noise, unfitting lighting and poorly designed work places. According to a study conducted by Manu in 2015 in Ghana to investigate the effects of work environment on employees` productivity in government organizations at Obusai Municipal Assembly, there was evidence of absenteeism brought about by the fact that motivational level of the employees was not high and the nature of their work was stressful (Manu, 2015).

By accepting motivation as an energizing tool, it is better to work on the physical work environment in order to increase the company`s competitiveness. When people are working in situations that suit their physical and mental abilities, the correct fit between the person and the work task will be accomplished. People are then in the optimum situation for learning, working and achieving without adverse health consequences, injuries and illness (Elanga, 2013).

The attention of this research was to assess the effect of available technologies, office layout and design of the work place on employees` motivation to work. The above mentioned variables are selected because the researcher observed them as a serious problem in Addis Ababa Mass Media Agency. In this government organization open offices and work stations are designed to encourage employees to work in a team. Even if these kinds of office designs are becoming increasingly common in different broadcast and print media, they are not designed carefully at this city administrations local media. Office equipment like chairs, desks and lockers are old and not enough, the work stations are narrow that cannot accommodate large number of workers, and the technologies are poor that prevent the media to be competitive with others. The city administration`s council members also visited the office in June, 2010 E.C and gave a comment for the management to fix the problems related to the physical working environment.

On the other hand, on the same month when 37 employees resigned their work, the researcher tried to make an interview with some of them that are working now with a better performance in Ethiopian Broadcasting Corporation (EBC) to know their reason. They stated they were not working with interest due to the inconvenient working environment including the poor media technologies. Moreover, most of them were financially safe when they were in Addis Ababa Mass Media Agency. But, when they feel dissatisfied, they decided to work on other media with a minimum salary. This shows the magnitude of the problem under study. As a result, the researcher gave attention on the physical working environment in this city administration`s government media.

On the other hand, there is no enough literature in Ethiopia that investigates the relationship between physical working environment and employee motivation. Therefore, the purpose of this study is to give information about how the two variables are related and to investigate the effect of physical working environment on employee motivation in AAMMA.

1.3. Research Questions

On the basis of the problems explained above, the research revolved around the following research questions.

1. Is there any relationship between office layout and employees` motivation?
2. Is there any relationship between office design and employee motivation?
3. Do the technologies used have impact on employee motivation?

1.4. Objectives of the Study

1.4.1. General objective

The effect of physical work environment on employees` motivation to work in the case of Addis Ababa Mass Media Agency.

1.4.2. Specific objectives

Precisely, this study will seek to attain the following objectives:

- ❖ To investigate the relationship between office layout and employee motivation to work.
- ❖ To determine the relationship between office design and employee motivation to work.
- ❖ To examine the effect of technologies on employee motivation to work.

1.5. Significance of the Study

The findings generated from this study will be important in better understanding the relationship between physical working environment and employee motivation in government organizations which will serve as a guide to evaluate how the working environment affects the motivation of government employees. Furthermore, the outcome of the research will be used to aware the management of Addis Ababa Mass Media Agency to give great attention for the physical working environment as a whole. In addition, it will serve as background information for similar research in the future.

1.6. Scope of the Study

Conceptually, the study gives due emphasis to the physical working environment components such as office design, office layout and technology. In addition, it is restricted only to motivation within the work place. The methodological scope of the study was delimited to quantitative approach. Furthermore, it was limited to professional workers of Addis Ababa Mass Media Agency because the researcher believed that physical working environment will affect them more.

1.7. Limitation of the Study

In this study quantitative data was collected from professional employees only at Addis Ababa Mass Media Agency. But, those professional employees were busy with their day

to day activity and it needed a big effort to convince them in the survey and filling the questionnaire at that time, thus only 70 respondents return the questionnaire by filling it properly.

Even if there are other components of physical working environment, out of these only 3 of them are mentioned as a unit of study. Therefore, these may be considered as a limitation in generating the results of the study.

1.8. Definition of Operational terms

Motivation: a stimulus, or incentive that drives individuals to accomplish personal and organizational goal (Elnaga (2013).

Work place environment: it is the relationship that exists between the employees in an organization and the environment in which they have to perform (Siddiqi&Tangem, 2018).

Physical working Environment: is the tangible work place environment that includes clean indoor air, ergonomic work station designs, violence and aggression, available technologies, work place policies and procedures and design &construction of the work place (Nord, 2014).

Office layout: is positioning or organizing all the officer needs and resources in the space available (Reddy).

Office design: it is more than creating an environment that provides all the furniture and equipment to support the various types of work tasks. Great office design goes beyond the physical, practical concerns and takes in to account the psychological and emotional well-being of the people who will be using the space (East Man).

Ergonomics: it is the study of the relationship between people, the equipment they use and the physical environment in which they work (Elnaga, 2013).

1.9. Organization of the Study

The study is organized in to five chapters. The first chapter is the introduction, which consists of background information, the problem statement, the objectives, research questions, scope and limitation of the study. The second chapter covered the review of the related literature. The third chapter described the methodology. Analyzed data was presented in the fourth chapter. The last one is the fifth chapter which contains the summary of findings, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, literature in the area of physical work environment and employee motivation was reviewed. It begins with reviewing of important theories regarding motivation. The physical work environment components (office layout, office design and technologies) as well as empirical and theoretical studies conducted in the area were also reviewed. Finally, this chapter ended up with the presentation of conceptual framework that indicates physical work environment as an independent variable and motivation as dependent variable.

2.1. The Concept of Motivation

Understanding exactly what motivation is will help managers decide what actions to take to encourage their employees. According to Webster's dictionary a motive is something (a need or desire) that causes a person to act. Elnaga (2013) also defined motivation as a stimulus or incentive that drives individuals to accomplish personal and organizational goals.

2.1.1. Basic Theories of Work Place Motivation

Psychologists have studied human motivation extensively and have derived a variety of theories about what motivates people. This section briefly highlights the motivational theories which are related to the work environment that are regularly discussed in management text books.

2.1.1.1. Herzberg's Two Factor Theory

Frederick Herzberg was the first to show that satisfaction and dissatisfaction at work nearly always arose from different factors(Thomson,2015) He showed that the presence of certain factors truly motivate (motivators),whereas the absence of others tended to lead

to dissatisfaction(hygiene factors).These hygiene factors need to be addressed and resolved before motivators can be effective.`

Hygiene's: these were characterized as lower level motivators and included for example, company policy, administration, supervision, interpersonal relationships, working conditions, salary status and security. **Working conditions** are one of the components of hygiene`s as lower level motivator.

2.1.1.2. Alderfer`s ERG Theory

Alderefer suggested that individuals were motivated to move forward and backward through the levels in terms of motivators. He reduced the five Maslow`s hierarchy of needs to the following three: existence, relatedness and growth. Existence needs includes physiological and physical safety needs. **Physical safety needs** are concerned on personal security, health and well-being which are very important components in the physical working environment that seriously affect employees` motivation. As clearly indicated in the first chapter Team Nord (2014) on his book explained the types of working environment such as personal security and safety issues that can affect the well-being of the employees.

2.1.1.3. Non-Financial Motivators

If managers want to truly motivate their employees, they need to think about the individual and decide what non-financial rewards can be given for a specific employee. There are a wide variety and many different ways to non-financially motivate employees. According to Burton (2012), security is one component of motivators which is used in the physical sense. Employees do not want to feel as though they are in danger and while they are at work. This is directly related to security issues in the physical work place environment.

2.1.2. Measuring Motivation

Measuring employee motivation is often a challenging prospect as motivation is a qualitative, rather than quantitative value. Motivation can be measured with estimation

with the use of surveys and questionnaires, directed to the employee and the customer (Green).

He forwarded three ways of measuring motivation as presented below:

- i. **Implementing a performance measure for the business:** this works if the business is in sales-focused sector. If it is, employee performance is measurable in terms of sales. Many modern cash registers can record which sales person sold certain good which will help to compare which of the employees are selling more and who's selling less. It can give a good estimate about the amount of effort a single employee is putting in to the business.
- ii. **Conducting a survey of employees:** According to personnel today, an employee who cares about the success of the business is more likely to be more motivated in his or her daily tasks. A survey conducted by third party by mail or online will give the company a more accurate description of its employees motivation as such surveys are less personal than a face to face interview.
- iii. **Conducting a survey of customer satisfaction:** this type of survey is adequate for employees who are more customer-oriented. A highly motivated employee will likely result in more satisfied customers than that of an employee with less motivation.

2.2. The Concept of Physical Working Environment

Employees now a day spend a lot of time at work that trigger managers to concern about creating comfortable physical work environment for them. That is why they spend too many costs to configure suitable office settings, to fulfill the necessary technologies and to build best work place designs.

The physical working environment as stated in Nord (2014) includes the overall health and safety of employees, layout and design of the offices and work stations, available technologies, lighting, temperature, air circulation etc.

This research will focus on some of them. Here are the following:

2.2.1. Office Design

On his book “The effect of Individualized Work Setting on Productivity”, Perkins East Man stated that office design is about more than creating an environment that provides all the furniture and equipment to support the various types of work tasks. Great office design goes beyond the physical, practical concerns and takes in to account the psychological and emotional well-being of the people who will be using the space.

From the beginning of the 20th century to our current day, office design had under gone a number of major transformations due to economic and social changes (East man).By the start of the 20th century, Frederick Winslow Taylor developed the concept of scientific management, dramatically influencing offices and their layout (Napier, 2016).Taylor believed that an efficient way for utilizing the work places was to place as many people as possible in to an open environment.

At the end of the 20th century, the rise of different technologies including personal laptops, mobile phones and the internet all resulted in significance changes within the work places. Offices became less dependent on paper and face to face communication existed than ever before which freed workers to complete tasks away from their desk at the office and eventually allowing them to move to spaces outside the office such as their homes or cafes. At the same time, the growing cost of running a business in a city center attracted companies to adopt more flexible policies, allowing employees to work distantly or on varying flexible time schedules.

Today office designs are changing so rapidly. They focus on personal interactions, performance and innovations. Therefore, work places should be designed carefully to encourage a team work.

2.2.1.1. Office design in the Medias

Medias now days are creating their own comfortable atmosphere for their staff. Most studies conducted in office design and layout in USA print and electronic Medias reach a consensus regarding the rooms to be designed to encourage collaborative team work.

2.2.2. Office Layout

According to a writer called Reddy office layout is the arrangement of furniture, supplies, equipment, procedures and things necessary for work in proper manner in the available space that would give maximum output.

In addition, he explained the need to have a variety of layout plans in one office space. Those plans vary from company to company based on the needs of the business and its employees.

2.1.2.1. Types of Office layout

Companies are applying different types of office layout based on the nature of their business.

In many cases, it may make sense to have a variety of different layouts in one office space, (Harness, 2018).

She stated different types of office layouts as follows:

- i. **Open plan offices:** such kinds of office layouts are becoming increasingly common in modern work places particularly in tech companies where innovation and team work are critical. Some businesses prefer open floor plans because they encourage communication and team work.
- ii. **Private offices** are also other options for businesses with small number of employees and with large budgets where secrecy is essential.
- iii. There are also companies that construct a serious of **partitions** which can be modified at any time allowing workers many of the benefits of private offices.
- iv. **Half partitions as a hybrid solution** are also best alternatives offering a good balance between open plan layouts and partitions since employees are given some level of personal space and privacy while still being able to communicate with coworkers verbally over the top of the partition. Such kinds of partitions save space and utility costs.

- v. **Team enclosures for creative spaces** are the last options of an office layout that offer a private space for each team working on a single project. This office layout is practical for businesses where many teams are working on multiple projects, for example, an advertising agency with sales team and creative teams working on different campaigns.

2.2.2.2. Reasons behind having a proper office layout

Work that is needed to be executed for each type of tasks requires the necessary equipment within the chosen space. The office design has to be designed in such a way that it is comfortable as well as functional.

There are various reasons behind having a proper office layout (Reddy).

- i. **Impacts moral:** studies have shown that layout of office impacts the employee moral which affects the functioning. When we say layout, it does not simply only the décor and facilities but also the relationship between people who work there and the general environment. Often this is referred to as **Ergonomics**. According to Elnaga (2013) Ergonomics is the study of the relationship between people, the equipment they use and the physical environment in which they work. Applying Ergonomics principles to the design, modification and maintenance of work place environment has a benefit on peoples work performance as well as short and long term health and safety.
- ii. **Impacts business:** As layout has an impact on the morale, it directly impacts the efficiency and thereby the business success rate.
- iii. **Facilitate supervision:** when office accommodation and lay out is designed to place managers or supervisor closer to their teams, they can meet or discuss issues immediately and get solutions. The communication gets smoother and quicker.
- iv. **Effective use of equipment:** Designing office equipments properly is indeed very important so that it is not underused or overused. Providing at the place where the work needs to be completed is crucial. The power consumption is evenly

distributed and noisy equipment is placed away from work places where silence is required.

According to Vischer and Jacqueline (1989), the good of physical arrangement is important to help workers perform their tasks more quickly, easily and efficiently.

2.2.3. Technologies in the Physical Environment

The world is changing and moving so rapidly assisted by latest technologies. Specially most of the activities in the work place are done by different technologies. They contribute a lot for companies that were consuming many labor forces in their production.

Since our study focuses on media, we will give a great concern on media technologies. Technological advertisement and development have influenced modern and contemporary electronic media like radio and television.

Latest technologies in the electronic media have improved the quality as well as the standard of news presentation; information technology has greed up the information flow on electronic media with excellence (Iman, Hussain&Iqbal, 2013).

From other technologies, the information technology has created many changes in every profession. Today various computerized sources are regularly being used in media organizations. The flux use of the information technologies in electronic media has made the media potent force in deciding political, economic, social and cultural development and giving unparalleled progress in the quality, speed and popularity of the amount of information and circulation (Iman et.al, 2013).

Not only the information technology but also other technologies are also forcing the media to be influential and competitive. The emerging technologies that are revolutionizing the media industry are the following:

- i. **Drones:** Drones are a much cheaper option than helicopters, and an effective way to capture footage that more cumbersome machines aren't capable of. The use of

drones is also important for the safety of journalists-data can be collected in dangerous war zones or natural disasters without risking additional human lives.

- ii. **Text to video creation:** Automated software that converts text articles into premium branded videos is an efficient way to meet the supply of the ever growing demand for short and informative videos.
- iii. **Virtual reality (VR):** VR promises to transport the viewer in to the middle of an experience to form a better connection to the story. The New York Times VR app is a good example of VR, and its launch was accompanied by sending one million Google cardboard viewers to subscribers. The all engrossing VR video experience builds a deeper level of connectedness an empathy with new stories (Emerging tech, trends and insights, 2018).

2.3. Ergonomics

According to the international Ergonomics association Ergonomics is the scientific discipline with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data and methods to design in order to optimize human well-being and overall system performance.

Elnaga (2013) also defined Ergonomics as the study of the relationship between people, the equipment they use and the physical environment in which they work. He also suggested that applying Ergonomics principles to the design, modification and maintenance of work place environment has a benefit on peoples work performance as well as short and long term health and safety.

2.3.1. Principles of Ergonomics

According to Fernandez and Good Man (1995), some ergonomics principles that should be applied to the work place, whether an industrial or an office environment include the following:

- i. Train the individual to use the work space, facility and equipment properly.

- ii. Accommodate the large number of employees and give them sufficient room.
- iii. Aim at a dynamic work, avoid static work.
- iv. Work within 30 percent of one`s maximum voluntary contraction (strength).

2.4. Empirical Reviews

Different scholars have said little about the effect of physical working environment on employees' motivation to work. Most of them focus on the physical working environment and its effect on job satisfaction, performance and productivity which are indirectly associated to motivation because a motivated work force can be engaged in his/her work and produce more that can be a potential resource for the company. The following point tries to see office layout, office design and technologies and their relationship with employees' motivation to work.

2.4.1. Office Layout and Motivation

A fundamental aspect of the work place environment that contributes to such employee behavior is the layout of the office space. A conventional work place designs tend to provide **closed private offices** for employees .In contrast, **open plan design** is characterized by the absence of floor to ceiling walls and internal boundaries. Due to lower costs and convenience, the concept of open plan office use continues to increase. But, several studies have found evidence that open plan offices are related to decreased job satisfaction, reduced motivation and lowered perceived privacy (Kamarulzaman, Hashim, Hashim,&Ghani, 2011).

On the other side, architects who participated in the study conducted by American Press Institute in 2017 suggested some sorts of communal spaces can bring together people who do not work on the same team, creating new connections and sparkling informal collaborations (Coester, 2017).

H1: There is significant relationship between office layout and employee motivation in AAMMA.

2.4.2. Office Design and Motivation

There have been a lot of research reports published on the links between office design and staff motivation and productivity, which have highlighted noise, air quality, lighting and color schemes as important aspects which shape how productive employees are and how they feel happy in the work place.

A case study conducted in banking organizations of north western province in Sri Lanka concluded that office design should be done in a careful manner otherwise employees get frustrated and they will not perform at their best (Hansika&Amarathunga, 2016).

The American Society of Interior Designers (ASID, 1999) also carried out an independent study which revealed that the physical work place design is one of the three factors which affect performance and job satisfaction.

On the same research, motivated employees reported that their work place allows them to concentrate, express their ideas freely, work in teams, choose where to work in office, feel relaxed and calm, and feel a sense of belonging to their company and its culture.

H2: There is significant relationship between office design and employee motivation in AAMMA.

2.4.3. Technology and employee motivation

A research conducted in banking sectors in Bahawalpur City, Pakistan showed that technological advancement has significant impact on motivation (Imran, Maqbool and Shafique, 2014).

H3: There is significant relationship between technology and employee motivation in AAMMA.

2.5. Conceptual Reviews

Based on literatures reviewed the research model which is illustrated below is developed. This structure attempts to determine the effect of physical working environment on employee motivation to work in Addis Ababa Mass Media Agency. The components of the physical working environment which are selected in the study are office design, office layout, and technology. The proposed variables are selected because they are expected to be influential than the others.

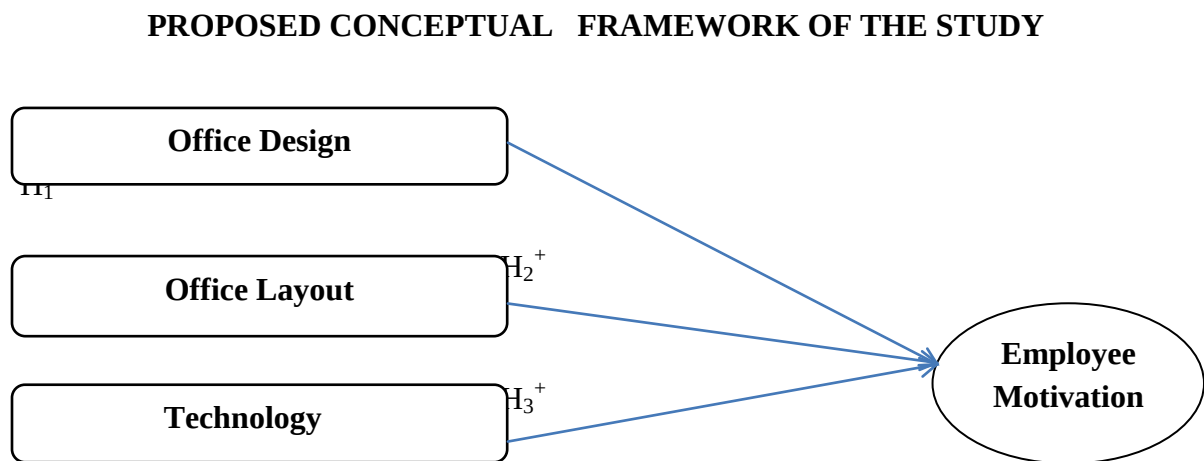


Figure 1. Proposed Conceptual Framework of the Study
(Own survey, 2019)

2.6. Research Hypothesis

The purpose of this study is to examine whether there is any relationship between the physical working environment and employee motivation to work. Therefore, the Hypothesis will be:

Hypothesis 1: Office layout is positively associated with employee motivation in AAMMA.

Hypothesis 2: Office design is positively associated with employee motivation In AAMMA.

Hypothesis 3: Technology is positively associated with employee motivation in AAMMA.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Description of the Study Area

This study covered the effect of physical work environment on employees' motivation in Addis Ababa Mass Media Agency. The agency is a government local media located at piazza in the compound of Addis Ababa City Administration Mayor Office's building. It was established in the year 1985 E.C to be the sound of Addis Ababa city's people by raising different social, economic and political issues. It is now transmitting news, programs and documentaries by three mediums through Addis Television, FM 96.3 Radio, and Addis Lisan news paper and Metropolitan magazine. There are 491 employees who are working in the agency.

3.2. Research Design

The research design for this study was an explanatory research design to explain the relationship between the physical work environment and employees motivation to work. This research design studied a situation or a problem in order to explain the relationships between variables; therefore, it is more appropriate for this study in order to examine the relationship between the two variables (physical working environment & employee motivation).

3.3. Research Approach

This research used a quantitative research approach to get statistical data regarding the relationship between the physical work environment and employees motivation. Since the purpose of the research was to investigate the effect of physical environment on

motivation of employees’, this research approach helped to examine the relationship between the independent variables (office layout, office design and technologies) and motivation which is the dependent variable. By using a quantitative method the research effectively achieved its objectives.

3.4. Population and Sample

The population of the study covered 491 employees of Addis Ababa Mass Media Agency. 269 of the employees are from the media directorate (radio, television and press), 105 from the engineering directorate, 83 from the administration staff, 25 from marketing division, 9 from the management and the rest make up contract and non-professional workers. This study focused only on professional workers excluding non-professional and contract workers.

Since sampling is a sub set of the population of interest to the researcher, the researcher obtained a sample from the professional workers by using stratified sampling technique. The researcher classified the employees based on departments. To arrive at the sample of the study, the researcher considered 15 percent of the total population. This is conformity with Muganda and Muganda (2003) who postulated that at least 10 percent of the accessible target population is appropriate for statistical reporting. In order to get a more reliable data and to cover up missed answers, the researcher used 15 percent sample from the population by using stratified sampling technique.

Table 3.1. Population and sample

Strata	Total population	Sample size(10% of the population)
Media directorate	269	40
Engineering	105	16
Administration	83	13
Marketing and customer service	25	4
Management	9	1
Total	491	74

3.5. Data Sources and Types

The sources of data were employees of Addis Ababa Mass Media Agency and the research depended on primary resources to collect data. The main research tool of primary data was self-administered questionnaire. The primary data collection instruments designed for this research were a five item Likert scale, "1" strongly disagree" to "5 " strongly agree.

3.6. Data Collection and Procedures

The data collection work was carried out by using a questionnaire. All of the questions asked were close-ended to allow respondents to be in a limited set and to gather factual data such as age and gender. To evoke an interest to the study, the researcher informed the purpose and objective of the study to the management and the employees of Addis Ababa Mass Media Agency. Moreover, Assurance had been given for the participants that the information acquired would only be used for research purposes.

Most of the participants returned the questionnaires within two days. In fact, some of the target employees were not interested to fill the questionnaire.

3.7. Validity and Reliability

3.7.1 Validity

The validity of the study was checked through content validity method by taking an advice from the advisor and from an experienced person and by slightly adopting questionnaires from previous researchers that increase its validity.

To further refine the accuracy of the instrument, it was evaluated and edited by the advisor.

3.7.2. Reliability

Reliability check for questionnaires was calculated by using Cronbach Alpha statistic method. A Benchmark alpha of .70 was set as an acceptable measure of reliability (Cronbach, 1951). The cronbach alpha coefficient indicates the consistency of responses to items in a measure. The basic reason for carrying out pre-testing is to determine whether the instruments are going to serve the purpose for which they will assign. Reliability assessments using cronbach alpha coefficient has exceeded .80 for all variables in this study. The results obtained reflect the consistency of responses to items in the measure.

Table.3.2. Reliability for items in each variable

Variables	Number of items	Reliability coefficient (Cronbach's alpha test)
Office layout	10	.899
Office design	6	.800
Technology	8	.923
Motivation	6	.812
Overall Reliability	30	.943

3.8. Ethical considerations

Different ethical issues were taken in to consideration during the study. All articles, journals and books used in the study were properly referenced. Privacy of the respondents was also considered in filling the questionnaire. More importantly, the purpose of the research was explained to them before filling the questionnaire.

3.9. Data Analysis

The raw data obtained from the study was transformed in to information for further decision making. First, it was checked to detect and errors and omissions that are likely to occur. The next step was to give a code for each variable to enable the responses to be grouped in to a limited number of categories. At the end, the collected data was summarized by using SPSS software.

Descriptive statistics based on tables, pie charts and bars were used to analyze demographic characteristics such as gender, age, staff category, level of education, and years of experience. Correlation analysis was also used to examine the linear relationship between independent variables (office layout, office design and technology) and employee motivation (dependent variable). Finally, in order to inspect the cause and effect relationship between those variables, a regression analysis was also conducted.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

This Chapter deals with response rate, demographic characteristics of the respondents, description statistics, correlation and regression analysis on the physical working environment and discussions of the study in reference with the research objective and research methodology.

4.1. Response Rate

As presented under the methodology part of the study, self-administered questionnaires were prepared and distributed to the selected employees from Addis Ababa Mass Media Agency. Accordingly, 74 were drawn as a sample and 74 questionnaires were distributed. Out of them, 70 were returned completed. The rest 4 were not properly answered. This represents 94.5 % response rate. This was considered a representative sample for further studies according to Mugenda and Mugenda who report that the rate of 50% and above is acceptable.

4.2. Demographic Information

The first part of the questionnaire consists of six items about demographic information of the respondents. It covers the personal data of respondents, such as gender, age, staff category, level of education and years of experience.

4.2.1. Gender of the respondents

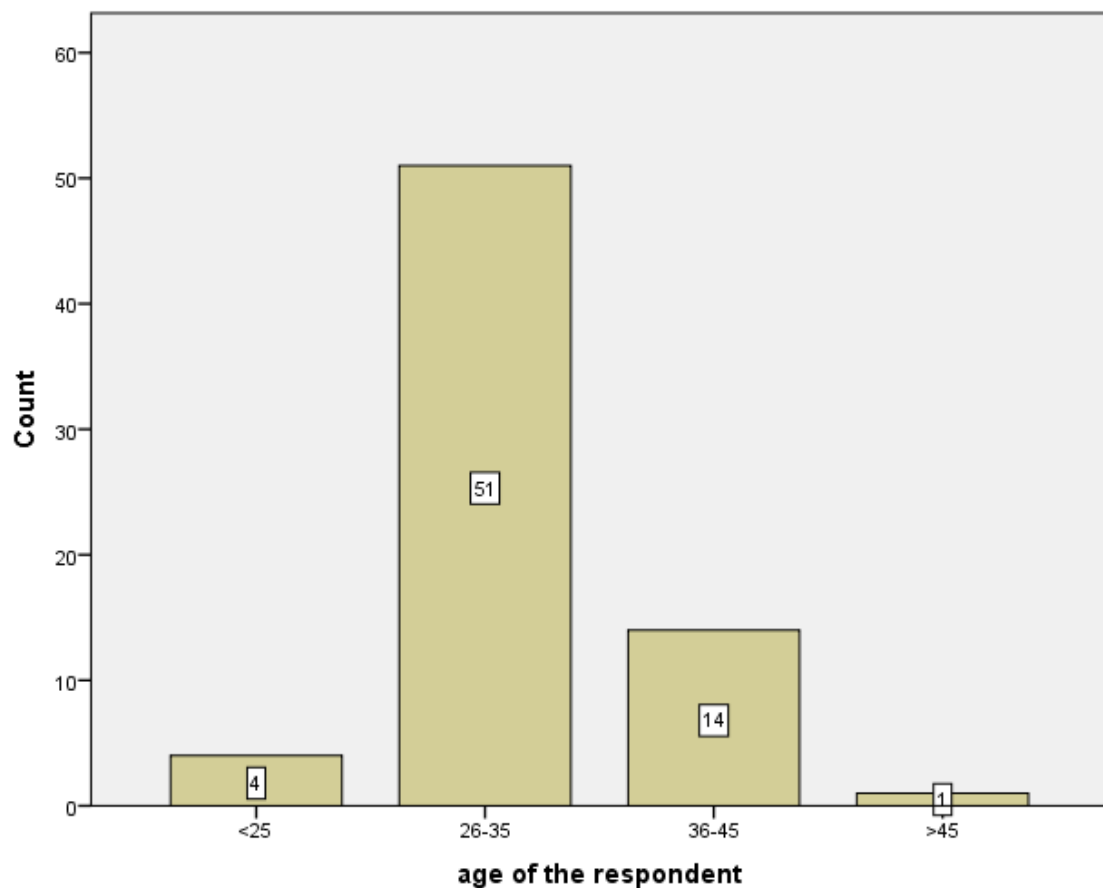
This study sought to identify the demographic characteristics of the respondents to determine the extent of gender disparity and to ensure that the study was representative. The results are presented in a table below:

Table 4.1: Gender of the respondents

		Frequency	Percent
Valid	Male	42	60.0
	female	28	40.0
	Total	70	100.0

As shown in the above table, from the entire respondents participated in the research 42 (60%) of them are male and 28 (40%) are females. This indicates that the number of male and female employees participated in the study is almost proportional.

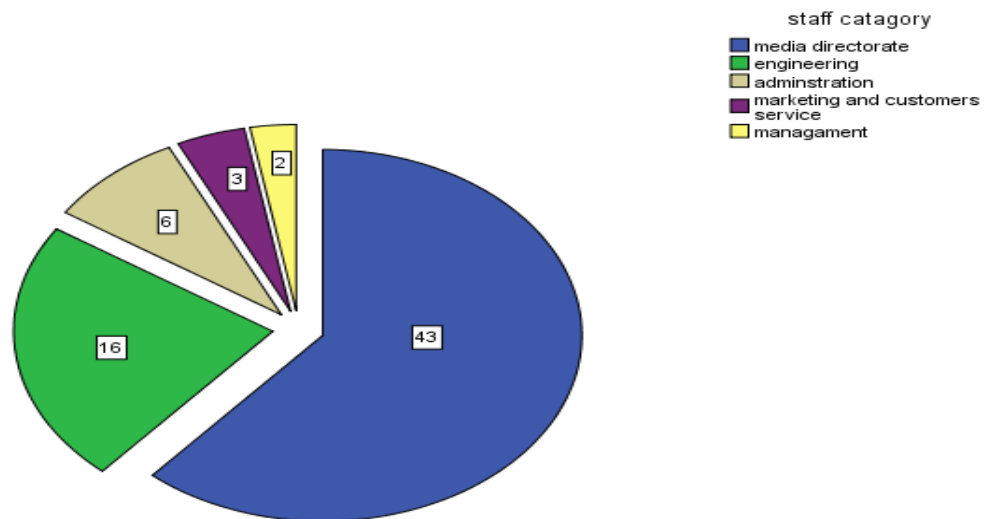
4.2.2. Age of the respondents



Bar chart 4.1.: Age of respondents

As indicated in the above chart, most of the respondents are between 26-35 years old followed by ages between 36-45 years. In other words, 51(72.9%) of the respondents are between 26-35. This reflects that the population has a young age structure that belongs to the most active and energetic age group which may help the organization to achieve its goal.

4.2.3. Staff Category



Pie chart 4.1.: Staff category

As clearly depicted in the above pie chart, the area with a blue color is for employees who are working in the media directorate comprising 43 and 16 respondents are from engineering directorate. This shows that the sample drawn was proportional to the sample population of each department.

4.2.4. Level of Education

The researcher sought to establish the level of education of the respondents. The level of education encompasses knowledge and skills which enabled the researcher to understand the perception levels of the respondents. Table 4.2 shows the results:

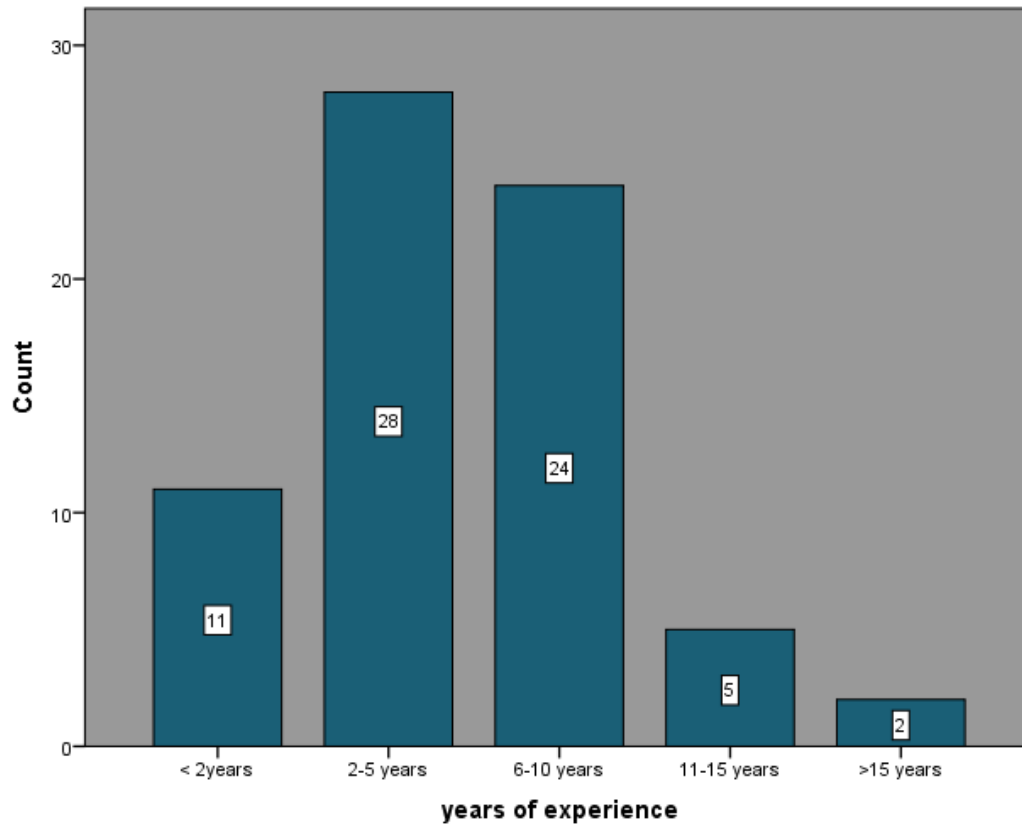
Table 4.2 level of education

		Frequency	Percent
Valid	Diploma	14	20.0
	first degree	48	68.6
	master`s degree	8	11.4
	Total	70	100.0

As it is explained in Table 4.2 above, from the sample of respondents participated in the study 48 (68.6%) are degree holders and 14 or 20% of the mare diploma holders. The remaining respondents 8 (11.4%) have master`s degree. Based on this, it was concluded that majority of the respondents have a bachelor degree.

4.2.5. Years of experience

The study sought to determine the years of experience of the respondents to establish whether they had attained adequate experience to provide accurate and reliable information. The results are outlined as follows:



Bar chart 4.2.:Years of experience

Based on the data collected through questionnaire and as clearly stated in the above bar chart, around 28 (40%) percent of the respondents have an experience ranging from 2-5 years, 34.3% or 24 respondents have an experience ranging from 6-10 years. Moreover, 15.7% of them have less or equal to 2 years' experience. The rest 2 represent 2.9% having 15 years and above experience. This indicates that majority of the respondents have a moderate level of experience in their organization.

4.3. Physical work environment factors that affect Employee motivation

The respondents were asked to select the rate that best deemed their physical work place environment in relation to motivation. The Likert-type scale was used to rate their responses on a 5-point scale ranging from 5=strongly agree to 1= strongly disagree.

Here mean score and frequency were calculated to determine the level of agreement of respondents to each question. With five point scales, the intervals for breaking the range in measuring each variable are calculated as follows (Kidane Assefa,2012):

$$(\text{Max}-\text{Min})/5=5-1/5=0.8 \text{ Agreement Level}$$

The transition level of agreement is analyzed based on the following criteria as cited by (Kidane Assefa, 2012):

Agreement level 1.00-1.80 means strongly disagree

Agreement level 1.81-2.60 means disagree

Agreement level 2.61-3.40 means neutral

Agreement level 3.41-4.20 means agree

Agreement level 4.21-5.00 means strongly agree

4.3.1. Perception of Respondents towards office layout elements in AAMMA

Office layout is one of the identified variables from the physical working environment. Respondents were asked 10 questions regarding office layout.

As it is demonstrated below in the table a majority of the respondents (48%=disagree, 21.4%=strongly disagree) reported that office facilities are not sufficient enough in their corresponding offices. From the sample population, 40% of them opposed the statement saying” there is proper ventilation in my office”. Moreover, 50% of the respondents are not comfortable with their offices. There are also respondents who perceived (40%=disagree, 21.4%=strongly disagree) that office equipments are not properly arranged.

Nearly 61.5% reported that their office is not the best place to come up with new ideas. However, 44.3% of the respondents reported that they can easily communicate each other without any barrier and 30% of the respondents put a tick mark on “neutral” with a mean value of 3.23 for the same statement.

In general, it can be concluded that offices in AAMMA are not liked by employees to accomplish their tasks properly as well as to generate new ideas. Results are shown in the table below:

Table 4.3.Descriptive Analysis on perception of employees towards office layout elements in AAMMA.

Items		SDA	DA	NU	AG	SAG	Mean	Standard deviation
Office facilities like chairs and desks are sufficient	Freq.	15	34	9	8	4	2.31	1.110
	%	21.4	48.6	12.9	11.4	5.7		
There is proper lighting in my office	Freq.	6	19	19	18	8	3.04	1.160
	%	8.6	27.1	27.1	25.7	11.4		
There is proper ventilation in my office	Freq.	18	28	14	8	2	2.26	1.059
	%	25.7	40	20	11.4	2.9		
My office is suitable for work	Freq.	17	35	10	5	3	2.17	1.021
	%	24.3	50	14.3	7.1	4.3		
My office is suitable to supervise and control activities	Freq.	16	21	17	8	8	2.59	1.280
	%	22.9	30	24.3	11.4	11.4		
Spaces are used effectively in my office	Freq.	14	27	13	11	5	2.51	1.189
	%	20	38.6	18.6	15.7	7.1		
Office equipments are properly arranged	Freq.	15	28	11	9	7	2.50	1.248
	%	21.4	40	15.7	12.9	10		
My office can hold large number of employees	Freq.	10	20	13	20	7	2.91	1.248
	%	14.3	28.6	18.6	28.6	10		
My office is the best place to come up with new ideas	Freq.	16	27	15	5	7	2.43	1.211
	%	22.9	38.6	21.4	7.1	10		
I can easily communicate with co-workers without any difficulty	Freq.	5	15	19	21	10	3.23	1.157
	%	7.1	21.4	27.1	30	14.3		
Aggregate Mean	2.53							

Note: SDA=Strongly Disagree, DA=Disagree, NU=Neutral, AG=Agree, SAG stands for strongly agree

4.3.2. Response of Respondents towards Office Design aspects in AAMMA

To measure office design in the organization a 6 item scale was developed. Then respondents were asked to indicate their degree of agreement or disagreement on statements related to office design.

As illustrated in the table below about 24.3% of the respondents strongly disagree with the statement “My office building is equipped with cafes” and 20% of the respondents disagreed with it. Yet 52% and 28.6% of the respondents replied that they strongly disagree and disagree respectively with the statement saying ”my office building is equipped with libraries” with a mean value of 1.79 which shows respondents with their strong disagreement level.

On the other hand, 35.7% of the respondents reported the absence of safe guards against fire and any other accidents, whereas 24.3% of the respondents become neutral with a mean value of 2.57. Moreover, for the statement saying” I feel proud to invite my friends to visit my office” 58.6% of the respondents opposed it. On the other hand, 68% of the respondents (with mean value= 2.31) replied that the building is not appropriate for media work. In general from the above analysis majority of the respondents are not satisfied with the office design elements as most of the respondents gave answers opposite to the statements. The summary of the results are presented in a table below.

Table 4.4. Descriptive statistics on office design factors

Items		SDA	DA	NU	AG	SAG	Mean	Standard Deviation
My office building is equipped with cafes	Freq.	17	14	16	14	9	2.77	1.364
	%	24.3	20	22.9	20	12.9		
My office building is equipped with libraries	Freq.	37	20	8	1	4	1.79	1.089
	%	52.9	28.6	11.4	1.4	5.7		

My office building is filled with green plants	Freq.	18	23	7	13	9	2.60	1.387
	%	25.7	32.9	10	18.6	12.9		
My organization`s building contains safe guards against fire and any other accidents	Freq.	13	25	17	9	6	2.57	1.187
	%	18.6	35.7	24.3	12.9	8.6		
I feel proud to invite my friends to visit my office.	Freq.	25	16	17	4	8	2.34	1.328
	%	35.7	22.9	24.3	5.7	11.4		
The building of my organization is appropriate for media work	Freq.	25	23	11	3	5	2.31	2.053
	%	35.7	32.9	15.7	4.3	7.1		
Aggregate Mean	2.39							

Note: SDA=Strongly Disagree, DA=Disagree, NU=Neutral, AG=Agree,

SAG stands for strongly agree

4.3.3. Reaction of Respondents towards Technologies in AAMMA

Technology was also another variable to be measured in this study. Respondents were asked 8 item questions by using 5point scale ranging from 5=strongly agree to 1=strongly disagree.

According to the data on the table below regarding office technologies, different answers were forwarded from the respondents. For instance, 35.7% of the respondents inclined to agree with the statement saying “the technologies in my office are sufficient”. But, 25.7% of the respondents put a tick mark on “neutral” with a mean value of 2.77 indicating their neutral level of agreement.

On the other hand, majority of the respondents (41.4%=disagree, 14.3%=strongly disagree) reported the absence of latest technologies. Moreover, 61.4% of the respondents are not satisfied with the technologies in the working stations. With regard to management`s involvement in dealing with media technologies, 28% of the respondents became neutral for the statement saying” the management is active to bring new media technologies which are not existed before”.

This shows that important number of respondents may not be sure about what the management is doing in relation with office technologies.

Nearly 67.2% of respondents said problems related to office technologies are not solved quickly. Besides, 60% of the respondents don’t believe the technologies used in AAMMA met the standards required by current Medias in the country.

From this it is possible to infer that majority of the respondents are not satisfied with the current technologies used in their offices. The findings are provided in the table below:

Table.4.5. Frequency, Mean, Standard deviation for measures of technology content

Items		SDA	DA	NU	AG	SAG	Mean	Standard deviation
The technologies in my office are sufficient	Freq.	8	25	18	11	7	2.77	1.165
	%	11.4	35.7	25.7	15.7	10		
The technologies in my office are latest	Freq.	10	29	15	9	7	2.63	1.182
	%	14.3	41.4	21.4	12.9	10		
The technologies in my office are simple and user friendly	Freq.	12	24	17	11	6	2.64	1.192
	%	17.1	34.3	24.3	15.7	8.6		
I am satisfied with the technologies which are available in the work stations	Freq.	12	31	11	12	4	2.50	1.139
	%	17.1	44.3	15.7	17.1	5.7		

Items		SDA	DA	NU	AG	SAG	Mean	Standard deviation
I am satisfied with the technologies which are available in live studios	Freq.	15	24	18	5	8	2.53	1.236
	%	21.4	34.3	25.7	7.1	11.4		
The management is always active to bring new media technologies which are not existed before.	Freq.	14	19	20	10	5	2.60	1.186
	%	20	27.1	28.6	14.3	7.1		
Problems related to office technologies are handled quickly	Freq.	20	27	15	2	6	2.24	1.160
	%	28.6	38.6	21.4	2.9	8.6		
I believe the technologies used in AAMMA met the standards required by current medias	Freq.	17	25	14	11	3	2.40	1.147
	%	24.3	35.7	20	15.7	4.3		
Aggregate Mean	2.53							

Note: SDA=Strongly Disagree, DA=Disagree, NU=Neutral, AG=Agree, SAG stands for strongly agree

4.3.4. Perception of Respondents towards the level of Employee Motivation

Likert scale was also used to measure the motivation level of employees in different departments. The results are indicated below in a table.

In table 4.6 above the motivation level of employees with their response level is demonstrated. 58.6% of respondents said they are ready to put a great deal of effort in order to help AAMMA to be successful with mean value 3.53 indicating majority of respondents' agreement level. For the second statement which says "I feel encouraged to come up with new and better ways of doing things", majority of respondents (34.3%) accepted as it is, 31.1% of them became neutral with a mean value of 3.11.

Table 4.6. Frequency, Mean and Standard deviation for Measures of Employee Motivation

Items		SDA	DA	NU	AG	SAG	Mean	Standard deviation
I am ready to put in a great deal of effort beyond what was normally expected ,in order to AAMMA to be successful	Freq	2	9	18	32	9	3.53	0.974
	%	2.9	12.9	25.7	45.7	12.9		
I feel encouraged to come up with new and better ways of doing things	Freq	7	12	22	24	5	3.11	1.097
	%	10	17.1	31.4	34.3	7.1		
I speak positively about AAMMA when talking to customers, friends and relatives.	Freq.	6	17	15	21	11	3.20	1.223
	%	8.6	24.3	21.4	30	15.7		
I am highly satisfied with my job	Freq	7	22	17	12	12	3.00	1.263
	%	10	31	24.3	17.1	17.1		
I can easily accept additional responsibility without any complain	Freq	4	16	12	28	10	3.34	1.153
	%	5.7	22.9	17.1	40	14.3		
I feel initiated when I come to my office in the morning	Freq	8	17	15	20	10	3.10	1.253
	%	11.4	24.3	21.4	28.6	14.3		
Aggregate Mean	3.21							

Moreover, 45.7% of the respondents accept the statement which says "I speak positively about AAMMA when talking to customers, friends and relatives" with 30% strong agreement and 15.7% agreement level). Nearly, 21.4% of respondents became neutral for

the same statement. On the other hand, 30% of the respondents said they are not highly satisfied with their job, 24.3% of them said they are neutral which indicates that they may be not sure about their job satisfaction level.

Besides, 54.3% (40% agree, 14.3% strongly agree) of the respondents said they can easily accept additional responsibilities without any complain and 22.9% of the respondents disagreed with the same statement.

When 42.9% (14.3% strongly agree, 28.6% agree) of respondents accept the statement “I feel initiated when I come to my office in the morning “, 35.7% (24.3% disagree, 11.4% strongly disagree) of them declined to agree to the same statement. In general, it can be concluded that majority of the respondents are motivated based on the above questions.

4.4. Correlation Analysis

Correlation analysis is a measure of the linear relationship between two variables. It doesn't imply cause and effect relationship. In this section, correlation analysis conducted in the light of each research questions is mentioned. When the correlation is 1 or -1, a perfectly linear positive or negative relationship exists; when the correlation is zero, there is no relationship between the two sets of data.

For values of r between 0 and -1 different scholars have proposed different interpretations, for this study purpose rule given by Bartz (1999) was replied. His classification is stated on the following table:

Table. 4.7. Correlation Coefficient

Correlation coefficient	Strength of the relationship
≥ 0.80	Very high relationship
0.60 to 0.80	Strong relationship
0.40 to 0.60	Moderate relationship
0.20 to 0.40	low
≤ 0.20	Very low relation ship

(Source: Bartz, 1999)

Table 4.9.below illustrates the relationship between the independent variables (office layout, office design, and technology) and employee motivation.

Therefore, the correlation between physical working environment and employee motivation will be calculated with the help of Pearson correlation.

Table 4.8.Pearson Correlation Analysis for independent and dependent variables

Independent Variables	Employee Motivation(Dependent variable)	
	Pearson correlation	Significance (2 tailed)
Office layout	0.496	0.01
Office Design	0.354	0.01
Technology	0.476	0.01

Source: own survey, 2019

According to the above table the results indicate that there is a moderate positive relationship between office layout and employee motivation ($r=0.496$).

A correlation coefficient $r=0.354$ was also found between office design and employee motivation. This result suggests that there is positive although not very strong (low), relationship between office design and employee motivation. This result may show that the respondents may give priority for other components of physical work environment like office layout.

As clearly stated on the table 4.9.the result also illustrates the correlation coefficient between technology and employee motivation. The correlation coefficient r is 0.476.This indicates the presence of a positive moderate level of relationship between the two variables.

4.5. Regression Analysis

Regression is a statistical technique of modeling the relationship between variables. It measures association between two quantitative variables or two sets of variables. In this study multiple regression analysis was performed to determine the effect of office layout, office design and technology on employees` motivation to work.

4.5.1. Regression Diagnosis

4.5.1.1. Multicollinearity Diagnosis

Multicollinearity is a problem that occurs with regression analysis when there is a high correlation of at least one independent variable with a combination of the other independent variables. As variables are highly correlated in a multiple regression analysis, it is difficult to identify the unique contribution of each variable in predicting the dependent variable because the highly predicting correlated variables are predicting the same variance in the dependent variable.

Multicollinearity exists when tolerance is below .1, and variance inflation factor VIF is greater than 10 or an average much greater than 1. According to Menard (1995) tolerance should be >0.2 and VIF should be less than 10 (Myers, 1990).

Table 4.9. Multicollinearity test

Variables	Collinearity Statistics	
	Tolerance	VIF
Office layout	0.396	2.525
Office design	0.587	1.705
Technology	0.448	2.230

Source: (Own survey, 2019)

Accordingly, there is no multicollinearity between office layout, office design and technology, since there tolerance is >0.2 and VIF is <5 .

4.5.1.2. Testing Normality of data

A normal probability plot helps to decide whether or not the data is normal. In a normal probability plot of the regression standardized results that were requested as part of the analysis lie in a regularly straight diagonal line from bottom left to right. This would suggest no major deviation from normality. Therefore, the attached appendix probability plot fulfills the requirement and indicates that there were no major deviations from normality.

On the other hand, a residual scatter plot is also examined. A residual scatter plot is a figure that shows one axis for predicted scores and one axis for errors of prediction. The difference between the obtained dependent variable and the predicted scores and the variance of the residuals should be the same for all predicted scores (homoscedasticity). If this is true, the assumption is met and the scatter plot takes the (approximate) shape of a rectangle. The attached appendix shows a rectangular shape with most of the cases concentrated in the center; therefore, assumption for multiple regressions is fulfilled.

4.6.2. Influence of office layout, office design and technology on employee motivation

Table 4.11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.304	.269	.709
a. Predictors: (Constant), technology, office design, office layout				

Table 4.12. Analysis of variance (ANOVA) for physical working environment and employee motivation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.356	3	4.452	8.866	.000 ^b
	Residual	30.631	61	.502		
	Total	43.987	64			
Dependent Variable: employee motivation						
Predictors: (Constant), techno, office design, office layout						

Source: own survey, 2019

To assess the statistical significance of the result, it is necessary to look in the above ANNOVA table. The highest F value and less significance value ($p < 0.001$) indicate that the model reaches statistical significance and this tests the null hypothesis that multiple R in the population is equal to zero.

Evaluating significance of each of independent variables to employee motivation

Table 4.13. Regression Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.816	.287		6.317	.000
	Office layout	.329	.162	.345	2.034	.046
	Office design	.004	.112	.004	.032	.974
	Technology	.207	.136	.242	1.519	.134

Dependent Variable: employee motivation

Source: Own survey 2019

From the model summary of regression results above, R Square of 0.304 indicates that 30.4% of the variance in the dependent variable (employee motivation) is explained by the independent variables (office layout, office design and technology) in the model. The model also indicates that, the remaining 69.6% of the variance can be explained by other variables.

In order to find the contribution of each independent variable to dependent variable included in the model, it has to be noticed that the value of un standardized coefficient beta. The greater the value of beta and less value of significant level ($p < 0.05$) of each independent variable shows the strongest importance to the dependent variable (Pallant, 2005).

Therefore, from the table 4.13, the coefficient of independent variables also revealed that office layout is significant at $p = 0.046$. This indicates that this variable contributed a lot to the prediction of dependent variable (employee motivation). As the significant value of office design with p - value 0.974) and technology with p -value is 0.134), the two variables are not significant.

The beta coefficient value indicates that a one degree change in office layout, office design and technology cause a variance of 34.5%, 4% and 24.2% degree of importance with regard to employee motivation respectively. Therefore, office layout was found to be best predictor of employee motivation with Beta value of 3.45 followed by technology with 0.242 beta value.

4.6.3. Testing Hypothesis

Hypothesis 1

H1: Office layout is positively associated with Employee Motivation

Based on the table and justification provided in the preceding paragraph, office layout has significant relationship with employee motivation. Office layout with t - statistic value of 2.034 and unstandardized beta coefficient of 32.9% at sig value 0.46 was correlated positively with employee motivation. Therefore, the alternative hypothesis is accepted.

Hypothesis 2

H1: Office design is positively associated with employee motivation.

The second hypothesis testing provided that the unstandardized coefficient of office design has 4% degree of importance in employee motivation with a sig value of 0.974. Therefore, the null hypothesis is accepted.

Hypothesis 3

H1: Technology is positively associated with employee motivation

Based on the results of the study, the independent variable technology has a beta value of 20.7% which makes it the second predictor of dependent variable but it is not significant since the sig value is 0.134 which is greater than 0.05. Therefore, it can be concluded that the alternative hypothesis is rejected. As it is observed, this study was not consistent with the previous study conducted in banking sectors in Bahawalpur City, Pakistan which showed that technological advancement has significant impact on motivation (Maqbool and Shafique, 2014). As the finding shows a greater sig value of 0.134 which exceeds 0.05, then the alternative hypothesis 3 is not accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

3.1. Summary

This part of the study aims to summarize the findings and results that have merged from the data analysis presented in chapter four. The general objective of the study was to examine the effect of physical working environment on employee motivation in Addis Ababa Mass Media Agency. From the study the following findings were detected:

- ❖ Majority of respondents from the target group are males.
- ❖ Majority of the respondents who participated in the study ranging from the age category of 36-45.
- ❖ Majority of the respondents are degree holders.
- ❖ Majority of the respondents served the organization between 2-5 years.
- ❖ The overall perception of respondents towards office layout elements in AAMMA shows that majority of the respondents are not comfortable with their offices.
- ❖ The overall perception of respondents towards office design indicates that majority of the respondents are not satisfied with office design elements in AAMMA.
- ❖ The overall reaction of respondents towards technological factors shows that majority of the respondents are not satisfied with the technologies used in their organization.
- ❖ The overall perception of respondents towards level of motivation shows that majority of the respondents are motivated.
- ❖ The result of correlation analysis revealed that the independent variables office layout and technology have a moderate positive relationship with employee motivation. On the other hand, technology has a positive but low relationship with dependent variable (employee motivation).
- ❖ The result of regression model summary result indicates that office layout is found to be highly important, but office design and technology became insignificant. Based on

this, the researcher concluded that there are other aspects that affect motivation of employees other than the physical working environment. Therefore, the physical working environment factors are not the most important factors for employee motivation in Addis Ababa Mass Media Agency.

- ❖ The beta coefficient result also shows that office layout has the greatest effect on employee motivation. But, the contribution of office design and technology for the dependent variable (employee motivation) is insignificant.

3.2. Conclusion

The study tried to examine the effect of physical working environment on employee motivation in Addis Ababa Mass Media Agency. Therefore,

- ❖ The descriptive analysis shows that majority of respondents are not satisfied with the identified physical environment elements such as office layout, office design and technology. Thus, the researcher can conclude that AAMMA doesn't give emphasis in providing the necessary office facilities including their proper arrangement, lighting, ventilation, offering latest technologies and in making the building convenient for media work.
- ❖ The status of employee motivation level was also assessed which indicates that majority of the respondents are motivated. Even if the physical environment is not safe as employees wish, majority of them are ready to put great deal of effort to make their organization successful. This shows that in the absence of conducive physical work environment, employees from AAMMA can exert more effort without complaining about visible external situations. Moreover, other working environment aspects such as the social and psychological work environments which are not included in the study may influence the motivation level of employees.
- ❖ The correlation analysis shows that the respondents' level of agreement or perception of respondents towards the physical working environment

components such as office layout and technology was moderate. This finding is also in line with the proposed hypothesis number 1 which says "office layout and employee motivation are positively associated" and hypothesis number 3 which confirms the positive relationship between technology and employee motivation. Thus, based on this correlation analysis, the researcher concluded that safe and convenient physical work environments like office facilities and adequate technologies have a parallel positive relationship with employee motivation. However, the level of agreement for office design found to be low as compared to the other two variables. This may indicate that employees are highly influenced by the absence of adequate facilities and technologies than office design elements like a building equipped with cafes, libraries, plants and safe guards against fire and any other accidents.

- ❖ The result of regression model summary result indicates that those identified physical work environment aspects are not highly important to affect employee motivation. But, one of the variables (office layout) was found significant to affect employee motivation at AAMMA. Therefore, the researcher concluded that physical work environment is not the main predictor of employee motivation in AAMMA.
- ❖ The beta coefficient result also shows that office layout has the greatest effect on employee motivation. Next to office layout, technology becomes the second predictor to affect employee motivation. But, because of its sig value, it is not significant which is against other findings that support the relationship between technology and motivation.

3.3. Recommendation

Based on the major findings above, the researcher recommended the following points for practical application in AAMMA.

- AAMMA should provide adequate office facilities like chairs and desks as the respondents are not satisfied with the current office equipment.
- AAMMA should also provide comfortable office furniture since it is important to have furniture that allows employees to relax or work away from their desks.
- Employees are very sensitive to change their mood when they are exposed to destructive lighting, temperature and poor air circulation. So, it is very important for the organization to use an air conditioning system, and to try to minimize employees' exposure to harsh lighting.
- The respondents indicate the absence of library in the compound. Therefore, it is better to provide a library especially for the journalists to improve their level of understanding and to empower them on current national and international issues.
- Providing quiet rooms: though open offices are a necessity in many cases, AAMMA should consider providing a few areas when employees need quiet places to concentrate on a difficult project.
- AAMMA should give great attention to bring new, latest and user friendly media technologies as per requested by the employees.
- The result of employee motivation status in AAMMA is found positive. This shows that employees can do a lot without any difficulty if they are engaged in a difficult task. Therefore, to get people to perform at high levels more than this, the management should know what drives them first and help them to meet their needs and should invest on this opportunity.

3.4. Suggestion for future research

In this study, only 3 variables from the physical work environment have been selected. Future researchers can conduct a study on other physical work environment issues like work load, shift timing and working hours. Moreover, the social and psychological work environments are also very important if they gain attention to be studied in the future because the researcher couldn't get other studies conducted in our country.

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Appendix 1



Addis Ababa University, School of Commerce

Date: _____

Dear Participants,

I am a postgraduate candidate pursuing Master of Arts Program in Human Resource Management at Addis Ababa University, School of Commerce. I am conducting my final year project for partial fulfillment of Master's Degree with the title '*The effect of physical working environment on Employees' Motivation to work, in case of Addis Ababa Mass Media Agency*'.

This questionnaire is aimed to gather relevant information that will be useful in the above mentioned research. I am pleased to inform you that, you have been selected as one of the respondents in this study. I, therefore kindly request your utmost cooperation in filling the questionnaire honestly and accurately, as the quality of information you provide determines the ultimate reliability of the study. Please put the tick mark (✓) on the appropriate space in the box to the point which mostly reflects your idea.

If you are interested to have further information about this study or have any problem in filling the questionnaire, please contact me through:

Tel.: +251913903792

Note :-

✓ **Please do not write your name.**

✓ **All information will be used only for academic purpose and treated confidentially.**

1 | Page

✓ **Your honest and unbiased response will greatly contribute for the research to achieve its objective.**

Part 1:Demographic Information

Please put tick (✓) mark on the option that best describes you.

1. Gender

☐ Male

☐ Female

2. Age

☐ Below 25

☐ 26-35

☐ 36-45

☐ Over 45

3. Which staff category do you belong?

☐ Media Directorate

☐ Engineering Staff

☐ Administration Staff

☐ Marketing and customer service

☐ Management

4. What is your highest level of education?

☐ Diploma

☐ First degree

☐ Master's degree

☐

PHD ☐

5. Monthly income (in Eth. Birr):

☐ Below 5,000

☐ 5,000-10,000

☐ 10,000-15,000

☐ Above 15,000

6. How many years have you worked for your current organization?

☐ Below 2 years

☐ 2-5 years

☐ 6-10 years

☐ 11-15 years

☐ Above 15 years

Part 2: Close-Ended Research Instrument for Data Collection

Directions: Please put tick (✓) in the appropriate place for each item to express your view and level of agreement with the statements.

Hint: Please use the following key for your information:

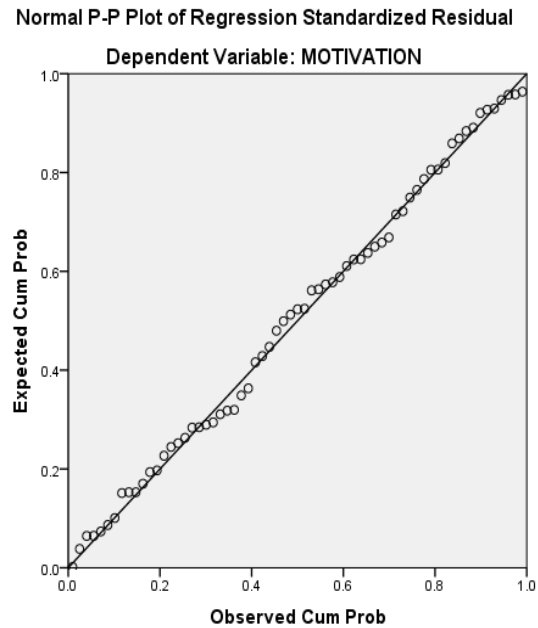
- 5= strongly Agree➔ if your level of agreement is very high in the measured attribute.
- 4=Agree➔ if your level of agreement is above average in the measured attribute.
- 3=Neutral ➔ if you are not so sure about the measured attribute.
- 2=Disagree➔ if your level of agreement is below average in the measured attribute.
- 1=strongly Disagree➔ if your level of agreement is very low in the measured attribute.

S/No	Question Items	Rating Scales				
I. Office Layout		5	4	3	2	1
1	Office facilities like chairs and desks are sufficient					
2	There is proper lighting in my office					
3	There is proper ventilation in my office					
4	My office is suitable for work					
5	My office is suitable to supervise and control activities					
6	Spaces are used effectively in my office					
7	Office equipment are properly arranged					
8	My office can hold large number of employees					
9	My office is the best place to come up with new ideas					
10	I can easily communicate with co-workers without any difficulty					
II. Office Design		5	4	3	2	1
11	My office building is equipped with cafes					
12	My office building is equipped with libraries					
13	My office building is filled with green plants					

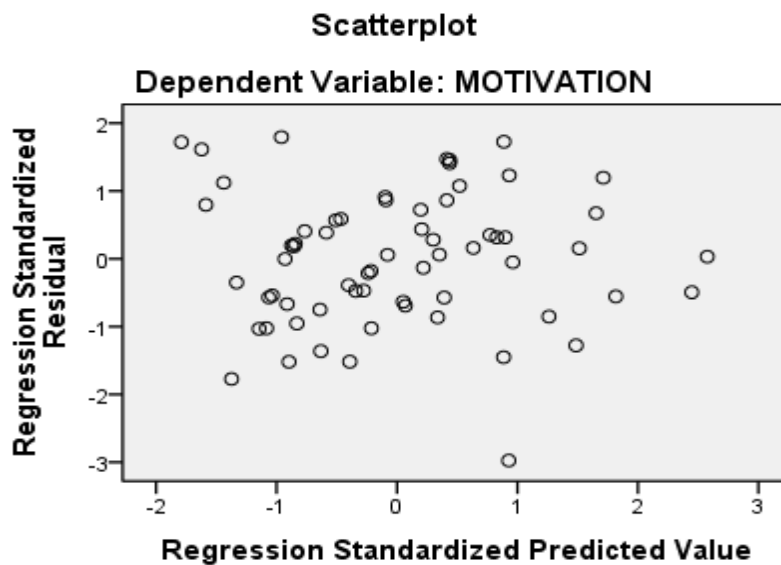
S/No	Question Items	Rating Scales				
14	My organization`s building contains safe guards against fire and any other accidents					
15	I feel proud to invite my friends to visit my office.					
16	The building of my organization is appropriate for media work					
III. Technology		5	4	3	2	1
17	The technologies in my office are sufficient					
18	The technologies in my office are latest					
19	The technologies in my office are simple and user friendly					
20	I am satisfied with the technologies which are available in the work stations					
21	I am satisfied with the technologies which are available in the live studios					
22	The management is always active to bring new media technologies which are not existed before					
23	Problems related to office technologies are handled quickly					
24	I believe the technologies used in Addis Ababa Mass Media Agency met the standards required by current medias					
IV. Questions related to Motivation		5	4	3	2	1
25	I am ready to put in a great deal of effort beyond what was normally expected, in order to help Addis Ababa Mass Media Agency to be successful					
26	I feel encouraged to come up with new and better ways of doing things					
27	I speak positively about Addis Ababa Mass Media Agency when talking to customers, friends and relatives					
28	I am highly satisfied with my job					
29	I can easily accept additional responsibility without any complain					
30	I feel initiated when I come to my office in the morning					

Thank you for your patience and honesty to answer the research questions.

APPENDIX 2



Scatter plot 4.1. Normal p-p plot of regression standardized residual



Scatter plot 4.2. A residual scatter plot

