



**WORK ENVIRONMENT AND PERFORMANCE OF EMPLOYEES IN PUBLIC HEALTH SECTOR IN NAIROBI CITY,
COUNTY KENYA**

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ABSTRACT

This study investigated the effects of working environment on performance of employees in public health sector in Nairobi County Kenya. The specific objectives of the study were: to determine whether physical work environment, supervisor support, psychological work environment and social work environment has influence on performance of employees in public health sector in Nairobi County Kenya. This study utilized the descriptive research design. The study population consisted of all the employees in Nairobi County, public health sector institutions totalling 4227. The data collection involved both primary and secondary data collection methods. Primary data was sourced by use of questionnaires validity and reliability of research instruments was also ensured. The collected data was analyzed by both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 24. The study established that physical work environment, supervisor support, psychological work environment and social work environment had a positive and significant influence on performance of employees in the public health sector in Nairobi County Kenya. The study concluded that a positive work atmosphere improves efficiency and competitiveness while also being beneficial to one's health. Support from supervisors has the greatest impact on creating unity, which is precisely what is required in modern, cross-functional, team-based environments. A positive psychological work environment gives an understanding of the relationship between organizational strategies and their personnel, as well as their impact on human behavior in the workplace, and as a result, a vision to examine why some strategies are more productive than others and that good organizational and social work environment management makes it easier to get the job done while defusing stressful situations. The study recommended that the public health sector in Kenya should design office environments to accommodate the varying tasks and the specific needs of the workforce. Supervisors should assist employees in achieving their goals and improving their abilities by serving as a point of contact between top and middle management. The public health sector in Kenya should reflect conditions that support cooperation between superiors, subordinates and those who have the same position in the organization. The management of the public health sector in Kenya should consider social environment in their organization which will help to improve home life interferences with responsibilities at work such as getting to work on time.

Key Words: *Work Environment, Supervisor Support, Psychological Work Environment, Social Work*

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INTRODUCTION

The performance of employees may decrease when they negatively perceive job safety and security. In turn, their attitudes change by disobeying the rules which leads to an increase in accidents at the workplace. There are several work environment factors which affects job performance such as job safety and security, supervisor support, relationships with co-workers, duration of work, and esteem needs. Job safety and security, which is one of the most important work environment factors, should be strictly imposed at the workplace in creating a comfortable working environment and flexible working condition for the employees (Raziq & Maulabakhsh, 2015).

According to Jain and Kaur (2014), there are three components of working environment which include social working environment, physical working environment, and mental working environment. Efficient organizations should be concerned with employee's welfare. The organization should provide their employees with a pleasant working environment so that they can concentrate on their task and became more productive. Temessek (2019) argues that employee performance can be affected by physical working environment which include lightings, temperature, noise, office layout and fresh air. All of those disturbances can cause health discomfort among the employees which lead to decreasing employees' performances indicated that the functional décor and de-sign of the workplace environment ultimately helped to improve employees' experience and necessitate better performance.

Globally there are organizations who debate the rights of employees their arguments is based on the fact that workplace environment impact on employee's motivational level and their quality of performance. When employees have good work environment performance shall be increased. They also argue that having proper workplace environment also helps in reducing the number of absenteeism and increase the performance in today's competitive and dynamic business world

(Health, 2016). The workplace environment that is a set in a place impact employee morale, productivity and engagement both negatively and positively (Chandrasekar, 2011). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boosts the employees and ultimately improve their productivity. The factors of work environment has 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, 2015).

According to Aaltonen, (2017), employee performance is a comparison between work results with standards and those set it may also refers to the level of achievement of the tasks that make up an employee's work. Job Performance is a measure of how well or poor ones carry out the delegated duties; it's used to gauge the individual employee's result against the desired results. Employee job performance determines whether the goals of an organization are consistently met in an efficient and effective manner. How well or poor an individual performs his duties are hinged on a number of factors which may include and not limited to living and working environment conditions, the right skills and tools for provision services, enumeration and motivational issues, promotional policies in an organization (Gomes *et al.*, 2012).

Opperman (2012) defines working environment as a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the

work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment includes systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

The Kenyan health sector industry system is pluralistic. Health services are provided by the national and county governments as well as the private sector which incorporates religious groups of organizations, the profit-driven private sector, drug stores/scientific experts/chemists, conventional healers and healthcare workers in the community. Kenya's health framework includes both formal and informal sectors. The official framework consist that section of the health sector which falls inside the administrative domain of the Ministry of Health, and which is statutorily required to submit returns to the Ministry of Health through Health Information Systems Department. The informal/unofficial framework contains those health establishments and suppliers over which the Ministry of Health has no control over their operations, i.e. conventional healers (Sudhinaraset, Ingram, Lofthouse & Montagu, 2013).

Statement of the Problem

The health sector in Kenya is currently facing several challenges most of which affect service delivery to the citizens, these challenges include strikes and go slows, lack of equipment and proper infrastructure, lack of enough human resource among others (Agbozo, Owusu, & Atakorah , 2017). The health systems cannot be able to function effectively and efficiently without motivated human resource, and for any organization to achieve this, they have to incur extra costs of ensure the employee's welfare is

well taken care of to ensure that they are provided with conducive environment to carry out their duties (Caillier, 2010). Most Kenyan health sector employees have resolved into private practicing due to poor working conditions in the public sector (Okeyo, 2017). The public health facilities have been left in the hands of the junior doctors as more senior medical officers opt out of the public sector to private practicing or to foreign countries (Kigathi, 2018).

Empirical studies done include Gitahi (2014) who looked at the Effect of Workplace Environment on Performance of Commercial Banks Employees in Nakuru Town and the findings showed that psychosocial aspects are an important factor in boosting the performance of employees than the physical workplace factors and work life factors. Naharuddin and Sadegi (2013) did a study on Factors of Workplace Environment that Affect Employees' Performance: A case of Miyazu Malaysia. The findings showed that only supervisor support is not significant towards the employees' performance while job aid and physical workplace environment had a significant relationship towards employees' performance. Amusa *et al.* (2013) studied Work Environments and Job Performance of Librarians in Public Universities in South-West Nigeria. The findings revealed that there is significant correlation between work environment and job performance in libraries. These studies concentrated on one variable of work environment, the current study however had more than one variable of work environment and at the same time dwell on employees in the health sector.

Research Objectives

The general objective of the study was to establish the effects work environment on performance of employees in the public health sector in Nairobi City County Kenya. The study was guided by the following specific objectives;

- To determine whether physical work environment has influence on performance of employees in the public health sector in Nairobi City County Kenya.

- To examine whether supervisor support contribute towards performance of employees in the public health sector in Nairobi City County Kenya
- To determine the effects of psychological work environment on performance of employees in the public health sector in Nairobi City County Kenya
- To assess the effects of social work environment on performance of employees in public health sector in Nairobi City County Kenya

LITERATURE REVIEW

Theoretical Literature Review

Affective Events Theory

Affective Events Theory was developed by researches, Howard Weiss and Russell Cropanzano to explain responses to the affective events in the workplace, and the relationship between those work events and the employees' well-being (Phua, 2012). Weiss & Cropanzano suggested that events in most organizations are usually the proximal causes resulting from affective reactions. Occurrences and events that happens to people in work surroundings, frequently results to the individuals responding emotionally to them (events and occurrences) which in turn directly influence the attitudes and behaviours of individuals.

Theory of work adjustment

This is also 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. This theory tries to link the employees to the work environment. The theory asserted that if a person's work abilities, skills and attitudes are matched with the job and organization, the person will perform the job well and will demonstrate high level of satisfaction in his / her job. In addition, if the organization provides certain rewards to accelerate the level of employee performance, the level of employee satisfaction will improve and job

performance. In organizations, individuals are motivated to work hard if employers are able to provide work support environment which recognizes their achievement and performance. In the work environment, individuals seek recognition for performance, comfortable work conditions, safe work environment and autonomous work conditions that allow employees their work environment (René and George (1964).

The Hawthorne Theory

The Hawthorne theory is a series of experiments conducted by Elton Mayo in the years between 1924 and 1932 at the Western Electric factory in Illinois, also called Hawthorne Works. The study was originally focused on manipulating levels of light working environment, in order to find out if that would have any effect on workers' productivity. Workers were split into two groups. The experimenters incrementally increased the intensity of the lights for the first group, while the working conditions of the second group (the control group) remained the same. A marked increase in the productivity of the first group was observed. Later, the experimenters introduced additional variables, such as reduced working hours and more breaks, and again they led to increased productivity. But then, an odd thing happened. Productivity in the first group would increase even after the lights were dimmed. In fact, productivity remained high for the whole duration of the experiment, after which it started to gradually drop down again (Young, 2009).

Hertzberg's Two Factor Theory

The theory was modelled by Herzberg (1966) and underpins extrinsic and intrinsic factors of motivation. The factors are also known as hygiene and motivator factors respectively. Extrinsic factors (hygiene factors) comprises of all tangible outcomes and things in relation to an employee's physical well-being. The factors represent the relationship of employees with their job environment. The factors include salaries together with the benefits, existing policies in an organization, supervision quality, level

of security of tenure, safety of the work environment, administrative practices, and general work environment condition (Johnson *et al.*, 2018).

Empirical Literature Review

Ushie, Agba, Ogaboh and Okorie (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Supervisor support refers to both (a) task support, which concerns task-related advice, guidance, and problem solving related to the work at hand and (b) personal support, which involves the supervisor expressing care for and listening to the individual (Fenlason & Beehr, 1994; Swanson & Power, 2001). Personal support can include such behaviours as demonstrating empathy; offering recognition and incentives; and practicing active listening, which allows the supervisor to help employees manage stress (Wicks, 2005).

Baard, Deci, and Ryan (2004) studied investment bankers and discovered that supervisors who supported autonomy had employees with higher job satisfaction. Specifically, the supervisors understood the employee's perspective, gave meaningful feedback, allowed freedom of choice to employees, and encouraged more responsibility. These factors, in turn, led to higher job performance. Beard *et al.*'s examination of 320

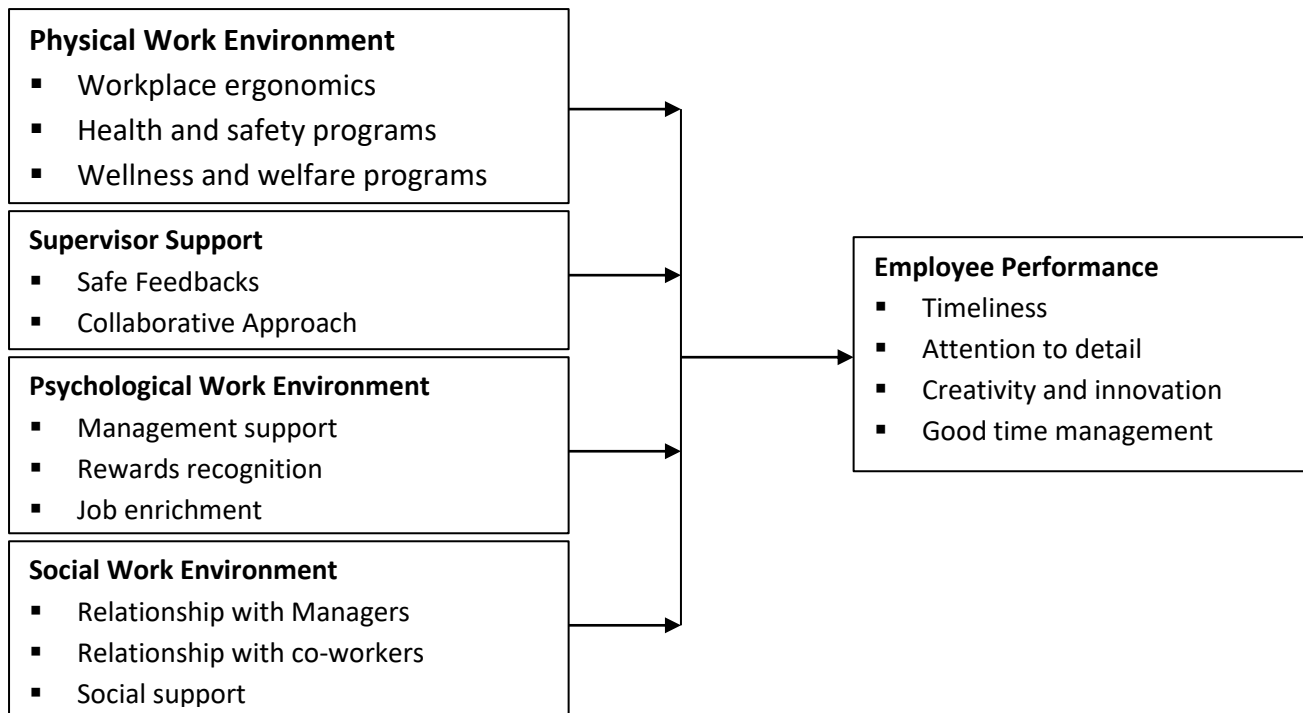
small businesses revealed that those organizations businesses that offered autonomy reported 33% less turnover than those that had command-and-control top-down management. These findings suggest that supervisors can directly impact extrinsic rewards like compensation and growth. Moreover, it seems to be advantageous for supervisors to create environments that support autonomy, mastery, and purpose, as these in turn are believed to enhance job satisfaction.

In studies by Donald *et al.*, (2005) involving 16,000 employees of several public and private firms in the United Kingdom to establish the association between psychological factors and productivity, the study found a strong relationship and concluded that implementing psychologically motivating work environment improves employee productivity and engagement.

Awan (2015) found that work environment which cover work life balance and psychological conditions and social dialogue leads to increase in employee performance and organizational productivity. Studies by Rein *et al.*, (2013) found that employee's psychological relatedness which include psychological needs motivate individuals to initiate positive behaviour which translate to higher performance. Bolman and Deal (2014) found that need for autonomy and intrinsic rewards contribute to achievement of employee engagement at the workplace. Studies by La Guardia, (2009) found that psychological needs of an employee contribute to motivation and engagement.

Bakker and Demerouti (2007) found that interpersonal and social relation such as supervisor and co-worker support improves the level of employee performance and engagement at the workplace. Demerouti *et al.*, (2001) found that job aspects such as physical, psychological and social contribute to achievement of work-related goal and employee performance.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework
Source (Author, 2021)

METHODOLOGY

This study utilized the descriptive research design.

In this study population consisted of all the employees in Nairobi City County and was drawn from public health sector institutions within this geographic location totalling 4227. The study used a formula advanced by Stattek (2015) that reduces known population to a sample size with a known level of confidence.

The data collection involved both primary and secondary data collection methods. Primary data was sourced by use of questionnaires. Primary data was collected through a semi-structured questionnaire. The questionnaire was self-administered. The use semi-structured questionnaire allowed uniformity of responses to questions

A test of construct validity, predictive validity and content validity was tested in this study. The study used the Cronbach's Alpha Reliability test

The collected data was analysed by both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 24. Descriptive analysis involved frequencies and percentages for demographic data of respondents. In addition, means and standard deviations were employed across all variables (independent and dependent variables). Inferential statistics in form of correlation and multiple regression analyses were employed. Content analysis was used to analyse any qualitative data collected.

FINDINGS AND DISCUSSIONS

Descriptive Analysis

Physical Work Environment

The study sought to determine whether physical work environment has influence on performance of employees in the public health sector in Nairobi County Kenya. The results were presented in Table 1.

Table 1: Physical Work Environment

Statement	M	SD
My working space has enough lighting	4.08	0.92
My work station has comfortable furniture enough for all employees	4.04	0.96
There is enough working space in the office hence no Congestion	4.30	0.70
There is safety and security in the office premises hence one can work odd hours	4.13	1.87
The temperature of my office is conducive for work	4.55	0.45
There is use of modern technology to make work easier	4.52	0.48
My work has an elaborate lay out illustrating different departments	4.63	0.37
The office is cleaned daily and therefore a good habitat for employees	3.78	1.22
Aggregate Score	4.25	0.75

Source: Survey Data (2021)

The findings in Table 1 indicated that the respondents agreed that physical work environment influence the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.25 and a standard deviation of 0.75. This finding corresponds to a finding of a study done by Ushie, Agba, Ogaboh and Okorie (2015) that examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria and the findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment and hence performance.

The respondents strongly agreed with the statements that: their work has an elaborate lay out illustrating different departments (M=4.63, SD=0.37), the temperature of their office is conducive for work (M=4.55, SD=0.45) and that there is use of modern technology to make work easier (M=4.52, SD=0.48). These findings concur with the findings of a study by Junaida, Mahadir, Siti and Afidam (2010) investigated whether there is a relationship between the physical environments

(comfort level; temperature) with employee productivity in Malaysia and the findings of the results showed that physical environment (comfort level, temperature) strongly influence the employee productivity.

The respondents agreed with the statements that: There is enough working space in the office hence no Congestion (M=4.30, SD=0.70), there is safety and security in the office premises hence one can work odd hours (M=4.13, SD=0.87), their working space has enough lighting (M=4.08, SD=0.92), their work station has comfortable furniture enough for all employees (M=4.04, SD=0.96) and that the office is cleaned daily and therefore a good habitat for employees (M=3.78, SD=1.22). These findings concurred with the findings of a study by Renne (2015) that focused on the relationship between physical environment setting and academician performance in the PHEI (Private Higher Education Institution) in Malaysia and found that physical environment factors such building aesthetic, furniture arrangement, facilities and ventilation are considered essential, but facilities aiding staff considered important which contributes 41% to employee performance.

Supervisor Support

The study sought to examine whether supervisor support contribute towards performance of

employees in the public health sector in Nairobi County Kenya. The results were presented in Table 2.

Table 2: Supervisor Support

Statement	M	SD
There is adequate support from the supervisors while performing my duties	3.34	1.66
The management involves employees in making important decisions that affects them	4.50	0.50
One is given work load that is manageable and completed on required time	1.77	3.23
Workers are given appropriate authority and control in their duties	3.94	1.06
There are clear roles defined for every employee and directions are given	4.84	0.16
One can get required positive support from the colleagues anytime needed	4.01	0.99
I have good working relationship with my supervisors	4.21	0.79
Aggregate Score	4.01	0.99

Source: Survey Data (2021)

The findings in Table 2 indicated that the respondents agreed that supervisor support influence the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.01 and a standard deviation of 0.99. This finding was in line with the findings of a study by Tahir and Awan (2015) in a study on the impact of working environment on employee productivity found that supervisors support and relationship with co-workers contribute positively to employee productivity in banks and insurance companies in Pakistan.

The respondents strongly agreed with the statements that: There are clear roles defined for every employee and directions are given (M=4.84, SD=0.16) and that the management involves employees in making important decisions that affects them (M=4.50, SD=0.50). The finding agrees with Beard, Deci, and Ryan (2004) who studied investment bankers and discovered that supervisors who supported autonomy had employees with higher job satisfaction. Specifically, the supervisors understood the employee's perspective, gave meaningful feedback, allowed freedom of choice to employees, and encouraged more responsibility.

The respondents agreed with the statements that: they have good working relationship with my

supervisors (M=4.21, SD=0.79), one can get required positive support from the colleagues anytime needed (M=4.01, SD=0.99) and that workers are given appropriate authority and control in their duties (M=3.94, SD=1.06). The findings agrees with the Makori, Nandi, Thuo and Wanyonyi (2012) research findings on influence of occupational health and safety programmers on performance of manufacturing firms in western Kenya and the study found a positive Pearson correlation of 0.57 and 0.47 which means that there was a moderate positive relation between occupational health and safety programmes and organizations performance.

The respondents indicated to a moderate extent the statements that: there is adequate support from the supervisors while performing their duties (M=3.34, SD=1.66) and that one is given work load that is manageable and completed on required time (M=3.23, SD=1.77). The findings are contrary to the findings of Gilbert (2005) study that found that supervisor support on performance is determined by different factors, some of them related to the individual performer (such as individual ability and capacity, skills and knowledge, and motivation), others coming from the organizational context (such as standards and expectations, feedback and communication, task support and incentives).

Psychological Work Environment

The study sought to determine the effects of psychological work environment on performance of

employees in the public health sector in Nairobi County Kenya. The results were presented in Table 3.

Table 3: Psychological Work Environment

Statement	M	SD
I am happy with the rewards provided by my employer	3.96	1.04
There is job security in my organization	4.46	0.54
There is job autonomy in my organization	4.85	0.15
Employees are recognized for better performance	4.03	0.97
My job provides me with adequate challenge	4.75	0.25
I have enough information regularly regarding my work	4.06	0.94
I am provided with adequate resources to do my work	4.28	0.72
Aggregate Score	4.34	0.66

Source: Survey Data (2021)

The findings in Table 3 indicated that the respondents agreed that psychological work environment influence the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.34 and a standard deviation of 0.66. This finding was in line with Mako (2016) study that focused on the effects of the Psychological environment on job performance: towards a theoretical model of pressure in the workplace and found that the balance between environmental demands and user's willingness and ability to act on their environment is a way to define optimum innovation and flow workspace.

The respondents strongly agreed with the statements that: there is job autonomy in their organization (M=4.85, SD=0.15), their job provides them with adequate challenge (M=4.75, SD=0.25) and that there is job security in their organization (M=4.46, SD=0.54). The finding is supported by the findings of a study carried out by Kompas and Sridevi (2010) study that found that organizations that provide a psychologically safe workplace improve employee engagement. Also, this finding is also supported by Abdel-Aziz and Bontis (2010) who found that the culture of psychological ownership

and engagement begins when leaders create a psychologically safe workplace.

The respondents agreed with the statements that: they are provided with adequate resources to do my work (M=4.28, SD=0.72), they have enough information regularly regarding their work (M=4.06, SD=0.94), employees are recognized for better performance (M=4.03, SD=0.97) and that they are happy with the rewards provided by my employer (M=3.96, SD=1.04). The findings concur with Awan (2015) study that found that work environment which cover work life balance and psychological conditions and social dialogue leads to increase in employee performance and organizational productivity. In addition, Schaufeli, (2012) study found that workplace climate particularly psychological perception of employees of their workplace influence the intensity and direction of energy towards organizational outcomes and level of employee engagement.

Social Work Environment

The study sought to assess the effects of social work environment on performance of employees in public health sector in Nairobi County Kenya. The results are presented in Table 4.

Table 4: Social Work Environment

Statement	M	SD
My Work environment is friendly	3.67	1.33
I happy working with my colleagues	4.75	0.25
There is team work in my department	3.58	1.42
I have a colleague at work who I can confide in	3.23	1.77
I can receive help from colleagues to carry out my work	3.94	1.06
My work environment is intimidating	4.84	0.16
I have opportunity to contact and collaborate with work colleagues	4.64	0.36
Aggregate Score	4.09	0.91

Source: Survey Data (2021)

The findings in Table 4 indicated that the respondents agreed that social work environment influence the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.09 and a standard deviation of 0.91. This finding corresponds to the findings of a study by Awan and Tahir, (2015) that was conducted to find out the impact of social workplace environment in relation to employee's productivity in Banks and Insurance Company in Pakistan and the findings of the study established that working environment is helpful increasing employees' level of productivity.

The respondents strongly agreed with the statements that: their work environment is intimidating (M=4.84, SD=0.16), they are happy working with their colleagues (M=4.75, SD=0.25) and that they have opportunity to contact and collaborate with work colleagues (M=4.64, SD=0.36). The findings also agree with Duru and Shimawua, (2017) who conducted a study to explore the effect of social work environment on employee productivity in city transport services in Nigeria and the findings were that a decent social working environment increase individual output therefore leading to growth of the organization. Further, in a survey conducted in Australian in 2016 indicated that 72% of workers said an absolute innovation was harming their productivity and along these lines organization require workplace tools that help the employees to accomplish results that are explicit to their performance.

The respondents agreed with the statements that: they can receive help from colleagues to carry out their work (M=3.94, SD=1.06), their work environment is friendly (M=3.67, SD=1.33) and that there is team work in their department (M=3.58, SD=1.42). This findings is supported by the findings of a study done by Joshua (2013) who conducted a study on the impact of social environment on employee commitment pointed out that individuals spend more time in their offices and in their workplaces in today's corporate world than in their homes.

The respondents indicated to a moderate extent on the statements that they have a colleague at work who they can confide in (M=3.23, SD=1.77). This finding contradicts with the findings of Musyoki (2014) study on social environment and its impact on Productivity indicated that, One of the most commonly reported stressors for workers has been shown to be interpersonal tension between people at work. Conflict was identified as an example of the broader concept of workplace harassment related to other stressors that may co-occur, such as conflict of status, role uncertainty, and workload.

Employee Performance

The study sought to establish the effects work environment on performance of employees in the public health sector in Nairobi County Kenya. The findings are presented in Table 5.

Table 5: Employee Performance

Statement	M	SD
My performance is better than my colleagues with the same qualifications	4.84	0.16
I am satisfied with my performance because most of it is	3.96	1.04
I can work under pressure	4.46	0.54
I find it easy to strike a balance between my work and my other responsibilities	4.85	0.15
I feel the company should improve policies for promoting flexible work arrangements	4.03	0.97
I am open to new experiences in my personal life and work	4.75	0.25
I am genuinely happy to work in the organization	4.63	0.37
Aggregate Score	4.50	0.50

Source: Survey Data (2021)

The findings in Table 5 indicated that the respondents strongly agreed that work environment influence the performance of employees in the public health sector in Nairobi County Kenya as a shown by aggregate mean score of 4.50 and a standard deviation of 0.50. The findings concur with Chandrasekhar (2015) who suggests that conditions within the work environment are responsible to the way employees undertake their jobs and ultimately the success of the organization in achieving its objectives.

The respondents strongly agreed with the statements that: they find it easy to strike a balance between their work and their other responsibilities (M=4.85, SD=0.15), their performance is better than their colleagues with the same qualifications (M=4.84, SD=0.16), they are open to new experiences in their personal life and work (M=4.75, SD=0.25) and that they are genuinely happy to work in the organization (M=4.63, SD=0.37). The findings agree with Tripathi (2014) who urges that every aspect of the work environment is linked to the level of employee performance and productivity which is consequent to their motivation and engagement. The way the organization is managing

its work environment ultimately translates to organizational productivity and performance.

The respondents agreed with the statements that: they can work under pressure (M=4.46, SD=0.54), they feel the company should improve policies for promoting flexible work arrangements (M=4.03, SD=0.97) and that they are satisfied with their performance (M=3.96, SD=1.04). According to Burke (2010), the physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. In addition, Sehgal (2012) observe that space components like office furniture comprises of desks chairs, the filing system, shelves, drawers, etc., have a specified part to play in the productivity and the efficiency of the employees and the suitable functioning of any office.

Inferential Statistics

Correlation Analysis

Correlation analysis was done to determine how the independent were related to the dependent variables. The findings are presented in Table 6.

Table 6: Correlation Analysis

		Physical work environment	Supervisor support	Psychological work environment	Social work environment	Employee performance
Physical work environment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	358				
Supervisor support	Pearson Correlation	.139**	1			
	Sig. (2-tailed)	.008				
	N	358	358			
Psychological work environment	Pearson Correlation	.283**	.400**	1		
	Sig. (2-tailed)	.000	.000			
	N	358	358	358		
Social work environment	Pearson Correlation	.015	.137**	.048	1	
	Sig. (2-tailed)	.777	.010	.364		
	N	358	358	358	358	
Employee performance	Pearson Correlation	.707	.514**	.801**	.529**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	358	358	358	358	358

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2021)

Table 6 shows that the correlation coefficient for the various pairs of study variable as per the specific objectives. From the results as presented in Table 6, it can be concluded that all the correlation coefficients are statistically significant at 0.01 level of significance for two-tailed test. Therefore, given that the values of correlation coefficient are all positive, it is clear that there is positive linear correlation between the pairs of variables. Physical

work environment, supervisor support, psychological work environment and social work environment had a correlation coefficient of 0.707, 0.514, 0.801 and 0.529 respectively.

Regression Analysis

Regression analysis was done to determine the extent to which on variable influences the other. The results of the joint regression analysis are displayed in Tables 7, 8 and 9 respectively.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.634 ^a	.702	.696	.478	.402	59.445	4	353	.000

Source: Survey Data (2021)

The results in Table 7 showed that 0.702(70.2%) as the value of adjusted R square showing the extent to which performance of employees in the public health sector in Nairobi County Kenya was determined by the social work environment,

physical work environment, supervisor support, psychological work environment. Therefore, the remaining percentage (29.8%) account for other variables not studied.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.397	4	13.599	59.445	.000 ^b
	Residual	80.757	353	.229		
	Total	135.154	357			

Source: Survey Data (2021)

The value 0.000^b shows the significance level is less than 0.05 showing a statistical significance of the model on how social work environment, physical work environment, supervisor support, psychological work environment influenced the

performance of employees in the public health sector in Nairobi County Kenya. The F calculated value (59.445) is greater than the value of F tabulated (13.599) at 5% significance level confirming the significance of the model.

Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	0.494	.350			1.411	.000
Physical work environment	0.700	.023	.013		30.435	.001
Supervisor support	0.816	.036	.238		22.667	.000
Psychological work environment	0.685	.061	.370		11.229	.000
Social work environment	0.796	.035	.479		22.742	.000

Source: Survey Data (2021)

The findings in Table 9 revealed that a constant value at 0.494 represents the amount by which

performance of employees in the public health sector in Nairobi County Kenya changes when social

work environment, physical work environment, supervisor support, psychological work environment are kept at constant. Further, the study established that a unit increase in physical work environment would lead to 0.700 increase on the performance of employees in the public health sector in Nairobi County Kenya. A unit increase in supervisor support would lead to 0.816 increase on the performance of employees in the public health sector in Nairobi County Kenya. A unit increase in psychological work environment would lead to 0.685 increase on the performance of employees in the public health sector in Nairobi County Kenya and a unit increase in social work environment would lead to 0.796 increase on the performance of employees in the public health sector in Nairobi County Kenya.

The established regression equation was as follows:

$$Y = 0.494 + 0.700X_1 + 0.816X_2 + 0.685X_3 + 0.796X_4 + \epsilon$$

Where, Y = Employee Performance

X₁ = Physical work environment

X₂ = Supervisor support

X₃ = Psychological work environment

X₄ = Social work environment

The results also show that, physical work environment had a positive and significant effect on the performance of employees in the public health sector in Nairobi County Kenya as indicated by t-value (t= 30.435, p < 0.05). These findings concur with the findings of a study by Junaida, Mahadir, Siti and Afidam (2010) investigated whether there is a relationship between the physical environments (comfort level; temperature) with employee productivity in Malaysia and the findings of the results showed that physical environment (comfort level, temperature) strongly influence the employee productivity.

The study revealed that supervisor support had a positive and significant effect on the performance of employees in the public health sector in Nairobi County Kenya as indicated by t-value (t= 22.667, p < 0.05). This finding is in line with the findings of a study by Tahir and Awan (2015) in a study on the impact of working environment on employee

productivity found that supervisors support and relationship with co-workers contribute positively to employee productivity in banks and insurance companies in Pakistan.

The study found that psychological work environment had a positive and significant effect on the performance of employees in the public health sector in Nairobi County Kenya as indicated by t-value (t= 11.229, p < 0.05). The findings concur with Awan (2015) study that found that work environment which cover work life balance and psychological conditions and social dialogue leads to increase in employee performance and organizational productivity.

The study established that social work environment had a positive and significant effect on the performance of employees in the public health sector in Nairobi County Kenya as indicated by t-value (t= 22.742, p < 0.05). This finding corresponds to the findings of a study by Awan and Tahir, (2015) that was conducted to find out the impact of social workplace environment in relation to employee's productivity in Banks and Insurance Company in Pakistan and the findings of the study established that working environment is helpful increasing employees' level of productivity.

CONCLUSIONS AND RECOMMENDATIONS

The study established that physical work environment had a positive and significant influence on performance of employees in the public health sector in Nairobi County Kenya. The study also established that the employees work has an elaborate lay out illustrating different departments, the temperature of their office is conducive for work and that there is use of modern technology to make work easier.

The study found that supervisor support had a positive and significant influence on performance of employees in the public health sector in Nairobi County Kenya. The study also found that there are clear roles defined for every employee and directions are given, the management involves employees in making important decisions that

affects them and that they have good working relationship with my supervisors.

The study found that psychological work environment had a positive and significant influence on performance of employees in the public health sector in Nairobi County Kenya. The study also found that there is job autonomy in their organization, their job provides them with adequate challenge, there is job security in their organization and that the employees are provided with adequate resources to do my work.

The study revealed that social work environment had a positive and significant influence on performance of employees in the public health sector in Nairobi County Kenya. The study also revealed that their work environment is intimidating, they are happy working with their colleagues and that they have opportunity to contact and collaborate with work colleagues.

The study concluded that a positive work atmosphere improves efficiency and competitiveness while also being beneficial to one's health. Allowing employees to choose their own workplace furnishings and workstations is linked to fewer sick days and higher job satisfaction. In an open plan office, lighting and temperature have substantial effects on physical and psychological well-being, and managers should be proactive in addressing difficulties raised by employees.

The study concluded that support from supervisors has the greatest impact on creating unity, which is precisely what is required in modern, cross-functional, team-based environments. Employees' job satisfaction will rise if they are exposed to supportive supervisors, which will lead to greater psychological well-being.

The study concluded that a positive psychological work environment gives an understanding of the relationship between organizational strategies and their personnel, as well as their impact on human behavior in the workplace, and, as a result, a vision to examine why some strategies are more productive than others. To fulfill their business

goals, Kenya's public health sector develops strategies and policies to discover positive traits or attributes in employees such as trustworthiness, loyalty, and resilience, among others..

The study concluded that good organizational and social work environment management makes it easier to get the job done while defusing stressful situations. Social work environment and good communication in the workplace have an effect on worker welfare, health, morals, efficiency and productivity.

The study recommended that the public health sector in Kenya should design office environments to accommodate the varying tasks and the specific needs of the workforce. The public health sector in Kenya should also design work environments to foster opportunities for employees to easily connect and communicate.

The study recommended that supervisors should assist employees in achieving their goals and improving their abilities by serving as a point of contact between top and middle management. To help employees effectively explain problems and employee concerns to senior management, the supervisor should learn to listen to them. The supervisor should consider holding monthly motivational sessions with the employees, with the express purpose of focusing on their strengths. Encouraging them to build on their strengths is a terrific way to boost their self-esteem and motivation.

The study recommended that the public health sector in Kenya should reflect conditions that support cooperation between superiors, subordinates and those who have the same position in the organization. Conditions that should be created are a family atmosphere, good communication, and self-control. The public health sector in Kenya should see to it that their employees feel useful in their job. Besides, efforts should be towards ensuring that employees' input is valued and that they feel a sense of belonging in the organization. Finally, employees' self-expression

is linked to an improvement in employee performance in public health sector in Kenya. Therefore, public health sector in Kenya needs to ensure that employees freely express themselves at work.

The study recommended that the management of the public health sector in Kenya should consider social environment in their organization which will help to improve home life interfere with responsibilities at work such as getting to work on time. The public health sector in Kenya should create an environment of social work to make productive employees as essential to increase profits for the organization. Establish social work environment and good communication in the

workplace that has an effect on worker welfare, health, morals, efficiency and productivity.

The current study focused on the effects of work environment on performance of employees in the public health sector in Nairobi County Kenya. Work environment was evaluated in terms of physical work environment, supervisor support, psychological work environment and social work environment. Therefore, the study suggests that further studies should be carried out that focus on other evaluation of work environment in improving the performance of employees. Further, the study context was public health sector in Nairobi County Kenya. Therefore, other studies may be done that focus on different study context.

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