



**INFLUENCE OF WORK ENVIRONMENT ON ORGANIZATIONAL PERFORMANCE IN GOVERNMENT
MINISTRIES IN KENYA**

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ABSTRACT

Work environment has both positive and negative effects on the psychological and welfare of employees. The Kenyan government acknowledges that over the years there has been poor performance in the public sector, thus hindering service delivery which affect the realization of sustainable economic growth. The general objective of the study was to establish the influence of work environment on organizational performance in government ministries in Kenya. The target population was drawn from 6 government ministries based on the performance contracting reports of 2012. The total population was 7913 and the sample size was 367 according to (Krecie and morgan 1970) table. Stratified random sampling technique was employed in selecting the sample. The study adopted descriptive research design and primary data was collected using a questionnaire in the selected government ministries. A pilot study was done to test the validity and reliability of the instrument for data collection. Data was analysed by SPSS version 21. The study employed quantitative analysis techniques and correlated and generated findings showing that the variables were significantly and positively influenced organizational performance in government ministries in Kenya. Psychosocial environment was the most significant factor and had a positive significant relationship at 5% level of significance. The study recommends that there is need to ensure effective policies to enhance organizational performance in government ministries in Kenya as established in the study.

Key Words: *Work Environment, Organizational Performance*

INTRODUCTION

Work is an important part of our lives while on one hand it can be a cause of stress on the other hand it can also contribute to development, well-being and good health. Understanding the impact of work on our lives has been an important research objective within work and health psychology. Some causal links have been established, especially between certain aspects of work and stress/poor health outcomes (Shirom, 2003). When trying to apply this knowledge in primary interventions, with the intention to improve the psychosocial work environment and prevent sick-leave or bad health outcomes, the results have been less impressive, at least according to publications in peer-reviewed journals (Van ET AL., 2001).

Work environment is about creating conditions in which an employee can perform his/her duties comfortably. Effective application of ergonomics can achieve a balance between workers task and demands. This will enhance operator productivity, provide worker safety and physical and mental well-being and job satisfaction thus enhanced organizational performance (Garbie, 2014).

Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers

are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large proportion of employees in the countries of the European Union (EU) reports being exposed to psychosocial stressors at work, and the consequences are believed to be very significant for workers, workplaces, and society (Kristensen et al, 2005). Among these consequences are musculoskeletal disorders, cardiovascular diseases, mental disorders, stress, burnout, reduced quality of life, sickness absence, labor turnover, and decreased motivation and productivity. Recently, the EU member countries gave psychosocial factors "top priority" among work environment factors, and the directors of the European work environment institutes have estimated that psychosocial factors would be the most important research field in the future.

Work environment has both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working it is wide and incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. industry setting, workers relation). However all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees (Jain & Kaur, 2004).

Statement of the Problem

The Kenyan government acknowledges that over the years there has been poor performance in the public sector, especially in the management of public resources which has hindered the realization of sustainable economic growth (GoK, 2005). The government reiterates in the Economic Recovery Strategy (ERS) some of the factors that adversely affect the performance of public sector include excessive regulations and controls, frequent political interference, poor management, outright mismanagement, bloated staff establishment, poor working environment among others.

Based on this understanding, working conditions and psychosocial environment are regarded as being equally important in determining both the organizational and employee performance [Atambo&Nyamwamu, 2013]. To improve performance, the government has continued to undertake a number of reform measures. However, these measures have not provided a framework for guiding behaviour towards attainment of results or ensured accountability in the use of public resources and efficiency in service delivery. There is inadequate application information system, comprehensive performance evaluation system and performance incentive system (GoK, 2005) that has led to poor employee performance.

According to the 2010 World Health Report it indicated that poor workforce performance of employees affected productivity [WHO, 2010]. According to an American psychological organization (2009) 69 % of organizations report that work environment is a significant source of non-performance and 41% say they typically find the organizations struggling due to poor work environment.

The American Society of Interior Designers, ASID, [Dialo, 2010] carried out an independent study and revealed that the physical workplace design is one of the factors, which affect job satisfaction thus organization performance. The study results showed that 31 percent of people were satisfied with their jobs and had pleasing workplace environments. 50 percent of people were seeking jobs and said that they would prefer a job in an institution where the physical and psychosocial environment is good.

The study seeks to find out if introduction of different aspects of work environment can solve the continuous poor organizational performance in government ministries in Kenya.

Objectives of the study

The purpose of this study was to establish the influence of work environment on organizational performance in government ministries in Kenya. This was supported by the specific objectives which were to establish the influence of ergonomics and supervisor support on organizational performance in government ministries in Kenya.

Research Questions

The study was guided by the following research questions;

- I. What is the influence of ergonomics on organizational performance in government ministries in Kenya?
- II. Does supervisor support influence organizational performance in government ministries in Kenya?

Scope of the Study

The study covered the influence of work environment on organizational performance in government ministries in Kenya. Data was

collected from 200 employees in 6 government ministries based on performance contracting results of 2011/2012. The study was limited to two variables which included ergonomics and supervisor support on organizational performance.

LITERATURE REVIEW

Theoretical Review

According to Evenett and Hoekman, (2008), theories are classified according to their scope, function, structure and levels. A theory is an accepted fact that attempt to provide a plausible or rational explanation of cause-and-effect (causal) relationship among a group of observed phenomenon (Kothari, 2004).The study is built upon certain theories that have much links with work environment and organizational performance. Some of the relevant theories discussed include; Theory of work adjustment, Goal setting Theory, Two-factor theory, stakeholder theory and the Psychosocial Stress Theories.

a) Theory of work adjustment

This is referred to as the Person–Environment Correspondence Theory. It was originally developed by René Dawis, George England and Lloyd Lofquist from the University of Minnesota in 1964. The more closely a person’s abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role or the organization, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the reinforcers (rewards) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. The six key values that individuals seek to satisfy are achievement conditions that encourage accomplishment and

progress, comfort the conditions that encourage lack of stress, status conditions that provide recognition and prestige Altruism these are the conditions that foster harmony and service to others, safety conditions that establish predictability and stability and autonomy the conditions that increase personal control and initiative.

The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and values reinforcers. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organisational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustment often takes place (René et al., 1964).

Active adjustment by the individual involves them trying to change their working environment. They may seek to change the content of the job, and therefore its behaviour requirements, to better reflect their abilities. Alternatively, they may try to alter the reinforcements of the job by seeking to gain different rewards, e.g. better working conditions or greater variety or responsibility. Active adjustment by the environment may involve trying to change the person’s abilities through training or trying to change their values or expectations in some way (René et al., 1964). On this study, the above theory relates to the variable of job design.

b) Two-Factor Theory

The Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or “factors” to account for overall

job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc. Motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive.

According to Herzberg (1959) the states were categorized as "Motivators" and "Hygiene" factors, the latter also being referred to as Maintenance Factors. Motivators actually motivate an individual they find their root within the job itself examples of Motivators are Achievement, Recognition, Growth Possibilities, Career Advancement, Level of Responsibility and The Job Itself. Hygiene Factors do not have any motivational value when present, but do have a de-motivational value if not present. These factors are extrinsic to the work itself and it is of importance of study workplace environment has most of these factors relate to it an examples of hygiene Factors include Company Policy and administration, Supervision, Interpersonal Relations, Salary, Status, Job Security, Personal Life, Working conditions. The above theory relates to ergonomics on organizational performance.

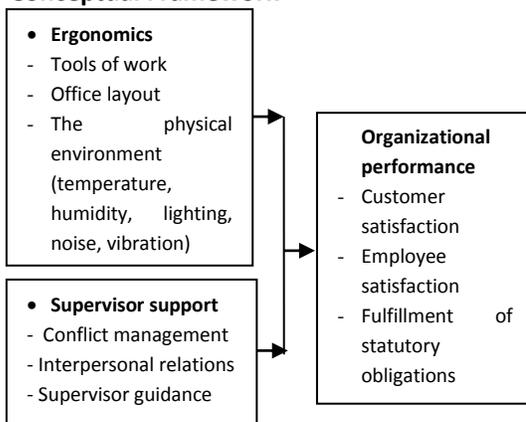
Independent variable Dependent Variable

Figure 1: Conceptual Framework

a) Ergonomics

The concept of workplace environment that is being provided by the employer to their employees that could support the organization performance at work (Clements-Croome, 2006). By having a high level performance of organization, it will increase the levels of the corporate productivity and thus will increase the company's profit. Leaman (2011), argues that those employees and organization who have their performance affected by the workplace environments are those who always complaints on the discomfort and dissatisfaction at the workplace. The research further observes that It is the quality of the organization's workplace environment that most impacts on the level of employee's motivation and subsequent organization performance. Ergonomics is concerned with making the workplace as efficient, safe and comfortable as possible. Effective application of ergonomics in work system design can achieve a balance between worker characteristics and task demands. This can enhance operator productivity, provide worker safety and physical and mental well-being and job satisfaction thus improved organization performance(Garbie,2014).

Conceptual Framework



The environment that people are required to work in can have a significant impact on their ability to undertake the tasks that they have been asked to do. This can affect productivity and employee health and well-being. A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the work

environment need to be done in order to get an ergonomic workplace for each of the employees in an organization.

According to Boles, Pelletier & Lynch (2004), when the employees' are physically and emotionally satisfied, and have desire to work, then their performance outcomes shall be increased. Moreover, they also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance. Having a conducive work environment helps employees to concentrate on their performance. Good performance depends on how well the employees engage with the organization, especially with their immediate environment.. Therefore, Chandrasekar (2011) stated that the connection or relationship between the work, workplace, tools of work had becomes the most important aspect in their work itself. The factors of workplace environment that had been determined are job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment. The factors of workplace environment also give a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact (Chandrasekar, 2011).

b) Supervisor Support

Supervisor support has been defined as the extent to which supervisors behave in a way that optimized employees' use on the job of knowledge, skills and attitudes gained in training (Nijman et al, 2004) Tracey and Tews (2005) refers as the extent to which supervisors encourage participation in training, innovation and knowledge acquisition and provide recognition to

employees involved in these activities. Bates, Holton and Seyler (1996) defined supervisor support as the extent to which supervisors reinforce and support the use of learning on the job.

According to Clarke (2001), the most consistent factor explaining the relationship between the work environment and transfer is the support trainees receive to use their new skills and knowledge. Support from supervisors has been suggested to be one of the most powerful tools of enhancing transfer of training (Baldwon and Ford, 1988; Elangovan and Karakowsky, 199; Goldstein & Ford, 2002; Noe, 2008). Supervisor is mostly believed to affect transfer outcomes directly or indirectly by means of the trainees' motivation to transfer or different factors in the transfer climate (Cromwell and Kolb, 2002).

A supervisor is a force behind relationship to the employees which they will need to be attached together (Mayer & Herscovitch, 2001). The purpose of having the framework is to see the commitment of the supervisor toward the employees. Mentoring needs to be done by the supervisors in order to create a mutual understanding and relationship in between the supervisor and the employees. By having this mutual understanding, it will create a mutual satisfaction between them to enhance organizational performance (Allen et al., 2000).

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2004). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the

trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis.

According to Rabey (2007), she stated that a supervisor could be a trainer to the employees as the trainer will assist the employees in getting their job done by guiding the employees on the operational process especially when it comes to a new operational procedure to enhance employee performance

c) Organizational Performance

D.L. & Burke (2005) defines is to improve the organization's performance to handle its internal and external functioning and relationships. This includes improved interpersonal and group processes, more effective communication, and enhanced ability to cope with organizational problems of all kinds. It also involves more effective decision processes, more appropriate, efficiency and effectiveness, economic use of resources, transparency, productovety, improved skill in dealing with destructive conflict, as well as developing improved levels of trust and cooperation among organizational members. These objectives stem from a value system based on an optimistic view of the nature of man that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Essential to organization development and effectiveness is the scientific method inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results.

Chong (2008) Performance management is about improving performance at the individual, group, and organization levels. It is about improving the organization's ability to

effectively respond to changes in its external environment, and it's about increasing internal capabilities by ensuring the organizational structures, human resources systems, job designs, communication systems, and leadership and managerial processes fully harness human motivation and help people function to their full potential

Organization performance is the most important dependent variables in an industrial and organizational psychology. Some main application need to be applied as to improve the work environment (Borman, 2004). Organization performance Sinha (2001) is dependent on the willingness and also the openness of the employees themselves on doing their job on a conducive work environment. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. An organization performance can also be determined as a organization's ability to perform including the opportunity and willingness to perform as well. Greenberg and Baron stated that it gives a positive impact on the relationship in between of the organization performance and also the vocation.

Empirical Review

This includes the concept and relevant studies on work environment on organizational performance and reviews the aspects of ergonomics and supervisor support, influence organizational performance. There is a growing recognition that work-environment factors affect health system performance (Graham, 2006). Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes. The study mainly focused on

various factors such as work hours, schedules, time off, professional development and training, job quality, workload, job satisfaction, quality of supervision and management, organizational change, work-life balance, health and well-being, career plans and basic demographic and employment characteristics affect the work environment and work life of healthcare providers' particularly nursing staff (Teresa, 2007).

a) Ergonomics

By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2008). McCoy and Evans (2005) states that the elements of physical work environment need to be proper so that the employees would not be stressed while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace.

Amir (2010), argues that there are two main elements which are the office layout plan and also the office comfort. Amir (2010) further argues that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved. The factors of work environment are associated with the effects on work on health (Ettner & Grzywacs, 2001). The workplace design might result in physiological and psychological reactions whether direct or indirectly. This might result into a long term reaction which includes the decreased in performance (De Croon, 2005). Factors of workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees' either towards the negative outcomes or the

positive outcomes (Chandrasekar, 2001). Over the last decades, the factors of work environment of the office workers had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005).

b) Supervisor support

Lim and Johnston (2002) in their qualitative study indicate that the most important work environment factors affecting transfer of training are considered to be a discussion with the supervisor on the use of new learning, the supervisor's involvement or familiarity with the training and positive feedback from the supervisor. Other researchers (e.g Cromwell and Kolb, 2004; Gumuseli and Ergin, 2002) in their study findings have also agreed on the positive effects of supervisor support on transfer of training and employee performance.

Several recent studies have used an indirect effect model to examine training administration and found that effect of supervisor's role in training programs on job performance were indirectly affected by the motivation to learn. For example, several studies about supervisor's role in training programs based on a sample of 45 trainees in UK organizations (Axtell et al., 1997), and 100 technical employees in North Kuching City Hall, Malaysia (Ismail et al., 2008) generally showed that properly implemented supervisor's role in training programs had increased job performance in the workplace. Specifically, two surveys about supervisor communication in training programs were carried out based on a sample of 126 employees in Northern Taiwan Tai (2006), and 100 technical employees in North Kuching City Hall, Malaysia (Ismail et al., 2007). Meanwhile, three surveys about supervisor support in training programs were conducted

based on a sample of 119 employees who attended training program in a large organization in USA (Chiaburu and Takleab, 2005), 179 trainees and 32 supervisors at certain US organizations (Nijman, 2004), and 100 technical employees in North Kuching City Hall, Malaysia (Ismail et al., 2007). The findings of these studies advocate that the willingness of supervisors to provide better explanations about the training plans and the ability of supervisors to properly provide training supports had been a major determinant of job performance in the organizations.

c) Organizational performance

A study by Juan (2010); Geal (2009); Mullins (2011); Opel (2010) indicate that when organizational performance has not been effectively managed in many organizations and firms lose between 5%-15% of sales revenue as a result of lack of attention to work environment. This suggests that work environment are important tools contributing to the performance and growth of organizations. The Gallup Research Report (2003) estimated that actively poor performing workers due to poor work environment are 10 times more likely to say they will leave their organizations within a year than involved staff. Their 2003 survey in the US and Canada of 1000 workers found that only a quarter were actively non-performing in their work with a huge group of between 56% and 60% not engaged and 17% actively disengaged due to poor work environment. The research estimates that actively uncommitted workers cost US businesses between \$270 and \$343 billion a year due to low productivity due to poor working environment.

Critique of existing literature relevant to the study

According to Sekar (2011), the relationship between work, the workplace and the tools of work, becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. There are gaps that researchers have tried to solve that define different factors that influence the performance of the employees. Haynes (2008) explains the components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative. According to Chandrasekar, (2011) each employee has a role in the organization. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his / her supervisor which is defined as role congruity.

The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Leblebici, 2012) as well as levels of job satisfaction and the perception of fairness of pay (Bockerman & Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment. Every organization should strive to provide an environment that will help retain its employee to enable the organization achieve its objectives.

According to Mondy (2005), job related injuries and illness are more common than most people realize. They cost the nation huge sums of money. The signs of unhappy workforce include low performance, absenteeism, increased complain, accidents, high turnover among others. When the employee is not contented they will look for any reason to absent themselves from the work place. The nature of work and working environment are major determinants of job satisfaction (Brewer 2005). The studies do not satisfy the investigation as to how work environment affect organizational performance. This study aimed to bridge the gaps by assessing the influence of work environment on organizational performance in Government Ministries in Kenya.

Research Gaps

Poor and unsafe workplace environment, result in significant losses for workers, their families, and national economy. A conducive workplace environment that aid the performance of work automatically improves productivity improved or adequate lighting improves productivity, fewer rejects, enhanced safety, lower insurance premiums, better morale and increased customer satisfaction. A good workplace communication will involve employees in the development and implementation of healthy workplace practices, enthusiastic employers and sustenance of the organization.

Factors of workplace environment give a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact. This combination of factors has created an environment where the business needs its employees more than the employees need the business. This research focuses on the influence of work environment

on organizational performance in terms of well-being and satisfaction. Work environment has a lot of impact on organizational success and on the work performance and well-being of the employees (Morgeson & Campion, 2003).

Work design has been shown to influence behavioural outcomes (such as performance and absenteeism), psychological outcomes (such as job satisfaction and stress), and physical outcomes (such as blood pressure and cardiovascular disease) (Grant & Parker, 2009).

Most of scholarly journals have concentrated on developed countries and this has left a gap for the researcher to to carry out the study in Kenya Government Ministries. This study therefore, seeks to find out the influence of work environment on organizational performance in government ministries of Kenya.

RESEARCH METHODOLOGY

Research Design

The study adopted descriptive research design to collect data from the participants. Descriptive research is all about describing people who take part in the study. The data collected through this design will seek to access the influence of work environment on organizational performance in reference to selected government ministries of Kenya.

Target Population

The target population comprised of 7913 staff from 6 government Ministries headquarters located in Nairobi based on the performance contracting results that were made public (GOK 2012). The ministries chosen were the high performing and ranked from number 1 to 6.

Table 1; Target Population

	Population	Percentage
Ministry of Devolution and Planning	1000	12.64
Ministry of Energy and Petroleum	500	6.32
Ministry of Lands, Housing and Urban Development	4518	57.01
Ministry of State for Special programme	373	4.71
Ministry of Information and Communication	600	7.58
Ministry of Higher Education, Science and Technology	921	11.63
Total	7913	100

Source: GoK (2015)

Sample size and Sampling technique

The target population constituted 7913 employees. If the target population is finite, the formula (Krejcie & Morgan, 1970) was used to determine the sample size. The precision of the population was selected using a stratified random sampling technique from the identified study population. Cooper & Schindler (2011), states that stratified random sampling is appropriate when obtaining a sample from a heterogeneous population.

Table 2: Sample Size Distribution

Ministry	Category	Population(N)	Sample (n)
Ministry of Devolution and Planning	Senior level Management	150	7
	Middle level Management	200	9
	Lower level management	650	30
Ministry of Energy and Petroleum	Senior level Management	25	1
	Middle level Management	125	6
	Lower level management	350	15
Ministry of Lands, Housing and Urban Development	Senior level Management	432	20
	Middle level Management	836	39
	Lower level management	3250	146
Ministry of State for special programme	Senior level Management	36	2
	Middle level Management	73	3
	Lower level management	265	12
Ministry of Information Communication and Technology	Senior level Management	120	5
	Middle level Management	265	11
	Lower level management	385	18
Ministry of Higher Education, Science and Technology	Senior level Management	150	7
	Middle level Management	335	16
	Lower level management	436	20
Total		7913	367

Research Instruments

The data collection instrument was questionnaires in this study. A questionnaire is a set of systematically structured questions

used by a researcher to get the needed information from respondents. Questionnaires have been termed differently, including surveys, schedules, indexes/indicators, profiles, studies, opinionnaires, batteries, tests, checklists, scales, inventories, forms, inter alia. Questionnaires are any written instruments that present respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers (Brown,2006)

Data Collection Procedure

In this study a semi-structured questionnaire consisting of both open-ended and close-ended questions were used to collect the primary data. It has open headed questions to collect the views of the respondents and closed questions to ensure that the respondents respond within the objectives of the study. The study has used both primary and secondary data.

Interview Schedule

Interview schedule involves collecting data while an individual is involved in some form of behaviour or while an event is unfolding. Interview schedule is studied as it occurs and the researcher have to ask people about their own behaviour and the action of others. It tends to yield more accurate data about particular variables than can be obtained from questionnaires or interviews (Borg, Gall & Gall, 2003); Nachmias and Nachmias (2008). The Director of performance Contracting in each organization was used to take observation notes as the questionnaires were being administered. The interview schedule was specific along the variables of the study as per the interview guide in the appendices.

Data Analysis and Presentation

The data collected was quantitative. Once the questionnaires were received they were coded and edited for completeness and consistency. To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. This technique gave simple summaries about the sample data and present quantitative descriptions in a manageable form, (Orodho, 2003). Together with simple graphics analysis, descriptive statistics formed the basis of virtually every quantitative analysis to data, (Kothari, 2005). The study further adopted multiple regression model at 5% level of significance to establish the strength and direction of the relationship between the independent variables (ergonomics, supervisor support, psychosocial environment and job design) and the dependent variable (organizational performance). The organizational performance was regressed against four independent variables. The equation was expressed as follows: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$, Where; Y= organizational Performance, β_0 = constant (coefficient of intercept), X_1 = Ergonomics; X_2 = supervisor support;; ϵ = error term; $\beta_1 \dots \beta_2$ = regression coefficient of two variables. An Analysis of Variance (ANOVA) was also used to measure statistically the significance in predicting how dependent variables influenced organizational performance in Kenya.

DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

Response Rate

The study targeted a sample size of 367 respondents from which 200 filled in and returned the questionnaires making a response rate of 54.51%. This response rate was satisfactory to make conclusions for the study as it acted as a representative.

Pilot Test Results

A pilot study was carried out to determine reliability and validity of the research instruments. The pilot study involved sampling respondents in various strata in the organizations. Reliability analysis was subsequently done using Cronbach’s Alpha which measured the internal consistency by establishing that certain items within a scale measures the same construct. Sekeran (2008) established the Alpha value threshold at 0.7 and above is regarded as most reliable, thus forming the study’s benchmark. Table 3 shows that ergonomics had the highest reliability ($\alpha= 0.808$), followed by supervisor support ($\alpha=0. 765$), and organizational performance($\alpha=0.717$). This illustrates that all the two variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Table 3: Reliability test results

Scale	Cronbach's Alpha	Number of Items
Ergonomics	0.808	7
Supervisor support	0.765	6
Organizational performance	0.717	9

Validity analysis

If a measurement is valid, it is also reliable (Sekeran, 2000). The content validity formula by Amin (2005) was used in this study. The formula is = Content Validity Index = (Number

of judges declaring item valid) / (Total number of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005). The results were as shown in Table 4.

Table 4: Content Validity Index

Variable	Valid items	CVI	Comment
Ergonomics	8	0.7890	Accepted
Supervisor support	10	0.7895	Accepted
Organizational performance	7	0.8456	Accepted
Overall	-	0.8080	Accepted

Table 4, illustrates that all the two variables were valid as their CVI values exceeded the prescribed threshold of 0.78. This indicates that the instrument was valid as emphasized by Amin (2005) as validity of test yielded an average index score of 80.80%. This implied the instrument was valid as emphasized by (Amin, 2005).

Demographic Information

Gender of the respondent

The research sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent 52.45% were females whereas 47.55% of the respondent were males, this is an indication that both genders were involved in this study.

Age distribution

On respondent’s age distribution, the study found out that; most of the respondents 45% were aged between 41 to 50 years, 25 % of the respondents 30 to 40 years, 15% of the respondents were aged below 30 years, whereas 15% of the respondents were aged

above 50 years. This implies participants were well distributed in terms of their age.

Duration of service

On period of service, the study revealed that most of the respondents 35% had worked with the ministries for duration of 5-10 years, 28% had worked with the ministries for a period less than 1 year and 25% worked for a period of 1 to 5 years and 12 % had worked with the organization for more than 10 years. This implies that majority of the respondents had worked with the organization for a considerable period of time and thus they were in a position to give credible information relating to this study. The study therefore observes that the respondents are experienced people who are in their respective departments for the long haul. Longevity at the organization therefore becomes a trait that ensures continuity and perpetuation of the vision of an organization. Performance of the ministries would ordinarily thrive under such circumstances where their management remains focused in realizing both their objectives and economic outcomes.

Level of education

The study requested the respondents to indicate their highest level of education achieved, from the research findings, the study found that most of the respondents 40% of the respondents held diplomas, 35% of the respondents were holders of bachelors degrees, 15% of the respondents were holders of masters degrees whereas 5% of the respondents held doctor of philosophy, this implied that respondents were well educated and they were able to respond to research questions with ease.

Study Variables

a) Ergonomics

The research sought to determine whether ergonomics had influence on work environment and its effects on organizational performance in Government ministries. From the research findings, majority of the respondents as shown in Table 5 illustrates that 78.00% were of the opinion that ergonomics affected Government ministries whereas 22.00% of the respondents were of the contrary opinion. This implies that ergonomics had influence on work environment thus affecting organizational performance in government ministries.

Table 5: Influence of ergonomics on organizational performance in government ministries in Kenya.

Opinion	Frequency	Percentage
Yes	156	78.00
No	44	22.00
Total	200	100

The study sought to establish the extent to which respondents agreed with the statements relating to ergonomics influence on organizational performance in government ministries in Kenya. A scale of 1-5 was used. The scores “Strongly disagree” and “Disagree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree ≤ 2.5). The scores of ‘Disagree’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of “To Agree” and “Strongly agree” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 6.

From the research findings, majority of the employees indicated that they agreed that the presence of working tools influenced their performance at the workplace as shown by a mean of 4.10; the office buildings space influence employees to stay in the office and work comfortably as shown by a mean of 3.95; a well maintained office floor influenced organizational performance as shown by a mean of 4.01; the availability of well ventilated office influences employee performance as shown by a mean of 3.99; the availability of electricity influenced organizational performance as shown by mean of 4.10. The organization has not provided a working environment with adequate lighting as shown by mean of 3.95; the availability of water influences organizational performance as shown by mean of 4.01 and strongly disagreed that there was proper office layout which influence their performance. The findings of this study are in tandem with literature review by Leaman (2011) who argues that those employees who have their performance affected by the workplace environments are those who always complained on the discomfort and dissatisfaction at the workplace. Ergonomics is concerned with making the workplace as efficient, safe and comfortable as possible. This can enhance operator productivity, provide worker safety, physical, mental well-being and job satisfaction (Garbie, 2014). Table 6: Elements relating to ergonomics influence on organizational performance in government ministries in Kenya.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std deviation
The presence of working tools influences your performance at your workplace	6%	6%	9%	71.5%	7.5%	4.10	0.32
The office buildings space influence you to stay in the office and work comfortably	6.5%	8%	7%	67.5%	11%	3.95	0.36
A well maintained office floor influence your performance	6.5%	6.5%	6.5%	72.5%	8%	4.01	0.44
The availability of well ventilated office influences your performance	5.5%	11%	6.5%	67.5%	9.5%	3.99	0.65
The availability of electricity influences your performance	6%	6%	9%	6.8%	11%	4.10	0.32
The availability of water influence your performance	10%	8%	7%	67.5%	7.5%	3.95	0.36
There is proper office layout which influence your performance	6.5%	71%	10%	6.5%	6%	2.01	0.44

b) Supervisor Support

The research sought to investigate whether supervisor support had influence on employee performance in Government ministries. From the research findings, majority of the respondents as shown in Table 7 illustrates that 92.00% were of the opinion that supervisor support influenced employee performance in Government ministries

whereas 8.00% of the respondents were of the contrary opinion. This implies that supervisor support influences employee performance in government ministries.

Table 7 : Influence of supervisor support on organizational performance in government ministries in Kenya.

Opinion	Frequency	Percentage
Yes	184	92%
No	16	8%
Total	200	100

The research sought to establish the extent to which respondents agreed with the statements relating to supervisor support influence on organizational performance in government ministries in Kenya. A scale of 1-5 was used. The scores “very bad” and “bad” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{bad} \leq 2.5$). The scores of ‘Fair’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Fair} \leq 3.5$). The score of “Good” and “Excellent” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Good} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 8.

From the research findings in Table 8, majority of the employees indicated to a good extent that their relationship with fellow workers was good as shown by a mean of 4.10 described their relationship with their supervisor as fair as shown by a mean of 3.55 described their relationship with their customers as good as shown by a mean of 4.01 the level of managing conflicts at workplace is bad as shown by a mean of 2.99

the level of support that employees receive from their supervisors in performing their work was bad as shown by mean of 2.10 the level of feedback that they receive from their supervisor is bad as shown in a mean of 2.01; at the place of work employee are not well informed in advance concerning important decisions, changes or future plans of the organization as shown by a mean of 2.95 employee have a mutual understanding thus mutual satisfaction with my supervisor as shown by a mean of 4.01 and there is a formal and informal support from the supervisor on conflict resolution enabling closer relations as shown by a mean of 2.99. This implies that supervisor support was bad thus affecting organizational performance in the government ministries in Kenya.

Table 8: Elements relating to supervisor support on organizational performance in government ministries in Kenya

Statement	Very bad	Bad	Neutral	Good	Excellent	Mean	Std deviation
How would you describe your relationship with fellow workers?	6%	6%	9%	68%	75%	4.10	0.32
How would you describe your relationship with your supervisor?	6.5%	8%	7%	67.5%	7.5%	3.95	0.36
How would you describe your relationship with your customers?	6.5%	6.5%	6.5%	72.5%	6.5%	4.01	0.44
What is your level of managing conflicts at workplace?	5.5%	67.5%	10%	11%	9.5%	2.99	0.65
What is the level of support that you receive from	10%	6%	9%	68%	7.5%	4.10	0.32

your supervisor in performing your work?								
What is the level of feedback that you receive from your supervisor?	6.5%	8%	7%	70%	7.5%	3.95	0.36	
At your place of work you are well informed in advance concerning important decisions, changes or future plans of the organization?	6.5%	74.5%	6.5%	6.5%	6%	2.95	0.44	
I have a mutual understanding thus mutual satisfaction with my supervisor	74.5%	6.5%	6.5%	74.5%	6.5%	4.01	0.54	
There is a formal and informal support from the supervisor on conflict resolution enabling closer relations	5.5%	11%	6.5%	71%	6%	2.99	0.66	

c) Organizational Performance

The study sought to establish the extent to which directors of performance contracting in the relevant government ministries indicated on the customer satisfaction, employee satisfaction and fulfillment of statutory obligations. The findings were as represented on the scores of “Excellent” as represented by a composite score of 1.00 to 1.49 and “Very good” as represented by mean score of 1.50 to 2.49, “Fair” as represented by mean score of 3.50 to 3.59 and “Poor” as represented by mean score of 3.60 to 5.00 as per the organizational performance contracting guide in the appendices (GoK, 2012). The percentage of composite score was generated

from SPSS version 21 and is as illustrated in Table 9.

From the study findings, majority of the respondents indicated to that the organization fulfilled its statutory obligations as shown by a mean of 3.46, the customer satisfaction of the services rendered by the organization as shown by a mean of 3.64; that the employee satisfaction in the organization as shown by a mean of 3.77. This indicates that organizational performance of the ministries was poor.

Table 9: Elements relating to organizational performance in government ministries in Kenya

Statement	Excellent	Very good	Good	Fair	Poor	Mean	Std deviation
How does your organization fulfill statutory obligations?	5.5%	9.5%	6.5%	6.5%	67.5%	3.46	0.53
How can you describe the customer satisfaction of the services rendered by your organization?	6%	6%	11%	9%	68%	3.64	0.98
How can you describe the employee satisfaction in your organization?	6.5%	6%	8.5%	6.5%	72.5%	3.77	0.67

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and dependent variable that is organizational performance in government ministries in Kenya. The study applied SPSS version 21 to code, enter and compute the measurements of the multiple

regression. Multiple regression analysis explains or predicts variation in a dependent variable because of the independent variables and this is assessed using the coefficient of determination known as R square and the larger the coefficient, the larger the effect of the independent variable upon the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line (Carver *et.al.*, 2009). The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the Unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on the standardized coefficients for studying each variable.

Table 10: Model summary

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
	.798	0.636	0.606	.233

According to the model summary Table 10, R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exist strong positive relationship between the independent variables and dependent variable as shown by R value (0.798). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 63.60% of the organizational performance in government ministries as represented by the R^2 . This therefore means that other factors not

studied in this research contribute 36.40% of the organizational performance in government ministries. This implies that these variables are very significant therefore need to be considered in any effort to boost organizational performance in government ministries in the study area. The study therefore identifies the variables as critical factors of work environment that influence organizational performance in government ministries.

Analysis of Variance

Table 11: Analysis of Variance^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	105.653	2	26.41325	154.013	.004 ^b
Residual	24.86	197	.12619		
Total	130.513	199			

- a. Dependent Variable: Organizational performance in government ministries
- b. Predictors: (Constant), supervisor support and ergonomics,

Critical value =18.3997

From the ANOVA statics Table 11, the study established the regression model had a significance level of 0.4% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($154.013 > 18.3997$) an indication that supervisor support and ergonomics all influence organizational performance in government ministries. The significance value was less than 0.05 indicating that the model was significant.

Regression Coefficients

Table 12: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
Constant	54.298	.453		2.865	.006
Ergonomics	.747	.060	.358	4.950	.003
Supervisor support	.731	.068	.238	4.397	.004

Dependent Variable: Organizational performance in government ministries

The finding revealed that holding independent variables constant (supervisor support, ergonomics) to a constant zero, organizational performance in government ministries would be at 54.298, a unit increase in Ergonomics would lead to increase in organizational performance in government ministries by a factor of 0.747 and a unit increase in supervisor support would lead to increase organizational performance in government ministries by factor of 0.731. From the data in Table 12, it was established that regression equation was $Y = 54.298 + 0.747X_1 + 0.731 X_2$. Therefore, organizational performance in government ministries = $54.298 + (0.747 \times \text{Ergonomics}) + (0.731 \times \text{Supervisor support})$. From the results of this study in Table 12, Ergonomics had a p-value of 0.003 Supervisor support had a p-value of 0.004 psychosocial environment had a p-value of 0.001 Therefore, the most significant factor was Ergonomics.

SUMMARY OF THE FINDINGS

Objective One: To establish the influence of ergonomics on organizational performance in government ministries

From the descriptive statistics, majority of the employees indicated that they agreed that

the presence of working tools influenced their performance at the workplace; the office buildings space influence employees to stay in the office and work, a well maintained office floor influenced employee performance; the availability of well ventilated office influences employee performance; the availability of electricity influenced organizational performance, the organization has not provided a working environment with adequate lighting; the availability of water influences organizational performance and strongly disagreed that there was proper office layout. Additionally, the study revealed that the variable statistically, strongly and significantly correlated to organizational performance in government ministries at 5% level of significance as it had a positive relationship with the dependent variable. This implies that the more ergonomics increases the more it influences the organizational performance in government ministries. Therefore, from the qualitative and quantitative analysis, the findings show that the research which sought to establish the influence of ergonomics on organizational performance was achieved because it established that it influenced organizational performance.

Objective Two: To find out the influence of supervisor support on organizational performance in government ministries

From the descriptive analysis results showed that supervisor support influences organizational performance in Government ministries. The majority of the respondents indicated to a large extent that their relationship with fellow workers was good , described their relationship with their supervisor as fair and relationship with their customers as good , the level of managing conflicts at workplace is bad, the level of support that employees receive from their

supervisors in performing their work was bad, the level of feedback that they receive from their supervisor is bad as; at the place of work employee are not well informed in advance concerning important decisions, changes or future plans of the organization, employee have a mutual understanding thus mutual satisfaction with my supervisor and there is a formal and informal support from the supervisor on conflict resolution enabling closer relations.

Further, the study revealed that the variable statistically, strongly and significantly correlated to organizational performance in government ministries at 5% level of significance as it had a positive relationship with the dependent variable. This implies that the more supervisor support becomes better the more it influences the organizational performance in government ministries. Therefore, the findings show that supervisor support has influence on organizational performance in government ministries.

Conclusions

The study established that ergonomics influences organizational performance in government ministries to a large extent and that office design had a positive effect on employee concentration at work. The government does not provide adequate tools of work and majority of respondents stated that the office furniture (chairs and tables) were not comfortable in terms of height, posture and comfort and the physical environment is safe. Additionally the variable statistically and significantly affected organizational performance in government ministries.

Additionally, the study established that supervisor support influences organizational performance in government ministries. From the results, majority indicated that they were

not informed in advance concerning important decisions, changes, or plans for the future, they did not receive all the information they needed in order to do their work well, and their work was not recognized and appreciated by management. The management at work place did not respect employees and they did not treat them fairly.

The study established that ergonomics influences organizational performance in government ministries to a large extent and that office design had a positive effect on employee concentration at work. The government does not provide adequate tools of work and majority of respondents stated that the office furniture (chairs and tables) were not comfortable in terms of height, posture and comfort and the physical environment is safe. Additionally the variable statistically and significantly affected organizational performance in government ministries.

Recommendations

There is need to improve organizational performance in government ministries by ensuring that office design at the workplace does not affects employee concentration at work, the government should also provide adequate tools of work, office furniture (chairs and tables) should be comfortable in terms of height, posture and comfort to ensure that the physical working environment is safe for improved productivity by the employees.

The study recommends that effective supervisor support is necessary as it will facilitate organizational performance in Government ministries and there is need to inform well in advance employees concerning important decisions like changes or plans for

the future to ensure employees receive all the information they need in order to do their work well. The management at work place should respect employees and treat them fairly by appreciating their input to ensure they feel valued by the organizations which they serve. At the place of work is where people spend more time thus the need to be happy and satisfied. The immediate supervisor should ensure that employees have good development opportunities to give high priority to job satisfaction.

Recommendations for Further Studies

Since this study sought to establish the influence of work environment on organizational performance in government ministries, it was established that from literature review most studies were conducted in Turkey, Malaysia, Europe and a few studies were available in Africa. The studies done in Kenya such for example in KFS and KNH were disatisfied with the tools of work. Additionally, very little has been undertaken to explore work environment on organizational performance thus the researcher call for further studies to be undertaken in Kenya for generalization of the findings of this study. The researcher also recommends further studies on work environment on organizational performance

in government ministries and encourage more studies on work environment approaches, discursive approaches, practitioner /consultant approach and work environment theories to build up more scholarly work in this field. Similar studies should also be conducted on the other contemporary trends in work environment to provide realistic and contextual solutions to organizational performance challenges in human resource management.

This study used qualitative technique and it was also a cross sectional study and hence other studies using longitudinal design could be carried out to establish whether organizational performance is actualized. Also, an exploratory study would enrich findings because such a study would have a wide range of factors that influence organizational performance addressed other than the ones identified in this study. This study confined itself to the organizational performance in government ministries..

A comparative study should be carried out to compare whether the findings also apply for the private and non-governmental organizations in Kenya in order to validate whether the findings can be generalized to organizational performance in government ministries.

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