

**WORKPLACE ENVIRONMENT AND ORGANIZATIONAL
PERFORMANCE OF PUBLIC UNIVERSITIES IN MOUNT KENYA
REGION, KENYA**

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DECLARATION

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

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DEDICATION

I dedicate this work to my family Ada, Lisa and Sally for their love, support and encouragement during the entire duration of the course.

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TABLE OF CONTENTS

DECLARATION ii

DEDICATION iii

ACKNOWLEDGEMENT iv

LIST OF TABLES..... vii

LIST OF FIGURES..... viii

LIST OF APPENDICES..... ix

ABBREVIATIONS AND ACRONYMS x

DEFINITION OF TERMS xi

ABSTRACT xiii

CHAPTER ONE..... 1

INTRODUCTION 1

1.1 Background of the Study 1

1.2 Statement of the Problem..... 4

1.3 Research Objectives 5

1.4 Research questions..... 6

1.5 Scope of the Study 6

1.6 Significance of the Study 6

1.7 Limitations of the Study..... 6

CHAPTER TWO..... 8

LITERATURE REVIEW 8

2.1 Introduction..... 8

2.3 Empirical Review..... 10

2.4 Conceptual Framework..... 12

2.5 Summary of Literature Review..... 16

2.6 Research Gaps..... 17

CHAPTER THREE..... 18

METHODOLOGY 18

3.1 Introduction..... 18

3.2 Research Design..... 18

3.3 Target Population..... 18

3.4	Sampling Technique and Sample Size.....	19
3.5	Data Collection Instruments	20
3.6	Data Collection Procedure	20
3.7	Pretesting of Instruments	20
3.8	Data Processing and Analysis	21
3.9	Operationalization and Measurement of Study Variables	23
	CHAPTER FOUR	24
	RESEARCH FINDINGS AND DISCUSSIONS	24
4.1	Introduction	24
4.2	Response Rate	24
4.3	Demographic Characteristics.....	24
4.4	Organizational Performance of Public Universities in Mt. Kenya region.....	26
4.5	Correlation Analysis showing Association among Variables	38
4.6	Multiple Regression Analysis.....	38
	CHAPTER FIVE	43
	SUMMARY, CONCLUSION, AND RECOMMENDATIONS	43
5.1	Introduction	43
5.2	Summary of the Research Findings.....	43
5.3	Conclusion	43
5.4	Recommendations	44
5.5	Limitations of the Study	45
5.6	Suggestions for Further Research.....	46
	REFERENCES	47
	APPENDICES.....	54

LIST OF TABLES

Table 3. 1: Target Population	19
Table 3. 2: Sample Size	19
Table 3. 3: Cronbach Alpha for reliability assessments	21
Table 4. 1: Gender Distribution of the Respondents	25
Table 4. 2: Length of Service of Respondent	25
Table 4. 3: Education Level of Respondents	26
Table 4. 4: Status of Organizational Performance in Public Universities	27
Table 4. 5: Status of Ergonomics in Public Universities	29
Table 4. 6: Correlation analysis on the Influence of Ergonomics on Organizational Performance of Public Universities	31
Table 4. 7: Status of Supervisors Support in Public Universities	32
Table 4.8: Correlation Analysis on the Influence of Supervisors Support on Organizational Performance of Public Universities	34
Table 4. 9: Status of Motivation in Public Universities	35
Table 4. 10: Correlation Analysis on the Influence of Motivation on Organizational Performance of Public Universities	37
Table 4. 11: Association between variables	38
Table 4. 12: Model Summary	39
Table 4. 13: Anova Model	40
Table 4. 14: Regression Coefficients ^a	41

LIST OF FIGURES

Figure 1: Conceptual Framework.....	12
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LIST OF APPENDICES

Appendix I	Questionnaires	56
Appendix II	List of Public Universities in Mt. Kenya region.....	61
Appendix III	Nacosti Research Permit.....	62

ABBREVIATIONS AND ACRONYMS

HR	Human Resource
ILO	International Labour Organization
MT.	Mount
OP	Organizational Performance
PU	Public Universities
PWO	Positive Work Environment
SHE	Safety, Health and Environment
SPSS	Statistical Package for Social Sciences
SSP	Self-Sponsored Students
WPE	Workplace Environment

DEFINITION OF TERMS

Ergonomics	It comprises of the tools of work, conditions of physical work environment at the workplace, intended to maximize employee productivity by reducing fatigue and discomfort
Extrinsic motivation	Those rewards which have physical existence and cash based rewards such as office pay, wage, bonuses and such indirect forms of payment like flexibility in time.
Intrinsic motivation	Those rewards which are non-cash or not having physical existence. For example, employee appreciation, acknowledgement, professional growth, authority to instant responsibilities, respect and gratitude.
Motivation	External and internal factors that kindle vigor and desire in the employees hence they are continually interested and committed to the tasks they are assigned to undertake.
Mt. Kenya region, Kenya	It comprises of Meru, Embu, Kirinyaga, Murang'a, Nyeri, Nyandarua and Laikipia Counties. It also consists of the following Public Universities: Dedan Kimathi University of Technology, Chuka University, Meru University of Science and Technology, Laikipia University, Karatina University, University of Embu, Kirinyaga University and Muranga University of Technology.
Organization performance	This is the actual output of an organization and it is measured against the set goals and objectives.
Supervisor support	It is the degree to which supervisors value their employees' contributions and care about their wellbeing. It also includes making employees who are working under the supervisor feel heard, valued and cared about
Workplace environment	All that forms measure of employees' involvement with the work itself, for instance the relationship with colleagues and supervisors, organizational culture, room for employee growth and the surrounding conditions in which employees

operate in such as tools of work, office layout, office temperature, humidity, lighting and noise.

ABSTRACT

Performance of employees influences the current performance and future competitive advantage of the organizations they are working for. The quality and capacity of work made by employees is influenced by the workplace environment. However, an conducive workplace environment results in low employee output and reduce their job fulfillment. Therefore, if steps are taken to improve employee satisfaction, overall organizational performance is enhanced. The study sought to establish the influence of workplace environment on organizational performance of public universities in Mt. Kenya region, Kenya. The study was aimed at determining the effect of ergonomics on organizational performance, establish the effect of supervisor support on organizational performance as well as evaluate the effect of motivation on organizational performance of public universities in Mt. Kenya region, Kenya. A cross-sectional descriptive research design was used for answering research questions. The study population consisted of members of non-teaching employees drawn from 8 public universities in Mt. Kenya region with a total staff population of 1,647. A sample of 192 public university non-teaching employees was used for the study and the sample was selected using multistage sampling technique. The researcher administered a research questionnaire individually to selected employees to collect both qualitative and quantitative data which was analyzed using descriptive statistics and inferential statistics. Pearson's correlation, regression and Anova analysis were embraced in inferential statistics. After carrying out multiple regression analysis, the study established that 69% of variation between the study variables. Correlation analysis results showed that there was a positive significant liner relationship between independent and dependent variables. The study established the following variables of workplace environmental factors as having an impact on organizational performance; motivation, supervisor support and ergonomics. The findings of the study showed that employees were not contented with the supervisor support in the Universities they were working in. The study recommends that Universities need to set up more all-inclusive reward systems, change of leadership style to transformational leadership style that includes all employees. The working conditions of the employees ought to be upgraded to motivate employees to work. The study recommends that further studies be carried out in private and government institutions for a broad perspective on the relationship between organizational performance and workplace environment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Workplace environment is the totality of the interrelationships that exist within the employees and the surroundings in which they work (Kohun, 2011). This environment comprises of the physical location in addition to the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, workplace environment, which all impact on the techniques employees use to perform their duties (Heath, 2012). The form of workplace environment in which employees operate determines whether or not the organization succeeds (Chandrasekhar, 2011). Physical workplace environment includes the office layout and design while psychosocial factors include motivation and social support from the supervisors. Employees in Public Universities require supervisor support since it makes them feel cared for thereafter they work better to meet their targets (Poulsen, 2014).

The workplace environment is an important aspect in keeping employees satisfied in today's corporate world (Gitonga, 2015). The typical employer to employee relationship of old has been reversed. Employees are living in a developing economy and have unlimited job opportunities. This combination of issues has created an environment where the organizations require the employees more than the employees need the organization (Smith, 2011). Large percentage of employees in the countries of the European Union report that they are exposed to stress at workplace, and the consequences are very significant for the organizations they are working for (Kristensen, 2015). Among these consequences are mental disorders, stress, fatigue, sickness, labor turnover and decreased motivation and productivity. The EU associate countries gave ergonomics, supervisor support and motivation top priority among work environment factors. The directors of the European work environment institutes have estimated that ergonomics, supervisor support and motivation would be the most important research field in the future (Cox & Rial-Gonzalez, 2012).

Management of effective workplace environment involves creating the work environment comfortable, attractive, motivating and satisfactory to employees so as to give them a

sense of pride and purpose in what they do (Humphries, 2009). Employees are contented when they feel their immediate environment; both physical sensations and emotional states go hand in hand with their obligations. Additionally, how employees associate with their organization's immediate workplace environment, influences their error rate levels, efficiency and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention (Leblebici, 2012).

Work environment deals with creation of conditions in which an employee can carry out his or her duties comfortably. Effective application of ergonomics supervisor support and motivation can achieve a balance amongst workers' task and demands. This enhances employee productivity, provide employee safety and physical and mental wellbeing and job satisfaction hence enhanced organizational productivity (Garbie, 2014). Working conditions and psychosocial environment are equally essential in determining organizational and employee performance (Atambo & Nyamwamu, 2013). An American workplace psychological organization report (2009) indicated that 69% of organizations attribute poor performance to uncondusive work environment.

1.1.1 Organizational Performance

Organizational performance (OP) is measured as service delivery to internal and external customers. Performance encompasses the accomplishment of a given task which is measured in relation to set standards of accurateness, completeness, cost, and speed (Borman & Motowidho, 2010). Organizational performance comprises the actual output of an organization as measured against its intended objectives. It encompasses the following fields of organizations outcomes: financial performance that include profits, return on assets, return on investment and shareholders returns (Richard, 2013).

An organization performance is tested against the commitment that the management made in performance management system. It measures the management plans and tests whether social, economic and ecological goals are being achieved (Garbie, 2014). Organizational performance is imperative for organizational outcomes and success. Employees' performance is the individual result of effort, ability, and perception of the responsibilities (Platt, 2010).

Since employees are the key resource to any institution, the long-term benefits of a correctly constructed and user-friendly workplace environment ought to be taken into consideration and factored into the initial cost (Smith, 2011). To constantly improve workplace environments, attention should be given to the performance culture that values all the employees and promotes a sustainable ergonomics (Woodward, 2013).

Healthy workplace environment makes good the organizations sense and is characterized by respect that supports employees' engagement and creates a great performance culture that inspires innovation and creativity (Kohun, 2011). Organizations are believed to have a positive place to work, hence are likely have a competitive advantage because they are in a better position to appeal and retain extremely skilled employees. This is an important deliberation in the current labour market. A conducive workplace environment is likely to result into reduced employee turnover and to attract and retain qualified employees (Cunneen, 2010).

Favorable workplace environment guarantees the wellbeing of employees and enables them to exert themselves to their duties with all energy they have hence this may translate to increased performance (Taiwo, 2010). Most organizational employees spend 50% of their lives within indoor workplace environments, which highly influences their overall performance capabilities (Sundstrom, 2014). Improved physical workplace environment increases employee's performance and eventually improve the organizational productivity (Manu, 2015). The quality of the workplace environment greatly impacts on the employees' performance hence subsequently influences the organizations productivity and performance.

1.1.2 Workplace Environment in Public Universities with its Associated Components

Workplace environment means the processes, systems, structures in the workplace that influence favorably and unfavorably the individual employee's performance (Dahling, 2015). Creating a workplace environment that encourages wellbeing of employees and increase individual productivity is seen as a strategy for enhancing the organizations efficiency and productivity (Marchington, 2016).

Improving the workplace environment increases productivity of employees, hence they produce extraordinary results which increases organizational performance. University rankings generally show that University of Oxford, Stanford University Harvard University, University of Nairobi and Kenyatta University have good workplace environment since the managements have provided working equipment, comfortable furniture and supervisor support in offices (Grove, 2016).

1.1.3 Public Universities in Kenya

University education in Kenya can be traced from 1951 at which time the Royal Technical College of East Africa was built in Nairobi. The college started operating and admitted the first batch of students in April 1956. In the year 1961, the Royal Technical College was converted into a university and was named University College of Nairobi, which awarded University of London degrees. In 1970, the University of Nairobi was established by an Act of Parliament (University of Nairobi Act 1970). Due to the high demand for university education in the number of universities in Kenya increased from one public university college in 1970 to thirty chartered Public Universities (PU) and three constituent University colleges in 2016 (CUE, 2016). PU in Kenya are funded by the national government (Miguel, 2015).

Higher education plays a crucial role in the supply of high level manpower for the socio-political and economic development of a nation (Ekundayo & Ajayi, 2011). It is the realization of this fact that there has been a rising demand for higher education in Kenya in the recent past that is driven by an ever changing labor market dynamics coupled with an ambitious and bulging youth population. To combat this trend, the government upgraded several middle level colleges to university college status and also recently elevated many public university colleges to fully-fledged universities, many of them far from urban centers (Kaiser, 2014). The Universities have improved access to education to many secondary school graduates and the working class who look for chances to pursue university education (Slotnick, 2014).

1.2 Statement of the Problem

Creating a workplace environment which encourages the comfort of employees and therefore increasing individual employees' performance is viewed as a strategy for

increasing organizations efficiency and productivity. Employees in a workplace environment work better when comfortable which is a state of mind which relies on both emotional state and physical sensation. Creating an effective workplace environment must account for the two essentials and when sufficiently provided, it can boost organizational competitiveness. Kenya Vision 2030 strategies identifies education as the vehicle that would drive Kenya into a middle income economy. Many working class and secondary school graduates look for opportunities to pursue university education. This has led to increased number of staff and students in the public universities. Overcrowded facilities due to increased student enrolment and employees are likely to impact negatively on staff performance. The growth in enrolment has resulted in a situation where in many universities in the country, physical facilities cannot cope with the number of employees. Therefore, the study sought to establish the effect of workplace environment on organization performance of public universities in Mt. Kenya region, Kenya.

1.3 Research Objectives

The study was guided by the following objectives.

1.3.1 General Objective

The general objective of this study was to establish the influence of workplace environment on organizational performance of public universities in Mt. Kenya region, Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were;

- i. To determine the influence of ergonomics on organizational performance of Public Universities in Mt. Kenya region, Kenya.
- ii. To establish the influence of supervisor support on organizational performance of Public Universities in Mt. Kenya region, Kenya.
- iii. To establish the influence of motivation on organizational performance of Public Universities in Mt. Kenya region, Kenya.

1.4 Research questions

The following research questions were advanced for the study:

- i. What is the influence of ergonomics on organizational performance of public universities in Mt. Kenya region, Kenya?
- ii. What is the influence of supervisor support on organizational performance of public universities in Mt. Kenya region, Kenya?
- iii. What influence does motivation have on the organizational performance of public universities in Mt. Kenya region, Kenya?

1.5 Scope of the Study

The study covered the workplace environment and organizational performance. The study took place at Dedan Kimathi University of Technology, Chuka University, Meru University of Science and Technology, Laikipia University, Karatina University, University of Embu, Kirinyaga University and Muranga University of Technology. These Public Universities are found in Mt. Kenya region, Kenya. Only non-teaching staff were used for the study since they are usually available at the universities all the time.

1.6 Significance of the Study

The knowledge generated from the study is useful to the management of the Public Universities to take actions that shall help them improve their organizational performance. The study findings will assist Public Universities to focus on creating an operational workplace environment that will improve employees' performance thus improving the organizational performance. The study findings would contribute to the existing knowledge on organizational performance. The findings and recommendations are useful to policy makers like the Ministry of Education in setting regulations on work environment in organizations in realization of vision 2030 of providing quality education to all Kenyans. Additionally, in preparation and implementation of policies since employees in the organizations contribute to the gross domestic product.

1.7 Limitations of the Study

The study was conducted in Public Universities and some respondents were not passionate to give the information since they feared being ill-treated by the management.

The respondents were guaranteed that the information given will be confidential and will be used for academic purpose only.

The respondents of the study had very busy schedules hence they were not available at times, this limitation was solved by booking appointments to meet them when they were less busy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter shows the analysis of existing literature on the workplace environment and organizational performance of Public Universities in Kenya. Theories of work adjustment, two-factor and Elton Mayo's Hawthorne Effect Theory are also discussed. The conceptual framework, empirical review, summary, and research gaps are argued too.

2.2 Theoretical Review

There are several theories related to the study's workplace environment and organizational performance of public universities in Mt. Kenya Region. The study was guided by diffusion of theory of work adjustment, two-factor theory and Elton Mayo's Hawthorne Effect Theory.

2.2.1 Theory of Work Adjustment

The theory of work adjustment is also termed as the Person–Environment Correspondence Theory and was developed in 1964 by René Dawis, George England and Lloyd Lofquist from the University of Minnesota. The theory focuses on the abilities of employee, such as knowledge, attitude, skills, experience, and how the abilities match with job requirements and organizational objectives (Weiss, 2014). The theory states that the more closely the employees' abilities match with the requirements of a particular task or the organizational goals, the more likely it is that the employees would effectively achieve the organizational goals, hence satisfying the employer.

In addition, the more the supervisors' reward and support the employees, the more likely it is that the employees will be satisfied in their workstations (Robertson, 2012). However, employees seek to satisfy six significant values which include achievement of conditions that facilitates progress and achievement of organizational objectives, safety conditions that support stability, status conditions that value recognition, comfort conditions that ensure employees are stress free, altruism conditions that enhance harmony, and autonomy conditions that ensure employees have personal control and initiative (Starik, 2015).

Flexible workplace environment in organizations is significant since it allows the employees to relate effectively with abilities and their supervisors. Flexibility varies from one person to another and from environment to environment. Flexibility is affected by both internal factors, such as organizational culture, and external factors, such as the availability of alternative opportunities (Sweet, 2014). From an organizational viewpoint, a factor essential to successful work adjustment is an employee's ability to engage in work relationships to fit with the corporate culture, which is demonstrated in work behavior and evaluated in work performance (Alvesson, 2015). In relation to the study, the theory relates to the independent variable of supervisor support.

2.2.2 Two-Factor Theory

The Two-Factor Theory was advanced by Frederick Herzberg (1959) and it focuses on workplace motivation. This theory discusses two factors, which include motivator factors and hygiene factors, to address the issue of job satisfaction. The theory argues that motivators in an organization results to increase in job satisfaction while lack of hygiene factors leads to dissatisfaction.

According to Herzberg (2014) the conditions were categorized into motivators and hygiene factors or maintenance factors. Employees are motivated by motivators such as career advancement, recognition, achievement, job itself, and growth possibilities. On the other hand, hygiene factors lack any motivational value when present but lack of them lowers employees' morale hence influencing the organizational performance. Both motivators and hygiene factors are extrinsic to the job itself and hence it significant for the study of workplace environment. Public University management must make available enough hygiene factors and build motivators in the workplace environment so that employees perform well. In view of this study, the theory relates to ergonomics, supervisor support and job aid variables on organizational performance of public universities.

2.2.3 Elton Mayo's Hawthorne Effect Theory

Hawthorne studies were conducted between 1927 and 1932 at the Western Electric Hawthorne Works in Chicago, where Elton Mayo examined productivity and work

conditions. Elton Mayo's Hawthorne effect theory focused on individuals in a social context and established that employees' performance is influenced by their workplace environment and by the persons that they are employed with as much as by their own inherent abilities. The theory implies that workplace conditions influence productivity and performance of employees as well as organizational performance. The aptitudes of employees are imperfect predictors of job performance but the amount manufactured is strongly influenced by factors which are social in nature (Mayo, 2013).

In the context of this study, the theory relates to ergonomics and supervisor support variables. The support provided by supervisors to employees has work related outcome like job stress or satisfaction. It assists employees in motivation and guidance hence employees have less stress hence influencing organizational performance.

2.3 Empirical Review

A study carried out by Leblebici (2012) on the effects of workplace environment on organizational performance concluded that there is a dependable association between the two and companies that performed above average presented higher values on performance. Leblebici (2012) investigated and found that working conditions was significantly related to employee productivity in teaching colleges. The particular focus was on ergonomics such as tools of work and physical environment like temperature in the office. Eagly (2014) carried out a study on a comparative analysis of supervisor support in service industry and confirmed that employees often have a conflict in balancing family and work life responsibilities and this can be solved through supervisor guidance.

Temessek (2014) analyzed the magnitude to which the individuals distinguish the workplace environment as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the institution. The analysis on the impact of perception of environments on employee commitment and turnover in the organization concluded that if the employees are provided with enabling environmental support, they would be highly satisfied and show the high level of commitment towards their organization and hence low employee turnover rate. The study adopted a descriptive survey through observing and describing the behavior the employees without influencing them in any way.

According to O'Neil (2015) workplace design is directly linked to employee's behavior and is important in achieving strategic business objectives. The study was on employees' contribution to organizational performance. The research survey outcomes advocated that improvement in physical design of office building may result to increases in productivity. Shabir (2013) provided an innovative attempt at investigating an obvious yet neglected link between the manager's attitude and employees' performance in the learning institutions. The firms with congenial manager's attitude have more positive impact on employees' performance. The study used the performance as the dependent variable and job aid and ergonomics as the independent variable. The results also suggested that there was a positive relationship between the Organization's performance and employees' performance in the Banking sector.

Sharman (2015) researched on contribution of supervisor support to employees output which influenced the overall organizational performance. The study adopted a descriptive survey where the primary data was collected using open-ended questionnaires which is analyzed using descriptive statistics. The study found that the definitive rationale of environments was to improve organizational performance and productivity of employees. The importance of carrying out the job breakdown has an implication in increasing employee performance hence supervisors can monitor each employee against the set targets. The study further indicated that performance would improve with environment thus a correlation exists. Hammed (2014) explained increased individual control and comfort needs of employees prompted the concern among organizations to provide them with a workplace environment, which fulfils the employees' needs and enhance their general productivity.

2.4 Conceptual Framework

The conceptual framework demonstrates the relationship between the dependent and independent variables. The independent variables are ergonomics, supervisor support and motivation. These variables are projected to impact on the dependent variables which is the organizational performance of Public Universities in Kenya as shown in Figure 2.1.

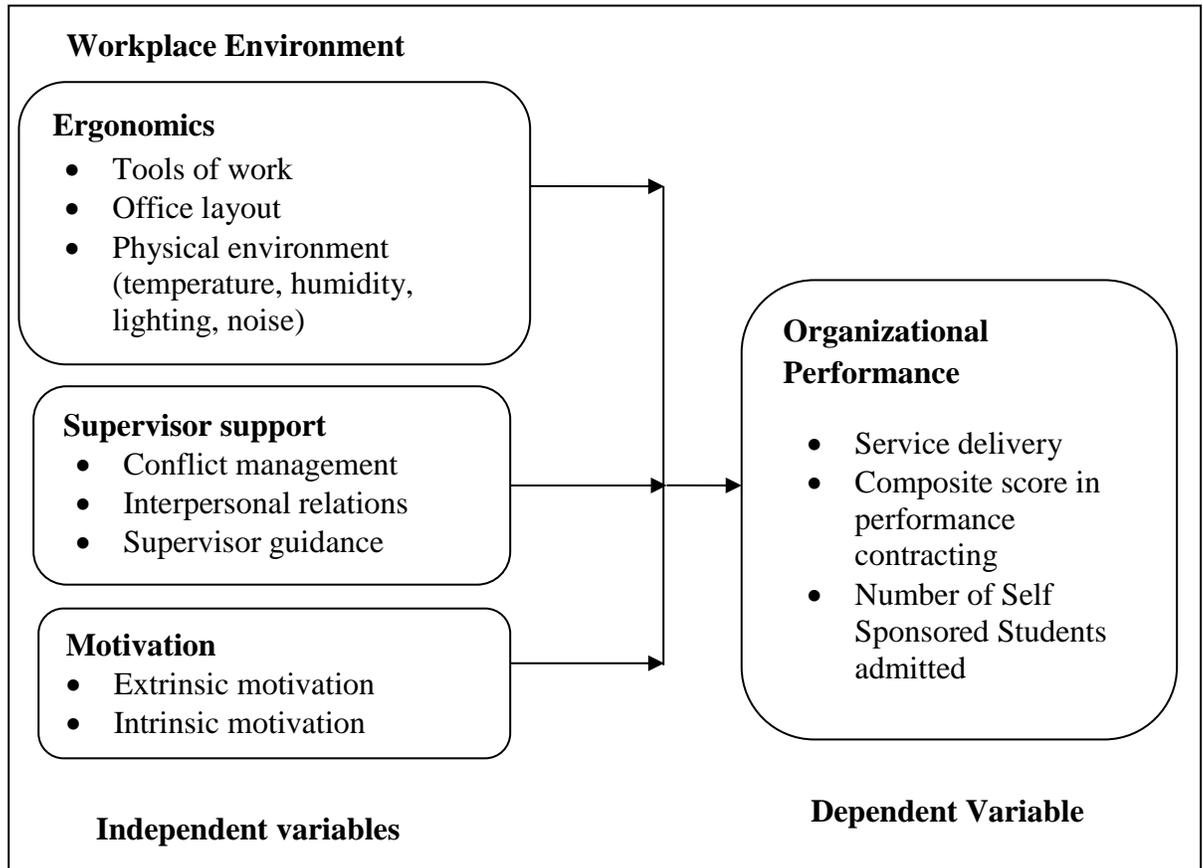


Figure 1: Conceptual framework on workplace environment and organizational performance

2.4.1 Organizational Performance

Organizational performance could be expounded by using it in the context of an organization. It is an objective of an organization which they use to measure its performance (Hammed, 2014). The study measured organizational performance using, the service delivery Composite score in performance contracting and number of Self Sponsored Students admitted in a university.

2.4.1 Ergonomics

Ergonomics means making workplace as efficient, safe and comfortable as possible for the employees to work optimally. Effective use of ergonomics in work system design can help achieve a balance between employee characteristics and task demands. This will enhance worker productivity, provide employees safety and physical and mental wellbeing and job satisfaction thus, improved organization performance (Garbie, 2014).

The conception of workplace environment that is provided by the employer to their employees' supports organization performance at work (Clements, 2013). Increasing the level of corporate productivity and thus increase the organizations profit. Leaman (2011), claims that the employees and businesses whose performance are affected by the workplace environments they are working in are the ones who complaint that the workplace environment is uncomfortable to work in and that they are not satisfied with it.

Ergonomic facilities that reduce strain and stress from the employees should be in use since the employees to work for long hours on the same station and comfort is paramount for optimum performance (Gutnick, 2018). Employees who have appropriate work space and the correct, updated and well-working equipment needed to get the job done would have a much more positive attitude towards work than those who are dealing with frustrating and broken equipment and furniture (McGuire, 2009).

For proper running of offices, adequate office accommodation and furniture are necessary (Smith, 2011). Office layout includes systematic arrangement of office equipments and furniture in the available office space. The arrangement of equipment and furniture ought to be done in such a way that it makes the maximum utilization of the existing office space. Office layout is crucial to an organization since it ensures flow of work, there is sufficiency in space utilization and enhances employees' well-being and fulfilment. The indoor room air must be pure the humidity, temperature and air speed must remain at a suitable level (Howell, 2010). Temperature affects the productivity of employee in offices. Low temperatures reduce the employee work performance as well as high

temperatures. The required temperature for workers working in offices is 22 degree celsius (Seppanen, 2010).

Proper lighting system ought to provide institutions with a much natural lighting as possible. Windows should be fitted in offices to supplement the electrical lighting. It offers a sense of energy and affects attitudes of employees. Hawthorne effect is an example of advantage of lighting in employee productivity. Achievement of daily duties in workplaces with dim light is problematic for employees. Working in blurred light leads to eye strain and hence causing headaches and irritability. Due to the discomfort, productivity of employees is much affected.

Noise is an unpleasant sound which in certain intensity causes an uncomfortable feeling in employees and affects their mental and physical condition further reducing performance (Lan, 2012). Noise can also be referred to as a physical agent from the environment from natural origin and may be present only in the workplace or outside the workplace environment. Workplace users may not feel a level of sound to be irritating likewise the same capacity of sound in different workplace would be felt as noise.

2.4.2 Supervisor Support

Supervisor support can be well-defined as to the extent which supervisors act in a way that employees use on job knowledge, skills and attitudes gained in training (Nijman, 2012). Mainya (2016) refers supervisor support as the extent to which supervisors guide employees in participation of training, innovation skills and knowledge realization and offer recognition to employees' taking part in these activities. Bates (2011) well defined supervisor support as the degree to which supervisors emphasize and support the employees on the learning of the skills required in the workplace.

According to Filippova (2016), the most constant factor for explaining the relationship between the workplace environment and transfer is the support received and how employees use their new skills and knowledge. Support from the supervisors is one of the most influential tools of enhancing transmission of training (Baldwon, 2014). Supervisor affects transfer of outcomes directly or indirectly because the supervisor affects trainee's motivation in transferring different skills in the duties given (Cromwell & Kolb 2011).

Supervisors are the first level managers who are given the major duties and responsibilities to form and lead work groups in organizations (Noe,2010). The supervisors' personal role is important because it reassures positive relations and increases self- confidence of the employees, and in return improves performance (Arnold, 2011). Conflicts happen at workplace hence supervisors attempt to resolve them in order to make the workplace environment conducive to work in hence increasing organizational productivity. Immediate supervisors act as advocates for employees, facilitates the allocation resources of required by the employees so that they can carry out the duties given and providing encouragement for attainment of the targets set. In order to sustain employee performance supervisors and employees need to perform their part (Bauer & Green, 2010).

2.4.3 Motivation

Motivation is a force that influences the employees' behaviors in an organization on persistence to face obstacles at the workplace environment (Wang, 2015). There are two categories of motivation namely intrinsic and extrinsic motivation. Intrinsic motivation is a desire of employees that originates from within them, like making an activity interesting while extrinsic motivation is defined as acting in a certain manner for them to obtain a reward and recognition (Mnih, 2014). High organizational performance is achieved by having employees who are ready to exercise effort in the roles they are assigned to do (Rossett, 2011).

Employees work better when they are motivated and acknowledge that the organizations would flourish if they work best. Work motivation for increasing employee performance is often assumed to be centered on salary and promotion (Pipe, 2013). In a motivating workplace employees are treated as being equal. No matter the effort level particular a worker has in relation to the organizational processes as a whole, it is important for a supervisor to give employees a sense of being dynamic and excellent in their duties. Stimulating dependability is a key element of motivating employees, hence this increases the overall productivity and performance (Cavanaugh, 2011) .Therefore an organization determine what motivates its employees and sets up formal and informal structures for rewarding them as the workplace environment factor which heightens performance.

2.5 Summary of Literature Review

The Theory of Work Adjustment argues that employees in an organization interact with their environment. This interaction occurs since both have needs that should be satisfied. The theory relates to Ergonomics variable which focuses on making the workplace environment conducive and safe for employees to work optimally and improve organization's performance. For individuals to satisfy their environmental needs, they are required to possess right skills, behaviors, experiences, knowledge, attitudes, flexibility and other relevant tools of work. Sometimes, satisfaction levels fluctuate in Public Universities and therefore, management should focus on creating an efficient workplace environment for their employees by providing the right rewards, job content, autonomy, ethics, equipment and tools of work.

The Two-Factor theory is based on assumption that there are two set of factors which include hygiene factors and motivators that influence motivation in workplace either by enhancing or hindering employee satisfaction. According to this theory, motivation influences individual behavior and performance in an organization. The level of motivation an employee or group exerted on their job or task can influence all aspects of organizational performance. This theory implies that hygiene factors, such as working conditions including ergonomics variable and job aid variable, are important in workplace environment and they do not motivate employees but lack of these factors leads to serious dissatisfaction.

Elton Mayo's Hawthorne Effect Theory relates to supervisor support variable which focuses on supervisor's ability to encourage employees to participate in training, innovation and knowledge acquisition. This theory implies that social conditions could affect organizational performance particularly supervisor's support or attention and team member relationships. Although workplace environment conditions are very significant in an organization, social and physical attention from supervisors could improve productivity and performance in Public Universities. Therefore, supervisors should respect staff and pay more attention to them during work in order to enhance organizational performance.

2.6 Research Gaps

From the literature review it is evident that research in the area of workplace environment in organizations has been carried both locally and internationally. Temessek (2013) carried out a study in Sweden on work environment that affect employee performance and found out that conducive workplace environment with the required tools of work, good office layout, good supervisor support influence performance of employee's duties this automatically improves productivity which in turn improves organizational performance. The study did not focus on supervisor support of employees which is one of the attention of this study.

O'Neil (2012) focused on the influence of workplace environment on organizational performance in terms of employee satisfaction. The study concluded that if the employees are given a good workplace environment they would show an increased level of commitment towards their organization hence increasing performance. This study considered the aspect motivation which O'Neil (2012) did not look at. Hammed (2014) carried out a study in Florida and found that favorable workplace environment increased personal control and comfort needs of employees hence this enhance their productivity. The study did not focus on supervisor support and its effect on employee performance which is a focus of this study.

Rahim (2015) carried out a study on the contribution of supervisors on the organizational performance. The study used a case study of Ministries in India and data was collected using an interview guide. The findings were that lack of supervisor support to employees influenced their performance. The study focused on only one variable of supervisor support.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology applied for this research. It gives the methods the researcher used to collect data for the study. These included research design, target population, sampling technique and sample size, research instruments for collecting data, pilot testing, data processing and analysis.

3.2 Research Design

The study adopted a cross-sectional descriptive research design which is a process of collection of data from members of a population in order to determine the current status of the subject under study (Steffen, 2015). The cross-sectional descriptive research design method was useful in exploring how workplace environment affect performance of Public Universities since data from the respondents was used to determine the current status of the subject under study with respect to the variables. It was an efficient approach of collecting data and generalized the outcomes regarding characteristic of sample of a population, current practices, conditions feelings and needs.

3.3 Target Population

The target population of the study consisted of 8 public universities in Mt. Kenya region. Non-teaching employees employed on permanent terms in these Public Universities were used in the study. Table 3.1 shows the Public Universities in Mt. Kenya region as well as the population of the non-teaching staff.

Table 3. 1: Target Population

Universities	Population of non-teaching staff
Dedan Kimathi University of Technology	150
Chuka University	250
Meru University of Science and Technology	103
Laikipia University	485
Karatina University	140
University of Embu	202
Kirinyaga University	140
Muranga University of Technology	147
Total	1647

3.4 Sampling Technique and Sample Size

The study used stratified multistage sampling technique to sample Public Universities and non-teaching employees working in them. Multistage sampling refers to sampling plans where the sampling is carried out in stages using smaller and smaller sampling units at each stage (Bryman, 2015). The technique was chosen since each Public University had an equal chance of being selected. Table 3.2 shows the sample size.

Table 3. 2: Sample Size

Universities	Population	Sample	Percentage
Kirinyaga University	140	42	6.6
Muranga University of Technology	147	44	6.9
Meru University of Science and Technology	103	31	4.8
Chuka University	250	75	11.7
Total	640	192	30%

The first stage was sampling Public Universities and non-teaching employees which the study used 50% of the universities and employees' population since it could give good reliability of the target population (William, 2013). At the second stage the researcher sampled 30% of non-academic employees conveniently, in the sampled public

universities to get the sample size which was considered adequate for descriptive study (Cooper, & Schindler, 2014).

3.5 Data Collection Instruments

The data collection tool used was a questionnaire. The questionnaire had open-ended and closed – ended questions which were self-administered and used by researcher to collect primary data. The structured questions were used in an effort to save time and money as well as to facilitate in easier analysis as they were in immediate usable form, while the unstructured questions were used so as to encourage the respondent to give up in-depth and felt response without feeling held back in revealing of any information. Likert scale was used to rate responses for each variable.

3.6 Data Collection Procedure

The researcher administered the questionnaire to employees in the sampled Public Universities. A total of one ninety-two questionnaires were administered through drop and pick method. A research permit was sourced from National Commission for Science, Technology & Innovation.

3.7 Pretesting of Instruments

Pretesting was carried out to enable the determination of the validity and reliability of the research tools. The pretest was carried out in Laikipia University which was not used in the sample size where nineteen questionnaires constituting 10% of the sample size were administered to the employees (Mugenda & Mugenda, 2019).

3.7.1 Reliability

Cronbach Alpha Coefficient test was used to test the research instruments reliability on each section. The items in the questionnaire were correlated through Cronbach Alpha Coefficient to determine the correlation between the items. The threshold (cut off) point of 0.7 and above was used (Griethuijsen et al., 2014) and (Sekaran, 2015). The Cronbach Alpha for the sections were as follows: organizational performance .796, socio-demographic data .706, ergonomics data .788, supervisor support data .723 and motivation data .704.

The study realized alpha (α) of 0.743, which showed the questionnaire was reliable. The results are presented in Table 3.3.

Table 3. 3: Cronbach Alpha for reliability assessments

Section	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Organizational Performance	.796	.797	4
Socio-demographic data	.706	.713	3
Ergonomics data	.788	.788	4
Supervisor's Support data	.723	.726	4
Motivation data	.704	.700	5
Average	.743	.745	4

3.7.2 Validity

To establish the content validity of the research instrument for this study, the researcher sought opinions from lecturers working in the University of Embu, School of Business and Economics. This enabled the necessary modification and revision of the research instrument to enhance the validity.

3.8 Data Processing and Analysis

The data collected was checked to evade errors and ensure completeness and consistency. The data was keyed in the computer to provide a background for investigation and analysis. Analysis of quantitative data was carried out through descriptive statistics and presented through frequencies, means, standard deviations and percentages by use of SPSS. The data was then presented using tables. This was carried out by totaling responses, calculating percentages of variations of responses and interpreting the data in agreement with the objectives of the study.

Multiple linear regression model was used to establish the relationship between workplace environment and organizational performance in Public Universities in Kenya. The model was suitable because it was useful in predicting value of a variable based on value of two or more other variables. The overall significance of the model was tested using analysis of variance by use of F statistics at 95% confidence level while the coefficient of determination R^2 was used to show the contribution of independent variables on the dependent variable. The following multiple linear regression model was used in the study

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots\dots\dots \text{Equation 3.1}$$

Where:

Y = the organizational performance of public Universities in Kenya

β_0 = the Intercept constant

X_1 = Ergonomics

X_2 = Supervisor support

X_3 = motivation

$\beta_1 - \beta_3$ = the corresponding Coefficients of independent variables

ϵ = the Error term

3.9 Operationalization and Measurement of Study Variables

The operationalizing of a variable refers to how the study observed or measured each variable the for the study. The operationalizing of a variable is as per the table 3.4

Table 3. 4: Operationalization and Measurement of Study Variables

Variable Types of variables		Indicators	Measurement scale	Type of Statistical Analysis
Ergonomics	Independent	<ul style="list-style-type: none"> • Tools of work • Office layout • Physical environment 	<ul style="list-style-type: none"> • Interval scale by use of Five Point Likert Scale • Open ended questions 	<ul style="list-style-type: none"> • Correlation analysis • Regression analysis
Supervisor support	Independent	<ul style="list-style-type: none"> • Conflict management • Interpersonal relations • Supervisor guidance 	<ul style="list-style-type: none"> • Interval scale by use of Five Point Likert Scale • Open ended questions 	<ul style="list-style-type: none"> • Correlation analysis • Regression analysis
Motivation	Independent	<ul style="list-style-type: none"> • Extrinsic motivation • Intrinsic motivation 	<ul style="list-style-type: none"> • Interval scale by use of Five Point Likert Scale • Open ended questions 	<ul style="list-style-type: none"> • Correlation analysis • Regression analysis
Organizational performance	Dependent	<ul style="list-style-type: none"> • Service delivery • Composite score in performance contracting • Number of self-sponsored student 	<ul style="list-style-type: none"> • Interval scale by use of Five Point Likert Scale • Open ended questions 	<ul style="list-style-type: none"> • Correlation analysis • Regression analysis

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the response rate, background information, descriptive findings and inferential findings. Results were presented in tables. The data that was analyzed was arranged under subjects that reflect the research objectives.

4.2 Response Rate

The number of questionnaires that were administered to the sampled respondents were 192. A total of 170 questionnaires were dully filled and given back. This resulted to a response rate of 88.54% which was sufficient to give the findings adequate credibility and reliability. The rate of response was considered adequate by the recommendations by Sekaran (2015) who suggests 30% response to be adequate while Nulty (2014) indicated that a response rate of more than 70% is acceptable. Babbie (2012) also asserts that the return of 50% is acceptable to analyze, 60% is good and 70% is very good. Mugenda and Mugenda (2015) support that a rate of 50% and above is acceptable. The study adopted recommendations by Nulty (2014) that indicated a response rate of more than 70% is acceptable since the response rate for the study was 88.54%.

4.3 Demographic Characteristics

The study collected demographic information regarding respondents and the institution they work in. The information sought included gender, duration they have worked in the institution they are currently working and level of education.

4.3.1 Gender distribution of the Respondents

The study sought information on gender of respondents to determine the extent of gender disproportion and ensure the study was representative. The results are presented in Table 4.1.

Table 4. 1: Gender Distribution of the Respondents

Gender	Frequency	Percentage
Male	83	48.8%
Female	87	51.2%
Total	170	100.0%

The results show that 48.8% of the sampled members were males while 51.2% were females. The study had almost equal ratio of males and females. However, it can be concluded that the females slightly dominated over males in the sampled respondents for this study, implying that the population of female staff in the sampled Universities is higher. This shows that the third gender rule has been implemented in the sampled public universities in Mt. Kenya region.

4.3.2 Length of Service

The study sought to establish the duration the respondents had worked in the organization to establish whether they had accomplished sufficient experience to provide accurate and reliable information. The study findings are presented in Table 4.2.

Table 4. 2: Length of Service of Respondent

Experience (Years)	Frequency	Percentage
0-5 Years	37	21.8%
6-10 Years	56	32.9%
11-15 Years	61	35.9%
Over 15 Years	16	9.4%
Total	170	100.0%

The results in Table 4.2 show that 21.8% of the respondents had worked for the institution for less than 5 years; 32.9% of the respondents had worked for the institution between 5-10 years. 35.9% of the respondents had worked for the institution for between 10-15 years whereas 9.4% of the respondents between had worked for more than 15 years. The study therefore found that most of the respondents had a working experience of over 11 years thus they were aware of the information being searched for by the study.

4.3.3 Level of Education

The study sought to establish the level of education of the respondents. The respondents were requested to indicate their level of education. The findings are presented in Table 4.3.

Table 4. 3: Education Level of Respondents

Level of education	Frequency	Percentage
Certificate	10	6%
Diploma	20	12%
Undergraduate	110	64%
Postgraduate	30	18%
Total	170	100.0

The findings in Table 4.3 indicate that 6% of the respondents had attained a Certificate, 12% had attained Diploma, 64% had attained undergraduate, 18% had attained postgraduate education. This shows that the Universities were run by qualified staffs with the knowledge to carry out their set duties hence they would provide information required for the study.

4.4 Organizational Performance of Public Universities in Mt. Kenya region

The study sought to establish the status of organizational performance and therefore respondents were requested to indicate their level of agreement with a number of statements regarding the dependent variable. Interval scale by use of Five Point Likert Scale was used for the study. The results are presented in Table 4.4.

Table 4. 4: Status of Organizational Performance in Public Universities

Statements	Not at all	Low extent	Moderate extent	Great extent	Very Great Extent	Mean	Std. Dev
1. Service delivery in my workplace environment is efficient	0.0%	7.6%	51.2%	32.9%	4.7%	4.5	0.70
2. The composite score in performance contracting in the University am working on is above 100%	0.0%	17.6%	48.2%	26.5%	3.5%	4.1	0.76
3. There are many Self Sponsored Students (SSP) in the University am working in	0.0%	2.4%	22.9%	48.2%	22.4%	4.9	0.76
4. Customers' suggestions or complaints are dealt with utmost care	1.2%	11.8%	54.1%	23.5%	5.3%	4.2	0.77

The study findings in Table 4.4 showed that most of the respondents (88.8%) agreed that service delivery in their workplace environment was efficient (Mean = 4.5; SD=0.70). The findings revealed that majority of the respondents (78.2%) agreed that the composite score in performance contracting in their University was above 100% (Mean = 4.1; SD=0.76). 93.5% of the respondents agreed that there were many self-sponsored students in their University (Mean = 4.9; SD=0.76). Most of the respondents (82.9%) to a moderate extent agreed that customers' suggestions or complaints were dealt with utmost care (Mean = 4.2; SD=0.77).

The overall findings of the study imply that if customers' suggestions or complaints are dealt with utmost care, there will be an improvement in organizational performance in Universities. This would be evidenced by a composite score in performance contracting in their University of above 100% as well an increase in enrolment of self-sponsored students. A mean of more than four represents an overall favorable opinion regarding organizational performance in the Public Universities since the maximum possible mean is 5.0 while the lowest possible mean is 1. Therefore, performance in the Universities sampled was commendable. These results are in agreement with Anyango *et al.* (2010) findings that customers focus has a positive effect on performance of manufacturing firms. The findings also concurred with Singels *et al.* (2002) view that customer focus leads to better performance. The results also concurred with the findings of Chi and Gursoy (2008) that customer focus leads to superior performance as compared to the competing institutions. The RBV theory by Barney, (2007) greatly supports the findings that customer focus is unique and difficult to imitate, thus leading to superior performance. Content analysis of qualitative data obtained from comments of individual respondents revealed that poor governance, corruption, lack of competitive strategies and incompetent leadership were the main hindrances to organizational performance in Public Universities in Mount Kenya Region. Respondents advised Public Universities management to come up with more competitive strategies like offering fee waiver to students so that more can apply to them, this in return increases the organizational performance.

4.4.1 Status of Ergonomics in Public Universities

The respondents were requested to select the scale that best described the influence of ergonomics on the organization performance. Ergonomics is the study of employees' workstation environment that includes the tools of work, office layout and physical environment (temperature and light). The findings are provided in Table 4.5.

Table 4. 5: Status of Ergonomics in Public Universities

Statements	Not at all	Low extent	Moderate extent	Great extent	Very Great Extent	Mean	SDev
1.The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	0.6%	14.7%	51.2%	24.1%	8.8%	4.26	0.84
2.The office I work in is well ventilated and lighted	1.8%	9.4%	36.5%	43.5%	7.6%	4.46	0.84
3. I am adequately provided with tools and equipment to work with	0.6%	10.0%	45.3%	34.7%	7.6%	4.40	0.80
4. The temperatures in the room or office I operate from is appropriate	1.2%	17.1%	42.4%	30.0%	8.2%	4.27	0.89

Results in Table 4.5 show that the majority of respondents (84.1%) agreed that furniture which is comfortable, flexible to adjust, easy to rearrange or reorganize was adequate to enable them to perform their roles and responsibilities (Mean =4.26, SD = 0.84); 87.6% of the respondents agreed that good Ventilation and lighting prepared the employees to perform better at their job (mean = 4.46, SD=0.84) whereas 87.6% of respondents agreed that adequate tools and equipment relevant to employee's work enhances performance in an organization (Mean = 4.40, SD = 0.80). The findings further indicate that 80.6% of the respondents agreed that appropriate room or office temperatures would make them better perform at their job (mean =4.27; SD =0.89). In both cases it was noted that the ergonomics can boost employee's performance in an organization. These findings suggest that in order for performance in public Universities to improve, Universities ought to invest adequately in furniture which is comfortable, flexible to adjust; easy to rearrange or reorganize was adequate to enable workers to perform their roles and responsibilities. This should be followed suit by good Ventilation and lighting which would prepare the employees to perform better at their jobs. If the Universities avail adequate tools and equipment relevant to employee's work as well as ensure appropriate room or office temperatures it will in no doubt enhance performance.

Further, from the open ended questions where respondents were requested to give their opinion, it was expressed that proper ergonomics leads to minimized human error, reduced injuries and illnesses, maximized efficiency and improves the quality of working life. To this end, respondents recommended that both the chairs and desks should be adjustable. Respondents opined that poor workplace ergonomics emanates from numerous issues that influence the overall wellbeing of workforces. Common concerns consisted of knees banging on keyboard trays, wrong heights for table and chairs, a lack of back, cramped space and elbow support, and elbows resting on hard surfaces.

The overall findings imply that if a university improves ergonomics, its organizational performance will improve. The findings from the study validates and brings to reality a notion presented in Leblebici (2012) that a better workplace environment motivates employees and produces better results. The study demonstrated that office ergonomics deficiencies at the Universities which include outdated office design and décor,

inadequate office illumination, un-ergonomic office furniture, unsuitable office design and décor will variedly lead to impaired performance of an average University employee by a great extent.

4.4.2. Correlation Analysis on the Influence of Ergonomics on Organizational Performance of Public Universities

The study conducted correlation analysis in order to ascertain the relationship and the strength of associations between ergonomics and organizational performance of public universities. The findings are presented in Table 4.6.

Table 4. 6: Correlation Analysis on the Influence of Ergonomics on Organizational Performance of Public Universities

		Organizational Performance of Public Universities
Ergonomics	Pearson's Correlation	0.974**
	Sig. (2-tailed)	0.000
	N	170

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

The results in Table 4.6 shows that there was a positive significant linear relationship between independent variable ergonomics and dependent variable organizational performance of public Universities in Mount Kenya region ($r = 0.974$, $p < 0.05$). This implies that adhering to workplace ergonomics will enhance organizational performance. These findings are in agreement with a study by Beautyman (2006), who asserted that businesses that ignore the design and layout of their workplaces are failing to optimize the full value of their human capital. In a similar study, Leblebici (2012) investigated and found that working conditions were significantly related to employee productivity in teaching colleges. On the other hand, Temessek (2014) analyzed the magnitude to which the individuals distinguish the workplace environment as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the institution. The analysis on the impact of perception of environments on employee commitment and turnover in the organization and concluded that if employees are provided with enabling environmental support, they would be highly satisfied and show the high level of commitment towards their organization and hence low turnover rate.

4.4.3 Status of Supervisors Support in Public Universities

The researcher sought to determine whether supervisor's support had an effect on employees' performance. Respondents were asked to indicate the extent to which they agree with statements on supervisor support. Table 4.7 shows the results.

Table 4. 7: Status of Supervisors Support in Public Universities

Statements	Not at all	Low extent	Moderate extent	Great extent	Very Great Extent	Mean	SDev
1. My supervisor manages conflicts at my workplace	0.0%	2.9%	37.1%	37.6%	18.8%	3.70	0.80
2. I can rely on my supervisor to help me out with a work problem	0.0%	10.6%	49.4	27.1%	10.0%	3.38	0.81
3. My roles & responsibilities are clearly stated	0.0%	8.8%	35.9%	37.1%	15.3%	3.61	0.86
4. My supervisor seeks information from employees when making important decision	0.0%	16.5%	41.2%	24.7%	14.7%	3.39	0.94

The findings in Table 4.7 revealed that most respondents (83.5%) agreed that their supervisors managed conflicts at their workplace (Mean =3.7, SD = 0.80). on the other hand, (86.5%) of the respondents agreed that they can rely on their supervisors to help them out with a work problem (Mean =3.4, SD = 0.81) whereas (88.3%) of the respondents agreed that their roles and responsibilities were clearly stated (Mean =3.6, SD = 0.86). Further, (80.6%) of the respondents agreed that their supervisors sought information from employees when making important decisions (Mean =3.4, SD = 0.94).

These findings suggest that performance management provisions are significant tools for aligning individuals' performances to their organizational objectives. Majority of the respondents held a view that supervisors are responsible for the day-to-day performance of an individual department or section. From content analysis, respondents expressed that the supervisors should have experience in what the department does. The findings showed that supervisors should help the team understand performance targets and goals, training or ensuring that workers are properly trained for their specific roles, providing real-time feedback on worker performance, sharing organization updates and new objectives with team members, assisting in resolving emergencies, identifying and resolving workplace problems, including lateness or nonattendance as well as providing reports and activity updates to management.

Respondents were asked open ended questions and they viewed that supervisors are responsible for the day-to-day performance of an individual department or section. In light of the above-mentioned, respondents expressed that the supervisors should have experience in what the department does and therefore should earn the position on experience. The advice of respondents on supervisory tasks included: Helping the team understand performance targets and goals, training or ensuring that workers are properly trained for their specific roles, providing real-time feedback on worker performance, sharing organization updates and new objectives with team members, identifying and resolving workplace problems.

4.4.3.2 Correlation Analysis on the Influence of Supervisors Support on Organizational Performance of Public Universities

The study conducted correlation analysis in order to ascertain the relationship and the strength of associations between Supervisors Support and Organizational Performance of Public Universities. The findings are presented in Table 4.8.

Table 4.8: Correlation Analysis on the Influence of Supervisors Support on Organizational Performance of Public Universities

		Organizational Performance of Public Universities
Supervisors Support	Pearson's Correlation	0.980**
	Sig. (2-tailed)	0.000
	N	170

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

The results in Table 4.8 shows that there was a positive significant linear relationship between Supervisors Support and organizational performance of public Universities in Mount Kenya region ($r = 0.980$, $p < 0.01$). This implies that improving supervisor's support will enhance organizational performance. These findings are in agreement with a study by Baldwon (2014) which asserts that Support from the supervisors is one of the most influential tools of enhancing transmission of training. Cromwell and Kolb (2011) further note that supervisors affect transfer outcomes directly or indirectly because they affect trainee's motivation in transferring different skills in the duties given. Supervisor's personal role is important because it reassures positive relations and increases self-confidence of the employees and in return improves performance (Arnold, 2011).

4.4.4 Status of Motivation in Public Universities

The researcher sought to determine whether motivation had an effect on employees' performance. Table 4.9 outlines the results

Table 4. 9: Status of Motivation in Public Universities

Statements	Not at all	Low extent	Moderate extent	Great extent	Very Great Extent	Mean	SDev
1.The University I work for provides external support such as offering external trainings improves employees' technical skills.	4.1%	22.4%	50.6%	26.5%	6.5%	4.2	0.81
2.I usually go for external trainings	4.1%	22.4%	54.7%	14.1%	3.5%	3.9	0.82
3.I am usually rewarded for job well done	7.1%	14.1%	52.9%	19.4%	4.7%	4.0	0.83
4.I am usually self-motivated to perform the duties given	0.6%	2.4%	34.75.%	49.4%	11.8%	4.7	0.73
I generally put an extra mile in their duties am assigned	0.0%	8.8%	27.6%	54.4%	8.2%	4.4	0.94

The study results in table 4.9 indicate that the respondents agreed to a moderate extent that the institutions provided prospects for promotion of better performance. Specifically, (83.6%) of the respondents agreed that their institutions provided external support such as offering external trainings that helped to improve employees' technical skills. (Mean = 4.2; SD=0.81); (72.3%) of the respondents agreed that they usually go for external trainings (Mean = 3.9; SD=0.82); (77) percentage of respondents agreed that they were usually rewarded for good work and this motivated them to perform better (Mean = 4.0; SD=0.83). It was apparent (95.9%) that the respondents agreed that they were usually self-motivated to perform the duties given (Mean = 4.7; SD=0.73). Additionally, (90.2%) that the respondents agreed they generally put an extra mile in duties they are assigned to

perform (Mean = 4.4; SD=0.94). The inferences are confirmed by the standard deviations that are all below 1 (range from 0.73 – 0.94).

The study found out that with regards to workplace rewards, employees were content with the reward system of their organization which included provision of external support such as offering external trainings that improves employees' technical skills as well as rewarding them for a job well done. Some respondents expressed that motivation is an internal and it energizes, directs and supports a certain behavior. Most respondents were of the opinion that intrinsic factors of motivation like promotions, training and development determine the increase of the satisfaction that leads to personal realization. The findings in addition suggested that although financial rewards were not very significant, they need to be beefed up since some respondents indicated that fair compensation and incentives promoted employee performance.

Organizations valued training and development by ensuring that they examined all plans regarding training and development. Training and development opportunities were also availed to employees. This is similar to Tzafirir (2005) who found out that training is an important element in producing the human capital, it provides employees with the skills, abilities and knowledge required to perform their tasks. In order to create a shared vision, the university management needs to always be looking for new ideas, matching the organizational strategy, and has to be sufficiently intelligent to seize the good ideas. For the individuals that are part of the organization, the motivation is what thrusts them to action. The leader uses his interpersonal aptitudes to kindle people's energy and help them see how they could mutually beneficial. The person supporting the motivation is not a leader unless he can create a vision shared by everybody.

The results are further in agreement with findings of a study by Zlate, (2015) concluded that motivation is the key problem that the universities have to solve today. Madrah (2013) also revealed that career development programme is a vital human resource development and management function in the workplace. It empowers the HR Managers, Managers, and their stakeholders to work together to plan, organize, formalize, lead, and observe career programmes to develop not only employees' jobs but the entire stage,

process, balance between individual career goals and organization workforce requirement. The findings from open ended questions found out that the employees valued trainings on their job descriptions. The organizations hence should ensure that they come up with plans regarding training and development in order to motivate the employees.

4.4.4.2 Correlation Analysis on the Influence of Motivation on Organizational Performance of Public Universities

The study conducted correlation analysis in order to ascertain the relationship and the strength of associations between Motivation and Organizational Performance of Public Universities. The findings are presented in Table 4.10.

Table 4. 10: Correlation Analysis on the Influence of Motivation on Organizational Performance of Public Universities

		Organizational Performance of Public Universities
Motivation	Pearson's Correlation	0.982**
	Sig. (2-tailed)	0.000
	N	170

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

The results in Table 4.10 shows that there was a positive significant linear relationship between Motivation and organizational performance of public Universities in Mount Kenya region ($r = 0.982$, $p < 0.01$). This implies that improving supervisor's support will enhance organizational performance. These findings are in agreement with a study by Wang (2015) who found that motivation is a force that influences the employees' behaviors in an organization on persistence to face obstacles. The findings further agree with Rossett (2011) who found that High organizational performance is achieved by having employees who are ready to exercise effort in the roles they are assigned to do. Further, Cavanaugh (2011) in his study concluded that stimulating dependability is a key element of motivating employees hence increasing this increases the overall productivity and performance.

4.5. Correlation Analysis showing Association among Variables

The study conducted correlation analysis in order to ascertain the strength of associations between Organizational Performance, ergonomics, supervisor support and motivation of Public Universities. The findings are presented in Table 4.11.

Table 4. 11: Association between variables

		Correlations			
		Organizational Performance	Ergonomics	Supervisors Support	Motivation
Organizational Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	170			
Ergonomics	Pearson Correlation	.751**	1		
	Sig. (2-tailed)	.000			
	N	170	170		
Supervisors Support	Pearson Correlation	.768**	.960**	1	
	Sig. (2-tailed)	.000	.000		
	N	170	170	170	
Motivation	Pearson Correlation	.651**	.953**	.951**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	170	170	170	170
**. Correlation is significant at the 0.01 level (2-tailed). • Correlation is significant at the 0.05 level (2-tailed).					

The results in Table 4.11 shows that there was a positive degree of associations between Organizational Performance, ergonomics, supervisor support and motivation of Public Universities in Kenya.

4.6. Multiple Regression Analysis

Multiple linear regression model was used to establish the relationship between workplace environment and organizational performance in Public Universities in Kenya. Multiple regression determined how a group of variables together predict a given dependent variable. The regression model summary results are presented in Table 4.12.

Table 4. 12: Model Summary

Model	R	Adjusted			Sig.
		R Squared	R Square	Std. of Error Estimate	
1	0.832 ^a	0.692	0.687	0.37337	.000 ^b

a. Predictors: (Constant), Ergonomics, Supervisor support, Motivation

Table 4.11 shows that the adjusted R Square value is 0. 692%. Therefore, it could be concluded that 69.2% of the variation in the dependent variable is being attributed by the 3 independent variables (ergonomics, supervisor support and motivation). Since the regression model used contained more than one independent variable, for more accurate results adjusted R was preferred to R squared. The F statistic was statistically significant suggesting that Ergonomics, Supervisor support and Motivation significantly influence organizational performance of Public Universities F statistic shows that the overall model is significant and therefore could be used for further answering of the research questions.

4.6.1 Analysis of Variance

The overall significance of the model was tested using analysis of variance by use of F statistic at 95% confidence level. The results of regression for the total of three independent variables toward the dependent variable which is the Organizational Performance are shown in Table 4.11. Based on table 4.10, it turned out that the value of F statistic is 2133.232 with a p value of 0.000 indicating the whole model was statistically significant and therefore could be relied on for answering the research questions stipulated in chapter one. The findings of Anova carried out on dependent and independent variables are shown in table 4.12.

Table 4. 13: Anova Model

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	52.080	3	17.360	124.531	.000 ^b
Residual	23.141	166	0.139		
Total	75.221	169			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Motivation, Ergonomics, Supervisors Support

The findings on the analysis of variance (ANOVA) presented in Table 4.12 shows that F-statistic value of 124.531 and P-value of 0.000. These findings imply that the regression model was significant in predicting the relationship between workplace environment and organizational performance of Universities in Mount Kenya Region. A high F value of 124.531 means that there is a significant relationship between the dependent and independent variables.

4.6.2 Regression Coefficient

The following multiple linear regression model was used in the study;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots \text{Equation 4.1}$$

Where; Y is the organizational performance of public Universities in Kenya, β_0 is the Intercept constant, X_1 is Ergonomics, X_2 is Supervisor support, X_3 is motivation, $\beta_1 - \beta_3$ is the corresponding Coefficients of independent variables and ε is the Error term. This are the independent and dependent variables in the study.

The coefficients of the variables used in the study are presented in Table 4.13.

Table 4. 14: Regression Coefficients^a

Model	Unstandardized		Standardized		t	Sig
	Coefficients		Coefficients			
	B	Std Error	Beta			
(Constant)	0.344	0.169			2.039	0.043
Ergonomics	0.801	0.182	0.761		4.410	0.004
Supervisor support	1.241	0.185	1.141		6.719	0.000
Motivation	1.229	0.167	1.160		7.367	0.000

a. Dependent variable: Organizational Performance

The data in the Table 4.13 indicates that the established regression equation model was as shown in equation 4.1.

Substituting the coefficient in the model,

$$Y = 0.344 + 0.801X_1 + 1.241X_2 + 1.229X_3 \dots\dots\dots \text{Equation 4.2}$$

According to this model and in line with the results in Table 4.13, the organizational performance of the University was 0.344 in absence of the 3 variables. The regression coefficient for Ergonomics (0.801) was statistically significant (t=4.410, p=0.004<0.05), which indicates that a unit increase in Ergonomics will result to an increase of 0.801 units in organizational performance. This implies that if a University improves ergonomics, its organizational performance will improve. This finding concurs with study findings by Garbie (2014) who found that effective use of Ergonomics in work system design can help achieve a balance between employee characteristics and task demands. This will in turn enhance worker productivity, provide employees safety and physical and mental wellbeing and job satisfaction thus improved organization performance. The findings are also in agreement with (Gutnick, 2018) on working environment that if the working spaces are too squeezed, this can affect the ability of employees to focus and get work done.

The regression coefficient for Supervisor's support was 1.241 statistically significant ($t=6.719$, $p=0.000<0.05$), which indicates that a unit increase in supervisor's support will result to an increase of 1.214 units in organizational performance. This implies that if a University enhances supervisor's support, the organizational performance will improve. This finding agrees with study findings by Arnold (2011) who found that the supervisor's personal role is important because it reassures positive relations and increases self-confidence of the employees and in return improves performance. The findings are also in agreement with Aaltonen (2017) who found out that communication in an organization affects the employee performance. The strategic communication is both oral and written and are usually communicated to all employees to increase their efficiency in carrying out their assigned duties.

The regression coefficient for motivation was 1.229 and it was statistically significant ($t=7.367$, $p=0.000<0.05$), which indicates that a unit increase in motivation will result to an increase of 0.22 units in organizational performance. This implies that if a University increases employee motivation, the organizational performance will improve. The findings conform to the study findings by Rosset (2011) who found that high organizational performance is achieved by having employees who are ready to exercise effort in the roles they are assigned to do. They also are in agreement with Bryson (2015) who claimed that when management fails to come up with proper compensation structures the employees working in the said organization usually are demotivated hence the set strategies are not executed.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusion, limitations and recommendations of the study. It also highlights suggestions for further research.

5.2 Summary of the Research Findings

The study found out that employees were satisfied with their physical work place environment (WPE) aspects like furniture, ventilation, adequate tools and equipment, and appropriate temperature. These aspects of the physical work place environment help improve organizational performance. Respondents also expressed that a better physical work place environment would encourage employees to perform better.

The findings on supervisor's support indicated that the supervisor's role to some extent enhanced organizational performance. However, most employees indicated that they do not entirely depend on their supervisors for directions in performing their duties and managing their conflicts. It was noted that most respondents hoped that their supervisors would consult them before making important decisions. Involvement of employees in decision making would make them more responsible to perform their duties for better organizational performance.

Motivation in public universities in Mount Kenya region leans more towards non-financial than financial. Opportunities for high performance tends to revolve around training, self-motivation, clear communication of the organizational vision, fair treatment, meritocracy based appointments into supervisory positions as well as holding all employees with due dignity. However, it was noted that pay as an extrinsic form of motivation was equally important according to findings and therefore a comprehensive competent compensation package that is all inclusive motivates employee performance.

5.3 Conclusion

The most important resource for an organization is the human resources who are the workforces. They make sufficient contribution to an organization; in this regard,

consideration should be made on these significant resources. Organizations can only achieve desired results through their employees' performance. Employees would endeavor to perform when they are convinced that their immediate workplace environment corresponds with their responsibilities. The nature of ergonomics in which they operate would determine whether they achieve or not, it's through their performance that organizational performance can be achieved.

Staff training and development, fair treatment and clear organization strategic direction would boost the employees' performance. The employees want to be appreciated for their work through fair treatment, training and development. Supervision to some degree can highly influence performance of employees, from the study; the limited abilities in decision making could highly impact on employees' performance. However, the employees appreciate the effort their organizations put through training and development in order to achieve the desired skills and knowledge needed to perform their duties.

Motivated employees are important for organizations to have competitive edge over others. This will make the employees increase their productivity by working more hence the organizations they work for achieve the set goals. The task for the management of the universities is to sustain the motivation of the employees. They should also concentration on reducing job dissatisfaction by improving working conditions and proving more training. Employee empowerment enhances efficiency and innovation in carrying out tasks also loyalty to the organization.

The study findings support the Two Factor Theory which points out that the environment in which the job is performed motivates the employees to perform better. The findings also support Elton Mayo's Hawthorne Effect Theory that workplace conditions influence productivity and performance of employees as well as organizational performance.

5.4 Recommendations

The universities should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions. Improving the working environment would in turn increase employee satisfaction and

resolve that would increase individual performance. The management must take an active role in making the ergonomics at workplace to be comfortable.

The workforces should be made to undertake periodic training on workplace environment ergonomics issues such as rectifying walking on the wet and greasy floors, proper standing posture, how to reduce stress and strains in repetitive work, and how to avoid injury and disorders at the workplace. The training is expected to educate employees on the subject to help employees contribute profoundly to the development of ergonomic interventions.

The management of Universities ought to motivate employees by giving rewards and incentives. They could promote the employees who are working best under minimum supervision so that they can get motivated to work harder. Additionally, the management can give certificates of recommendation to employees so that they can use them during application for promotion.

Supervisors must reduce the tendency to micromanage and instead display that they have confidence in the ability of their team members and trusts them to do their work efficiently. Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counseled on their relationships with their subordinates. The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.

5.5 Limitations of the Study

The workplace environment factors that influence employee performance which in turn affect organizational performance in public universities in Mt. Kenya region was the main objective of the study. The study was conducted in public universities and some respondents were not enthusiastic to give the information since they feared being ill-treated by the management. The respondents were guaranteed that the information given will be confidential and will be used for academic drives only.

5.6 Suggestions for Further Research

The researcher analyzed workplace environment and organizational performance of universities in Mt. Kenya region, Kenya. A replication of this study should be carried out in the private sector to demonstrate the significance of workplace environment on organizational performance to establish whether it will yield the same information. This would allow the managements to better understand the factors that influence organizational performance and how they can manipulate these to their optimal potential, and in turn get a competitive edge over the rest of the competitors.

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APPENDICES

Appendix 1: Questionnaire

This questionnaire is a tool for collecting data that will help assess the workplace environment and organizational performance of Public Universities in Mt. Kenya region. Kindly be as objective as possible. The information obtained is strictly for research purposes and will be treated with highest level of confidentiality

SECTION A: SOCIO-DEMOGRAPHIC DATA OF THE RESPONDENT

Please place a tick (✓) or write your responses where appropriate box/ spaces provided

1. Please indicate your gender

Male Female

2. How long have you served in the current position?

0-5 yrs 5-10 yrs

10-15 Over 15 yrs

3. What is your highest qualification?

Secondary School Level Certificate/ Diploma

Undergraduate Post graduate level

Other (Specify).....

PART A: ERGONOMICS

This section has statements regarding the influence of ergonomics on the organization performance. Ergonomics is the study of employees’ workstation environment that includes the tools of work, office layout and physical environment (temperature and light). Kindly respond with the response that matches your opinion. Please tick as appropriate in the boxes using a tick (√) or cross mark (x).

STATEMENTS		5	4	3	2	1
		Very great extend	Great extend	Moderate extend	Low extend	Not at all
1	The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize					
2	The office I work in is well ventilated and lighted					
3	Am adequately provided tools and equipment to work with					
4	The temperatures in the room or office I operate from is appropriate					

What are your suggestions on how to improve ergonomics on your workplace?

.....

What would be your recommendation regarding ergonomics on the workplace you are working in?

.....

PART B: SUPERVISORS SUPPORT

This section has statements regarding the influence of supervisors’ support on the organization performance. Supervisor support is the level to which supervisors value their employees’ contributions to the workplace and take attention about their wellbeing. Kindly respond with the response that matches your opinion. Please tick as appropriate in the boxes using a tick (√) or cross mark (x).

STATEMENTS		5	4	3	2	1
		Very great extend	Great extend	Moderate extend	Low extend	Not at all
1	My supervisor manages conflicts at my workplace					
2	I can rely on my supervisor to help me out with a work problem					
3	My roles & responsibilities are clearly stated					
4	My supervisor seeks information from employees when making important decision					

What other ways can supervisors use in order to resolve employee conflicts?

.....

What would be your advice to Public Universities regarding supervisor support?

.....

PART C: MOTIVATION

This section has statements regarding the influence of motivation on the organization performance. Kindly respond with the response that matches your opinion. Please tick as appropriate in the boxes using a tick (√) or cross mark (x).

STATEMENTS		5	4	3	2	1
		Very great extend	Great extend	Moderate extend	Low extend	Not at all
1	The University I work for provides external support such as offering external trainings improves employees' technical skills.					
2	I usually go for external trainings					
3	I am usually rewarded for job well done					
4	I am usually self-motivated to perform the duties given					
5	I generally put an extra mile in their duties am assigned					

What other ways would the management use in order to motivate their employees?

.....

.....

What would you suggest to other employees on how to improve their intrinsic motivation?

.....

.....

PART D: ORGANIZATIONAL PERFORMANCE

This section has statements regarding the organization performance in Public Universities. Organizational performance consist of the real output of an organization as measured against its projected outputs or objectives. Kindly respond with the response that matches your opinion. Please tick as appropriate in the boxes using a tick (√) or cross mark (x).

STATEMENTS		5	4	3	2	1
		Very great extend	Great extend	Moderate extend	Low extend	Not at all
1	Service delivery in my workplace environment is efficient					
2	The composite score in performance contracting in the University am working on is above 100%					
3	There are many Self Sponsored Students in the University am working in					
4	Customers’ suggestions or complaints are dealt with utmost care					

From your experience what hinders organizational performance in Public Universities?

.....

What would be your advice to Public Universities regarding organizational performance?

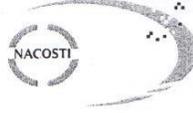
.....

THANK YOU.

Appendix I1: List of Public Universities in Mt. Kenya Region

1. Dedan Kimathi University of Technology
2. Chuka University
3. Meru University of Science and Technology
4. Laikipia University
5. Karatina University
6. University of Embu
7. Kirinyaga University
8. Muranga University of Technology

Appendix I11: Nacosti Research Permit



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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When replying please quote

NACOSTI, Upper Kabete
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P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/90316/20992**

Date: **25th January, 2018**

Mary Wanjiru Njagi
University of Embu
P.O. Box 6-60100
EMBU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Workplace environment and organizational performance of public universities in Mt Kenya Region*" I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **25th January, 2019**.

You are advised to report to **the County Commissioners and the County Directors of Education, selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

J.P. Kalerwa

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.