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**ABSTRACT**

*The purpose of this study was to investigate work environment factors that affect employee performance in public secondary schools in Juja Sub County, Kiambu County. An employees' workplace environment is a key determinant of quality of work and level of performance. How well the work environment engages employees, impacts their desire to learn skills and their levels of motivation to perform. Skills and motivation level influences employees' level of creativity and innovation, collaboration with others, punctuality and performance development. This research sought to explore how working environment affect teachers' performance in public schools, with reference to public secondary school teachers from Juja Sub County, Kiambu County. The specific objective of this study was to establish how salaries and benefits as a working environment factor affect teacher's performance in public secondary schools. The study adopted descriptive research design using survey method to collect data from 74 respondents from public secondary schools in Juja Sub County. The data were collected using structured questionnaires and it was presented by use of tables, graphs and charts. Data was analyzed using a descriptive statistic that included frequencies and percentages. The inferential statistics which was used included regression that showed the relationship between the dependent variable and the independent variable. The finding of study showed that the working environment significantly affect teacher's performance in public secondary schools in Juja sub County. The study recommended that TSC should reconsider its salaries and benefits package because employees perceive their salaries as a direct indication of the value their employer has placed on their services. This can boost their morale hence the performance. When the work environmental supports are sound, employees are better equipped to do what is expected of them. Finally, the school administration to encourage teachers to be creative and innovative and to use available resources in teaching and learning.*

**Key Words:** Workplace Environment, Salaries and Benefits

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## INTRODUCTION

Work place environment is an important determinant in employee performance. Work environment involves all aspects which act and react on the body and mind of an employee (Kauri 2014). The productivity of an employee is determined by unrestrained feeling or behavior on the environment in which they work. Healthy workplace environment guarantees the prosperity of employees which empowers them to exert themselves to their jobs with all their energy which translates to better performance (Akinyele, 2007).

Bacotic & Babic, (2013) discovered that those employees who work under pressure or difficult working environment are unhappy; good working environment and conditions are crucial for job satisfaction and employee performance. It is necessary for the management to improve working conditions as this will result to employee performance. Employees' performance depended on quality of workers' work place environmental factors which are performance appraisal and development, physical infrastructure, salaries and benefits and promotions. These factors regulate how employees are committed to their organization. Employee performance refers to the behavior's employees engage in that are in line with organization's goal. It alludes to the practices people draw themselves in that are in accordance with company's objective (Viswesvaran & Ones, 2000). This can be seen by the way employees adhere to organization policies, their punctuality to work place among others. Employee performance can be gauged by regular supervision and training (Alagaraja1 & Shuck, 2015). Sadikoglu & Cemal (2010) argued that high profit margin is brought about by good work output of a business owner. Performance of employees hence gives room for innovativeness and general company's performance. An organization that wants to move and have an impact on the society must invest vastly on its employees by improving their working environment.

Pradhan & Jena (2016) states that management style of work, reward, discipline and work motivation significantly impacts the performance of employees. The organization should therefore create and maintain a better work environment to increase employees' productivity. A deprived working environment leads to diminished employee performance, absenteeism, turnover, early retirement and job dissatisfaction (De Cremer 2012). According to Leblebici (2012), many business managements have misguided impression that the employee performance at the work place is proportion to employee's compensation package. It is one of the extrinsic motivation tools but it has an inadequate short-term effect on employee's performance. Deci (2013) further suggests that many organizations have formal appreciation and reward plans and this usually include rewards for good performance.

According to Agbozo (2017), a good working environment ought to bring about happiness and morale in the way it impacts the employees mentally, physically, and psychologically. This condition makes the work environment most ideal working conditions for employees to work in. An investigation by Kaur (2014) work has a financial perspective just as a mechanical viewpoint and likewise it has mental angle. Successful workplace empowers the more joyful representative with their activity that at last impacts the development of an organization just as development of an economy.

Spector (1997) saw that most organizations do not pay more attention to employees working environment and the end result is their poor performance. An organization should focus on workplace environment which enables employees to be more proactive in order to build benefits for organizations (Chandrasekar 2011). Working environment may impact employees' performance either negatively or positive.

### Statement of the Problem

Work place environment in public secondary schools has been the concern for all stakeholders to ensure that the standards of education are upheld.

For instance, the government of Kenya introduced measures such as performance contracting and evaluation programs to enhance teacher performance and improvement in salaries: but evidence from studies show that there are some concerns regarding teacher performance (MOE 2016). KUPPET and KNUT continually push for improved working conditions for teachers to bring about job motivation and satisfaction so that they can best perform. Despite the efforts by all stakeholders, there has been continued decline in teacher performance in public secondary schools (Musyoka 2018). This prompted the research to address the information gap. A suitable working environment ensures that teachers are punctual and adhere to school policies. Organizations that can create a work environment that attracts, motivates and retains hard-working individuals are better positioned to succeed in a competitive national and global environment that demands quality and cost-efficiency.

The objective of this study was to examine how work environment affect teachers' performance in public secondary schools in Juja Sub County. The study was directed by the following specific objective.

To establish the effects of salaries and benefits on teacher performance in public secondary schools in Juja Sub County.

## **LITERATURE REVIEW**

### **Two-Factor Theory**

This theory was first proposed by Herzberg (1959). The theory stresses on the motivator hygiene factors that explain satisfaction and motivation in the organization. The hypothesis focuses on results of fulfillment and disappointment. Herzberg clarified that the elements that lead to satisfaction or dissatisfaction are not the same. He argued that the opposite of job satisfaction is not job dissatisfaction, but rather, no fulfillment; and the contrary of job dissatisfaction is not job satisfaction but no satisfaction (Herzberg, 2003). This theory

states that job satisfaction and dissatisfaction is a result of various elements –motivation and hygiene respectively.

Hygiene factors incorporate parts of the workplace like relational issues, working conditions, and organizational arrangements and so on (Hackman & Oldham 1976). According to Weir (1976) and Syptak et al (1999), one of the factors which stood out as a strong determinant of job satisfaction is salary: Compensation is a legally binding understanding between the business owners and the representative (Oluoch, 2007). If a worker feels that he is not fairly compensated he will not be happy and therefore his performance will definitely be poor. Salaries and benefits, clear policies relating to salaries, salary increments and bonuses must be clearly indicated to avoid dissatisfaction.

### **Equity theory**

It was first proposed by John Stacey Adams (1963). He presented the idea that a motivated individual is one that is treated with equality and fairness. The theory asserts that in a social exchange, a person perceives the level of input acquired from a relationship as compared to the output, and also the amount of effort another person brings to the table, according to Adam (1963). Huseman et al (1987) then went on to suggest that whenever an employee thinks there is an inequity between two individuals or social groups, the employee is inclined to get distressed or dissatisfied owing to the input and the output not being equal. Examples of outputs are; esteem professional stability, recognition, salary, job security, reputation, responsibilities, regard, costs, feeling of accomplishment, duties, and gratitude among others (Wambui, 2006). In any capacity in the organization, an employee needs to feel that their duties and work performances are being compensated with their remuneration. When an employee considers himself underpaid, he would be disappointed and thus ends up with an attitude of compromise towards the organization and associates which may in the long run amount to lack

of motivation and dismal performance. As per Adams (1963), when an individual feel dissatisfied, it causes a response in themselves. It is a direct result of this pressure that a person may respond in a way that decreases strain in him.

**Empirical Review**

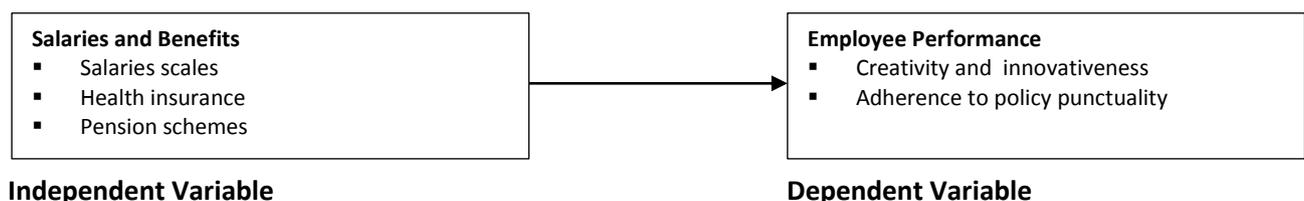
**Salaries and Benefit on teacher performance**

World at Work report (2015) stated that benefits include packages an employer practices to supplement the cash compensation that employees receive. It comprises of health; income protection savings and retirement programs which provide security for employees and their families. According to Braton and Gold (2007), an employee remuneration package includes guaranteed employment benefits such as retirement benefits, medical aid benefits, Insurance, housing benefits and car allowances. Freedman (1978) as cited by Beer &Walton (2014) stated that if effective rewards and appreciation are employed in an organization, good working environment is formed which motivates employees to surpass their performance.

Studies have revealed that if an organization fails to reward employees, it will decrease employee performance and that an efficient reward system can be a good motivator but inefficient reward

system can lead to demoralization of employees that leads to low performance, internal conflicts, absenteeism high turnover lack of commitment and lateness (Heng 2012).A worker is more likely to perform to his potential if he is happy with the salary he is earning. Salary is a contractual agreement between the employer and the employee. It is not a motivator for them but do want to be paid fairly and when due. If an employee perceives that he is not fairly compensated, he will not be happy and so slow the pace of performance. Comparable salaries and benefits, clear policies relating to salaries, increments, bonuses and benefits must be clearly indicated to avoid dissatisfaction (Oluoch, 2007).

A person earning a higher salary feels more encouraged to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high-status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade off. Lai (2011) stated that pay is one of those satisfying factors which if hindered increases dissatisfaction level of employees.



**Figure 1: Conceptual Framework**

**METHODOLOGY**

This study adopted a research design using descriptive research method and it targeted teachers from 10 public secondary schools in Juja Sub County. The overview approach involved the utilization of questionnaires to pick up a more profound comprehension on the effect of workplace environment on employee performances in the education sector in Juja Sub County. The

survey method allowed participant to answer questions on how salaries and benefits affect their performance and hence very useful in the study (Saunders et al, 2004). Data was collected and analyzed using descriptive statistics and correlation analysis statistical package for social sciences (SPSS) which is a software tool for data analysis. The study employed that included frequencies, means, scores, standard deviation and percentages while content

analysis was used for responses of open-ended questions. A multiple regression was conducted to determine the impact of salaries and benefits on employee's performance.

## RESULTS

Information on demographic structures of respondents showed that, out of 74 questionnaires which were issued, all of them were completed and returned with a response rate of 100%. On the gender, the results showed that 60.8 % of the respondents were female while 39.2% accounted for male. The results confirmed that majority of Kenyan population were women, according to united Nations Department of Economic and Social Affairs (2019). This results also indicated that

majority of women were the ones who study teaching as a profession. The respondent's age showed that over half of the respondents (52.7%) are below 30 years of age, followed by 30 to 39 at 32.4% while 40 years and above accounts for only 14.9% only. The disparity in age might be exiting of teachers from the teaching profession and also statistics from the Kenya bureau of statistics (2019) show that majority of Kenyan working population are youths. The results on the length of service showed that the respondents who had worked for more than 20 years are 25.7%, followed by those below 5 years who accounts for 21.5% then those who had worked between 16 to 20 years are least with 14.9%.

**Table 1: Salaries and Benefits Frequencies**

		Responses		Percent of Cases
		N	Percent	
Salaries and Benefits	My salary motivates me to stay with my current employer	30	25.0%	52.6%
	My salary is equitable to my colleagues in the same scale	19	15.8%	33.3%
	My salary is a reward for my performance	40	33.3%	70.2%
	My job security has an impact on my performance	12	10.0%	21.1%
	Adequate health insurance makes me perform	19	15.8%	33.3%
Total		120	100.0%	210.5%

a. Dichotomy group tabulated at value 2

From the table 1 above, 33.3% of the respondents agreed that they were rewarded for performance followed by 25.0% who stated that their salaries motivated them to stay with their current employer and then 10.0% agreed that their job security has an impact on their performance. This study was in

## Employee Performance

**Table 2: Employee Performance Frequencies**

		Responses		Percent of Cases
		N	Percent	
Employee Performance	I access and use ICT to improve teaching and learning	22	19.1%	51.2%
	use appropriate teaching and learning materials	21	18.3%	48.8%
	I prepare my professional documents in good time	24	20.9%	55.8%
	I clock in and out at designated time	20	17.4%	46.5%
	I participate in all other school programs	28	24.3%	65.1%
Total		115	100.0%	267.4%

a. Dichotomy group tabulated at value 2.

agreement with Ajila & Abiola, (2004) who stated that a reward package can influence employees' performance in any organization; it can help to increase performance by enhancing employee skills, knowledge and abilities.

The table 2 above summarized the five variables with respect to those respondents who answered in the affirmative. From the table below, 24.3% of the respondents agreed that they participate in all

school programs followed by 20.9% who stated that they prepare their professional documents on time then 17.4% of the respondents agreed that they clock in and out at the designated time.

### Regression Analysis

**Table 3: ICT and Independent Variables**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.575	.403	.714

#### Model Summary 1

From the model summary table 3, ICT as a dependent variable under creativity and innovation

has a strong correlation to enhancing performance with a correlation coefficient 0.758.

**Table 4: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.904	21	1.710	3.350	.000 <sup>b</sup>
	Residual	26.542	52	.510		
	Total	62.446	73			

a. Dependent Variable: I access and use ICT to improve teaching and learning

The ANOVA table further strengthens the finding established in the model summary above by giving a Sig. of .000 and an F statistic of 3.350 which was

taken to illustrate significant relationship between ICT as a dependent variable and employee performance in general.

**Table 5: Teaching Aids vs Independent Variables**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 <sup>a</sup>	.440	.214	.791

#### Model summary

From the model summary table 5, teaching aids as a dependent variable under creativity and innovation

has a strong correlation to enhancing performance with a correlation coefficient .663.

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.512	21	1.215	1.944	.027 <sup>b</sup>
	Residual	32.502	52	.625		
	Total	58.014	73			

**Table 7: Professional docs & independent variable**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 <sup>a</sup>	.343	.078	.870

**Model Summary**

From the model summary table, professional documents as a dependent variable under adherence to policy has a moderate correlation to

enhancing performance with a correlation coefficient .586.

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.521	21	.977	1.292	.224 <sup>b</sup>
	Residual	39.317	52	.756		
	Total	59.838	73			

The ANOVA table additionally reinforces the finding established in the model summary above by giving a Sig. of .224 and an F statistic of 1.292 which was taken to illustrate moderate significant relationship between professional document as a dependent variable and employee performance in general. To

pick exactly which independent variables contributed the most to this strong relationship, a table of coefficients was generated which highlights variables with significance ranging from 0.070 to 0.195 contributing the most.

**Table 9: Participation in All School Programs & Independent Variables**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 <sup>a</sup>	.393	.148	.840

**Model Summary**

From the model summary table 9, participation in school programs as a dependent variable under

adherence to policy has a moderate correlation to enhancing performance with a correlation coefficient .627.

**Table 10: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.792	21	1.133	1.605	.085 <sup>b</sup>
	Residual	36.708	52	.706		
	Total	60.500	73			

The ANOVA table further supports the finding established in the model summary above by giving a Sig. of .085 and an F statistic of 1.605 which is

taken to illustrate significant relationship between participation in school activities as a dependent variable and employee performance in general.

**Table 11: Clocking Vs Independent Variables**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 <sup>a</sup>	.372	.118	.974

**Model Summary**

From the model summary table 11, clocking in as a dependent variable has a moderate correlation to

enhancing performance with a correlation coefficient .610.

**Table 12: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.194	21	1.390	1.467	.132 <sup>b</sup>
	Residual	49.293	52	.948		
	Total	78.486	73			

The ANOVA table further strengthens the finding established in the model summary above by giving a Sig. of .132 and an F statistic of 1.467 which is taken to illustrate significant relationship between participation in school activities as a dependent variable and employee performance in general. To pick exactly which independent variables contributed the most to this strong relationship.

### CONCLUSION AND RECOMMENDATION

The findings salaries and benefits against the salary scale showed that the distribution of the highest group of 33.3% that earned 61000 to 70000 was normally distributed as established. 29.8% of the

respondents agreed that they are rewarded for performance followed by 17.5% who stated that their salaries motivated them to stay with their current employer and then 7.0% agreed that their job security has an impact on their performance across this set of income earners (61000 to 70000). This indicated that salaries and benefits have a great effect on employee performance.

Based on the first objective, TSC should reconsider its salaries and benefits package because employees perceive their salaries as a direct indication of the value their employer has placed on their services. This can boost their morale hence the performance.

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