

Work Environment Impetus and Job Performance in the Public Service: A Study of Department of Finance and Economic Planning, Embu County Kenya

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Abstract

Work environment entails all elements at work place which have the potential of affecting the way employees performs their duty. Work environment comprise of physical environment, detailing the office layouts, provision of furniture and working tools, office facilities, location and external aspects such as noise. A conducive Working Environment is a major impetus to Job Performance in the Public Service. The Public Service has been associated with fair to poor Work Environments and this can have direct bearing on employee Job Performance. The study assessed the interconnection between Work Environment and Job Performance in Public Service. Descriptive research design was used. The study was conducted at the Department of Finance and Economic Planning, County Government of Embu targeting a sampling frame of 120 employees. Sample size of 92 respondents was obtained from the sampling frame using Yamane formula. Proportionate random sampling was used to categorize the targeted respondents. A Semi-structured questionnaire was applied in data collection. The data that was collected related to: demographic information, Work Environment and Job Performance. Both descriptive and inferential statistics were utilized to analyze the data. Results were displayed in tables, column charts and pie-charts.

The study findings established that Work Environment has a positive and significant relationship with Job Performance. Work Environment has a significance p-value of 0.000. When Work Environment is equal to zero, Job Performance is equal to 1.534 units. Subsequently, when one improves Work Environment by one unit, there is an increase in job performance by 0.662 units. The co-efficient of determination (R^2) has a value of 0.753, a discovery that Work Environment results to a 75.3% of the deviations in Job Performance. Further the study findings established that comfort of the furniture had a mean of 3.88 and a standard deviation of 0.88, workplace without noise had a mean of 3.82 and a standard deviation of 0.83. Having an adequate space for effective work performance had a mean of 3.80 and a standard deviation of 0.99, while working in a well light environment had a mean of 4.0 and a standard deviation of 0.77 while that of adequate waste disposal and office hygiene had a mean of 4.06 and a standard deviation of 0.73. Upon ranking using the mean values, adequate working space had the lowest rank at position 6, undisturbed work environment without noise at position 5. However, having proper ventilation in the working area was ranked at position 1 followed by adequate waste disposal and office hygiene as position 2. Position 3 was taken by working in an area which is well lit. The overall score on performance of Work Environment and how it influences Job Performance, mean value was 3.94 and a standard deviation of 0.83. The study recommends that government ministries, departments, counties and agencies should provide adequate working space for their employees which are undisturbed and noise free, to motivate their staff and improve on their efficiency and throughput. Further, a study on other parameters influencing Job Performance, which were statistically significant (24.7%) and not part of this study could be carried out.

Keywords: Job Performance, Work Environment, Impetus, Devolved Government, Public Service

Introduction

Job Performance refers to the way in which employees perform the work in their organizations. In addition, to training and natural ability Job Performance is impacted by conducive Work Environment Impetus (Kafui, 2017). Globally, there seems to be a performance crisis in the Public Sector hence the need for evaluation mechanisms on the performance of government institutions and programs (Nabukeera *et al.*, 2015).

In Africa, most countries are in the process delivery with a focus on employee performance. This is aimed at improving the efficiency, customer satisfaction, and productivity and depends largely on availability of skilled employees hence improve Job Performance (Safei, 2011). According to Malawi State Government, employee Job Performance is very important because it reflects the Government Performance. The quality of the employees' competencies determines Organizational performance and it is believed that these employees are the "backbone" of the state government services with an imperative role of ensuring that government policies and programs in the new era of national development are implemented effectively and efficiently (Fauzilah *et al.*, 2011). Despite employee performance being the blood stream of any organizational performance, low and middle income countries including Kenya, have been reported to display poor employee performance due to corruption, poor quality of services, delay in service delivery and poor cost effectiveness in service delivery. (Hannington, 2016). The study assessed the nexus between Work Environment and Job performance in the Public Service in Kenya.

Statement of the Research Problem

A conducive working environment has been found to increase employee performance in organizations (Shikdar & Shawaqed, 2003). When people are working in situations that suit their physical and mental abilities, the correct fit for purpose environment between the person and work task is accomplished. Workplace Environment includes employers programs for employees such as staff wellness; physical features; leadership styles; policies and procedures; organizational core values; employees' opinions and social behavior. Most organizations in developing economies do not provide adequate or conducive working environment and this is attributed to insufficient resources. The primary source of failure of many change initiatives in organizations, such as Business Process Re-engineering (BPR), Rapid Results Initiative (RRI) or Total Quality Management (TQM), and Turn Around Strategies (TAS) have failure in enhancing change and the organizational performance (Cameron & Quinn, 2011). Most public servants are demoralized by several issues in the performance of their duties. This can be attributed to stagnation and lack of implementation of the succession management policy. Following this premise, and tandem to this background, this study aimed at bridging the gap between the ideal and the current organizational Work Environment as well as its contribution to theoretical development and empirical literature.

Objective of the Study

The objective of the study was to assess the nexus between Work Environment and Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

Research Question

How does Work Environment influence Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

Research Hypothesis

The study tested the following null hypothesis:

H_{01} Work Environment has no significant influence on the Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

Conceptual Framework

The study conceptualized that Work Environment influences Job Performance in the Public Service in Kenya. The relationship is shown in Figure 1.

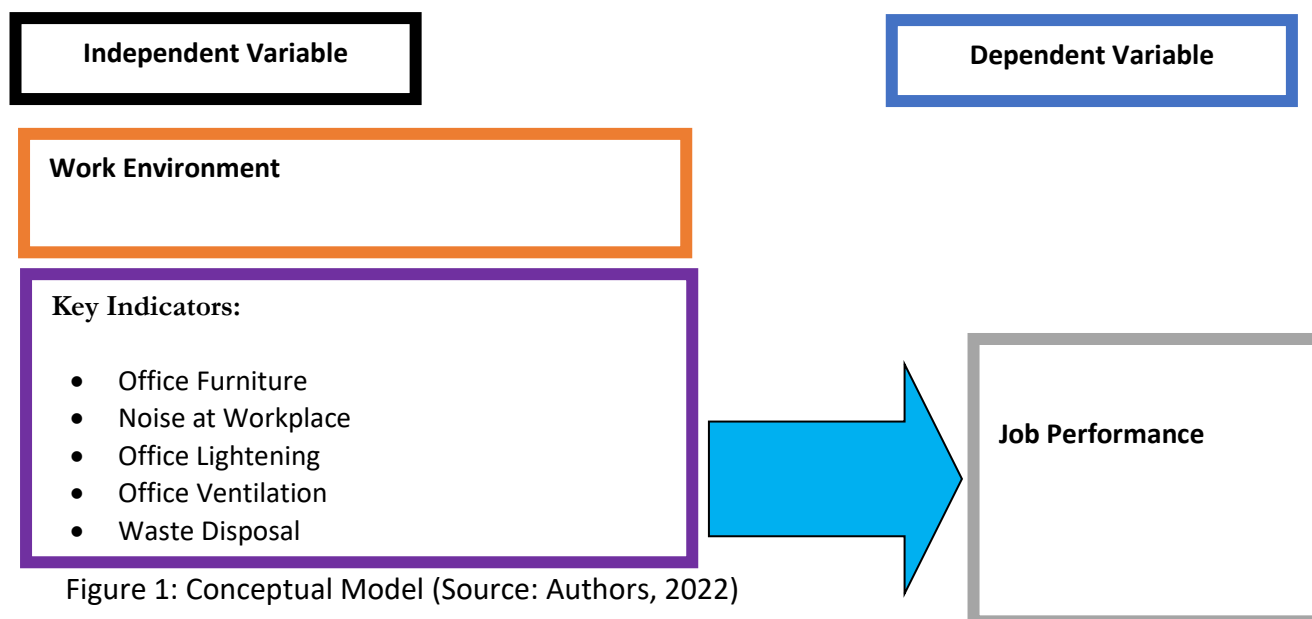


Figure 1: Conceptual Model (Source: Authors, 2022)

Literature Review

Empirical Review of Literature

Work Environment and Job Performance

Work environment has got various properties that may influence both physical and mental wellbeing of an employee. A conducive Work Environment is often associated with such characteristics as competitive wages, good relationship between employee and management, fairness and sensible workload (Kafui, 2017). Work Environment can be broadly classified into three namely: physical work environment, physiological work environment and social work environment. The study focused on the physical work environment that deals with tangible aspects such as; the office space, furniture, noise, temperature in the office, machinery and office equipment.

A study by Chandraeskar in 2011 found out that improvement in physical design of the office boost productivity of employees by 5-10% (Chandraeskar, 2011). Similarly, the type and quality of lighting promote working experience of the employees coupled with noise control and temperature management (Sarode, 2014). The scholarly works of Mohamed in 2005, indicated that apart from the physical Work Environment, Physiological environment remain patent to the workers behavior and conduct which may include emotions, mood, physiological symptoms, cognition, attitudes, perceptions, effectiveness, motivation and absence. The study also established that there was significance change in employee performance and productivity when workers were compensated, promoted, issued with other benefits hence they felt satisfied (Mohamed, 2005).

Job Performance depends on willingness and openness of employees in carrying out their duties. Regardless of the employee's expertise and experience, managers ought to avail tools and materials to realize adequate output (Naharuddin, 2013). Managers should initiate activities that develop talents and skills of employees to better their performance. Further, rewards can act as catalysts to more effort and productivity. Organizations which are ignorant on employee performance might end up collapsing since managers do not monitor the employee achievements which might not relate to the set organizational goals and objectives. (Mbithe, 2012).

However, Howell and Hall-Merenda have a different point of view regarding what determines employees' performance. They stated that employees' performance is all about social standing while other scholars argue that there exist a relationship between Job Performance and vocation or talent (Howell & Hall-Merenda, 1999). Different from others scholars, Stup (2003) explains that the success of the employees' performance is based on certain factors such as ; physical Work Environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, Standard Operating Procedures, knowledge, skills and attitude. He also emphasized that a number of factors may be affecting the employees' performance where by each employee may have a different impact from different things at the workplace. Their attitude and behavior can play a vital role in their performance (Stup, 2003).

Theoretical Framework

The Affective Events Theory

The Affective Events Theory (AET) was first advanced by Howard M. Weiss and Russel Cropanzano in 2005. The AET explains the connections between emotions and feelings in the workplace and Job Performance, job satisfaction and behaviors. It also demonstrates that there exists a link between employees' internal influences and their reactions to incidents that occur in their workplace environment that affect their performance, organizational commitment and job satisfaction. The AET proposed that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' Job Performance. The proponents of AET also advanced that conducive Work Environment displayed lasting reactions on employees through job satisfaction, organizational commitment and Job Performance (Ashton-James & Ashkanasy, 2005). The study asserted that AET is both empirically and theoretically, restricted to events that are internal to the organization. According to Briner (2000), the theory considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses. The study postulates that these events or things that actually happen at work affect the well-being of employees thus affecting their Job Performance. The AET was used in this study to explain the relationship between Work Environment and Job Performance.

Research Gap

From the literature reviewed, Job Performance has largely been found to be directly linked to Organizational Culture and Use of Technology. There exists a niche in the available literature on the interconnection between Work Environment and Job Performance in the Public Service especially in the Devolved Units in Kenya. Therefore the study sought to address this gap.

The Scope of the Study

The study was carried out in Embu County. The County is located in Eastern Kenya and borders Tharaka Nithi County to the North, Kitui County to the East, Machakos County to the South, Murang'a County to the South West, Kirinyaga County to the West and Meru County to the North West. It covers an area of 2,820.7 KM². It is a devolved unit number 14 as per the Constitution of Kenya 2010. The County has two distinct ecological zones; one on the highlands which is agricultural zone and lowland which is largely livestock keeping Zone. Embu County Government has ten (10) departments each headed by the County Executive

Committee Member. Specifically the study was conducted in the Department of Finance and Economic Planning.

Research Methodology

Descriptive research design was employed in this study as it expounds on situations regarding a research problem by responding to questions of what, where and how. The targeted study population was public service employees in Embu County. A Sampling frame of public service employees was obtained from the Department of Finance and Economic Planning, County Government of Embu. To get the minimum number of respondents enrolled into the study, a minimum sample size was calculated based on the number of officers employed at the Department of Finance and Economic Planning. The study adopted the Yamane formula to estimate an ideal sample size (n) from a known population size (N) (Yamane, 1967)

$$n = \frac{N}{1+N(e)^2}$$

Where: n= the required sample size; N = the target population, 120; e = the level of significance (5%) hence the minimum sample size was calculated to be 92.

Proportionate stratified random sampling was used to identify the respondents to be enrolled for the study. Respondents were stratified along the management level to include top, middle and low level management and the expected numbers of respondents along the strata were calculated as shown in **Table 1**.

Table 1
Target Population and Sampling

Management Level	Population	Sample Size
Top Management	4	3
Middle Management	41	31
Low Level	75	58
N	120	92

(Source: Researchers 2022)

A Structured questionnaire was used to collect data. The questionnaire was administered through face to face interview. Data was collected on demographic information of the respondents, Organizational Culture and Job Performance. Data was entered into Microsoft-Excel spreadsheet, coded and analyzed using descriptive analysis (mean, standard deviation, frequency and percentages) while the Statistical Package for Social Sciences (SPSS) version 25 was utilized as the statistical analysis software for deriving the inferential statistics which included correlation and simple linear regression. Results were displayed using tables, column charts and pie charts.

The Findings of the Study

Employees Gender Proportions

As depicted in Figure 2, 66.7% of the respondents were male while 33.3% were female. From the study, it can be concluded that the County Government of Embu, meets the constitutional requirement on gender inclusion.

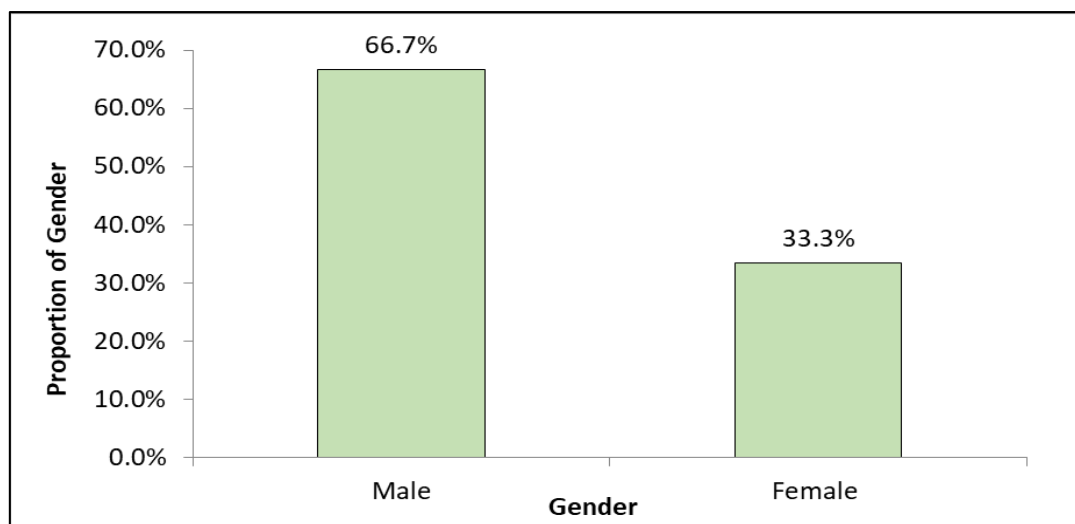


Figure 1. Gender (Source: Researchers 2022)

Employee Age Groups

Figure 3, indicates that 45.5% of the respondents were below 30 years, 23.2% of the respondent were aged between 30-39 years while 28.3% of the respondents were aged between 40-49 years and finally 3.0% of the respondents were above 50 years. This implies that majority of the employees in the department were the youth. This can be explained by the fact that Counties were created in 2013 and they employed younger generation to enhance their staff capacity.

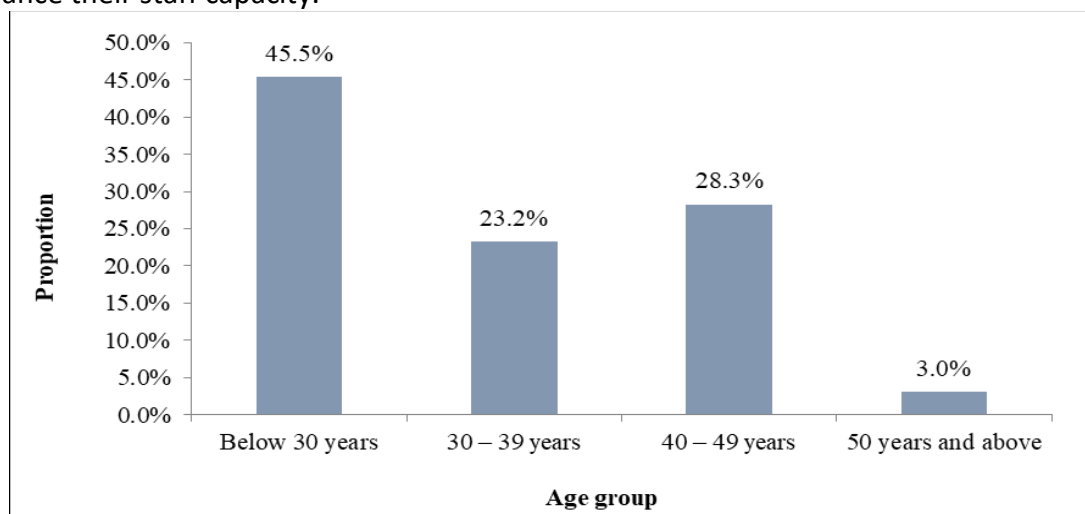


Figure 2. Age Groups (Source: Researchers 2022)

Employees Work Experience

Figure 4 depicts that 44.4% of the respondents had a work experience of less than 5 years, while 30.3% of the respondents had a work experience of between 6 to10 years, 15.2% of the respondents had a work experience of between 11 to15 years, 6.1% of the respondents had a work experience of between 16 to 20 years 4.0% of the respondents had a work experience of over 20 years. Most of the workers were employed after the devolved units were created hence the reason for majority of the respondents having less than 10 years’ work experience.

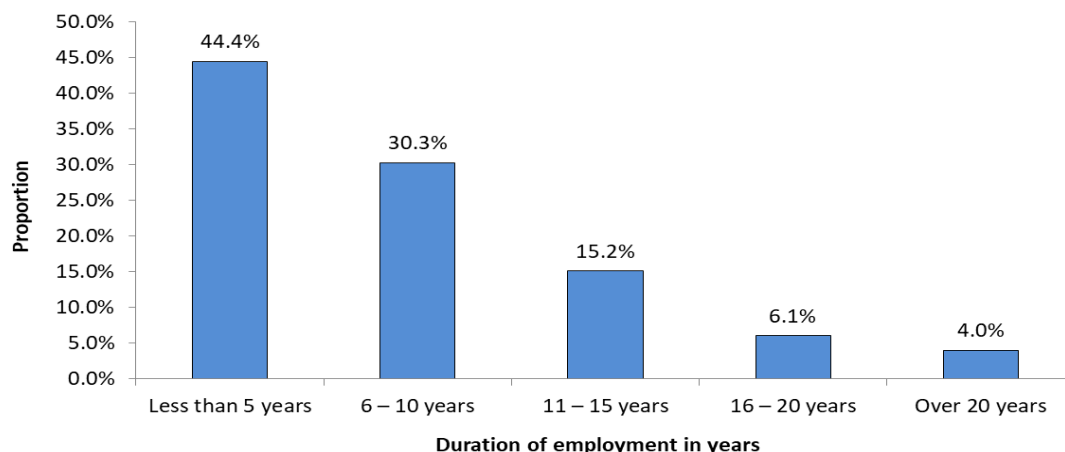


Figure 3. Work Experience (Source: Researchers 2022)

Employees Educational Levels

Figure 5 indicates that 54.5% of the respondents were degree holders, 24.2% of the respondents were diploma holders, 14.2% of the respondents were master’s holders while 1.0% of the respondents had doctorate. The findings concurs with the scholarly works of Mueni (2014) in Machakos County where majority of the officers were degree holders. This may be attributed to the minimum entry academic level requirements for planning, finance, procurement officers and other officers which is bachelors’ degree.

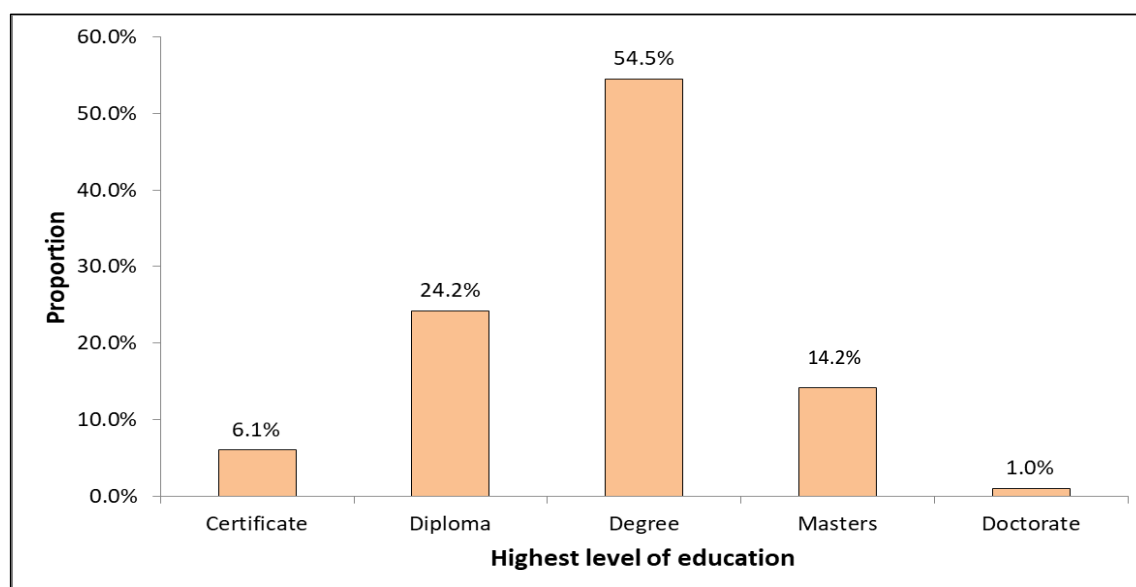


Figure 4. Educational Levels (Source: Researchers 2022)

Employees Level of Management

Figure 6 indicates that, 47.5 % of the respondents were in the middle management, 40.4% of the respondents were in low level management while 12.1% were in top management and this corresponded well with the management proportions of the number of staff in each level.

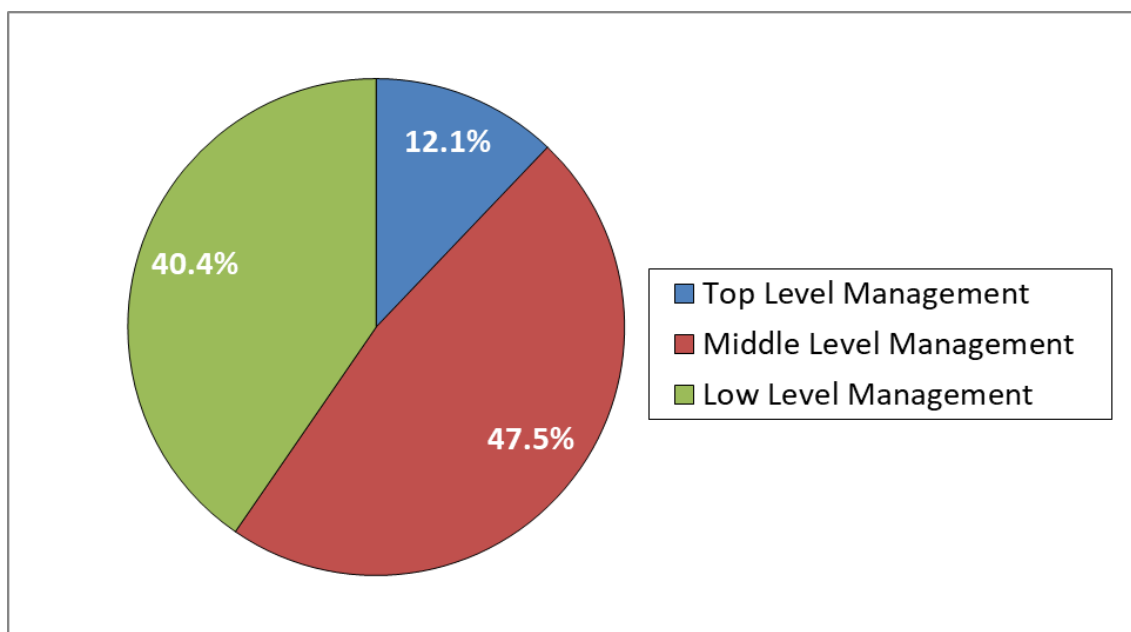


Figure 5. Management Levels (Source: Researchers 2022)

Descriptive Analysis of Work Environment and Job Performance

As indicated in Table 2, most of the respondents 86.9 % agreed that their furniture at their workplace was comfortable enough to enable them perform their job, however, 13.1% disagreed on this statement. While assessing the serenity of the workplace 80.8% agreed that the workplace surrounding environment was serene. Up to 80.8% agreed that the working space was adequate for effective Job Performance. A vast majority of 89.9% agreed that their working area was well light. Likewise, 89.9% of the respondents agreed that there was proper ventilation in the Work Environment. 67.7% agreed that the Waste disposal and hygiene practices at the office was adequate.

The findings of this study as indicated in Table 2 agrees with scholarly works of Farahnaz in 2016 that noise can cause fatigue and decrease job efficiency (Farahnaz, 2016). The Legal and Regulatory framework in Kenya stipulates that all government buildings should be constructed in compliance with the Public Health and Physical Planning requirements. The findings of this study confirmed that the government buildings had adequate lighting, ventilation and proper waste disposal system.

Table 2
Work Environment

Parameters	Strongly Disagree (%)	Disagree (%)	Don't Know (%)	Agree (%)	Strongly Agree (%)
My furniture is comfortable enough to enable me perform my jobs	2.0	11.1	0	70.7	16.2
My workplace provides an undisturbed environment without any noise	1.0	13.1	5.1	68.7	12.1

The findings of this study as indicated in Table 2 agrees with scholarly works of Farahnaz in 2016 that noise can cause fatigue and decrease job efficiency (Farahnaz, 2016). The Legal and Regulatory framework in Kenya stipulates that all government buildings should be constructed in compliance with the Public Health and Physical Planning requirements. The findings of this study confirmed that the government buildings had adequate lighting, ventilation and proper waste disposal system.

Table 2
Work Environment

Parameters	Strongly Disagree (%)	Disagree (%)	Don't Know (%)	Agree (%)	Strongly Agree (%)
I have been provided with adequate working space for effective work performance	3.0	13.2	3.0	62.6	18.2
My working area is well light	1.0	6.1	3.0	67.7	22.2
There is proper ventilation in my working area/office	1.0	7.1	2.0	70.7	19.2
There is adequate waste disposal and office hygiene in my department	1.0	7.1	2.0	67.7	22.2

Table 3 displays the descriptive analysis of Work Environment parameters in terms of the mean, standard deviation and ranking. The responses were analyzed using a Likert scale of 1 (strongly disagree) being the lowest score and 5 (strongly agree) being the highest score. The mean of the parameters was calculated out of 5 while the ranking was done based on the mean values that is, 1 being the highest mean and 7 being the lowest thus enabled scoring and ranking. Table 3 showed that comfort of the furniture had a mean of 3.88 and a standard deviation of 0.88, workplace without noise had a mean of 3.82 and a standard deviation of 0.83. Having an adequate space for effective work performance had a mean of 3.80 and a standard deviation of 0.99, while working in a well light environment had a mean of 4.0 and a standard deviation of 0.77 while that of adequate waste disposal and office hygiene had a mean of 4.06 and a standard deviation of 0.73.

Upon ranking using the mean adequate working space had the lowest rank at position 6, undisturbed work environment without noise at position 5. However, having proper ventilation in the working area was ranked at position 1 followed by adequate waste disposal and office hygiene as position 2. Position 3 was taken by working in an area which is well lit. The overall score on performance of Work Environment and how it influences Job Performance, mean was 3.94 and a standard deviation of 0.83.

Table 3

Descriptive analysis of Work Environment

Parameters	Mean	Standard Deviation	Ranking
My furniture is comfortable enough to enable me perform my jobs	3.88	0.88	4
My workplace provides an undisturbed environment without any noise	3.82	0.83	5
I have been provided with adequate working space for effective work performance	3.80	0.99	6
My working area is well light	4.00	0.77	3
There is proper ventilation in my working area/office	4.07	0.71	1
There is adequate waste disposal and office hygiene in my department	4.06	0.73	2
Total score on work environment	3.94	0.83	1

Inferential Statistics of Work Environment and Job Performance

H_{01} : *Work Environment has no significant influence on the Job Performance in the Department of Finance and Economic Planning, County Government of Embu.*

Simple linear regression model was used to determine the association between Work Environment (independent variable), and Job Performance (dependent variable) in the Public Service context. This provided the output of the model summary, analysis of variance (ANOVA) and regression coefficients.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.753	.750	.31137

a. Predictors: (Constant), Work_Environment

b. Dependent Variable: Job_Performance

The cause and effect relationship amongst the predictor variables and response variable are evaluated using a statistical analytical method called multiple linear regression. In the current study, simple linear regression was utilized. The co-efficient of determination (R^2) indicates deviations in the response variable as a consequence of variations in predictor variables. From Table 4, the R^2 value is 0.753, a discovery that Work Environment results to a 75.3% of the deviations in job performance. Other factors influencing job performance not incorporated in the model warrant for 24.7% of the variations in job performance.

Table 5

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.545	1	26.545	273.797	.000 ^b
	Residual	8.726	90	.097		
	Total	35.271	91			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Work_Environment

The null hypothesis was that Work Environment does not significantly influence Job Performance. As per Table 5, the significance value obtained in the study (p-value=0.00) is less than the critical figure (α) of 0.05. Consequently, the null hypothesis was rejected. Additionally, the critical F-Value is 3.93912593, and the F-Value obtained in this research is 273.797, which is greater than the critical value. Hence, the null hypothesis was also rejected. Thus, the model entailing Work Environment significantly influences Job Performance and therefore it can be utilized to significantly predict employees' job performance.

Table 6

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.534	.160		9.600	.000
	Work_Environment	.662	.040	.868	16.547	.000

a. Dependent Variable: Job_Performance

As per Table 6, Work Environment has a significance value (p-value=0.000) that is less than the critical significance value (α) of 0.05. Additionally, the T critical figure for a two-tailed test is ± 1.985 . The T value for Work Environment (16.547) does not fall within the range of ± 1.985 . Thus, the null hypothesis that Work Environment does not significantly affect Job Performance is rejected. Therefore, Work Environment has a statistically significant effect on Job Performance.

The following model was thus developed;

$$Y = 1.534 + 0.662X_1$$

Where;

Y = Job Performance

X_1 = Work Environment

This implies that when Work Environment is equal to zero, Job Performance is equal to 1.534 units. Subsequently, when one improves Work Environment by one unit, there is an increase in Job Performance by 0.662 units.

Discussion of Study Findings

The work environment plays critical role not only for their productivity but also to their physical and mental health. Presences of distracting elements in the working environment have been found to affect directly Job Performance of employees in organizations globally (Satyendra, 2019). The study findings established that Work Environment has a positive and significant relationship with Job Performance. Work Environment has a significance value (p-value=0.000) that is less than the critical significance value (α) of 0.05. When Work Environment is equal to zero, Job Performance is equal to 1.534 units. Subsequently, when one improves Work Environment by one unit, there is an increase in job performance by 0.662 units. From Table 6, co-efficient of determination (R^2) has a value of 0.753, a discovery that Work Environment results to an 75.3% of the deviations in Job Performance. Further the study findings established that comfort of the furniture had a mean of 3.88 and a standard deviation of 0.88, workplace without noise had a mean of 3.82 and a standard deviation of 0.83. Having an adequate space for effective work performance had a mean of 3.80 and a standard deviation of 0.99, while working in a well light environment had a mean of 4.0 and a standard deviation of 0.77 while that of adequate waste disposal and office hygiene had a mean of 4.06 and a standard deviation of 0.73. Upon ranking using the mean values, adequate working space had the lowest rank at position 6, undisturbed work environment without noise at position 5. However, having proper ventilation in the working area was ranked at position 1 followed by adequate waste disposal and office hygiene as position 2. Position 3 was taken by working in an area which is well lit. The overall score on performance of Work Environment and how it influences Job Performance, mean value was 3.94 and a standard deviation of 0.83. Work Environment significantly influences Job Performance and therefore it can be utilized to significantly predict employees' job performance.

Summary, Conclusions and Recommendations**Summary of the Study Findings**

The aim of the study was to assess the nexus between Work Environment and Job Performance in the Public Service in Kenya, a case of Department of Finance and Economic Planning, County Government of Embu. Descriptive research design was used. The study was conducted at the Department of Finance and Economic Planning, County Government of Embu targeting a sampling frame of 120 employees. Sample size of 92 respondents was obtained from the sampling frame using Yamane formula. Proportionate random sampling was used to categorize the targeted respondents. A Semi-structured questionnaire was applied in data collection. The study findings established that Work Environment has a positive and significant relationship with Job Performance, with a significance value of p-value=0.000. When Work Environment is equal to zero, Job Performance is equal to 1.534 units. Subsequently, when one improves Work Environment by one unit, there is an increase in job performance by 0.662 units. From Table 6, co-efficient of determination (R^2) has a value of 0.753, a discovery that Work Environment results to an 75.3% of the deviations in Job Performance. Therefore, Work Environment significantly influences Job Performance and hence it can be utilized to significantly predict employees' job performance.

As indicated in Table 2, most of the respondents 86.9 % agreed that their furniture at their workplace was comfortable enough to enable them perform their job, however, 13.1% disagreed on this statement. While assessing the serenity of the workplace 80.8% agreed that the workplace surrounding environment was serene. Up to 80.8% agreed that the working

space was adequate for effective Job Performance. A vast majority of 89.9% agreed that their working area was well light. Likewise, 89.9% of the respondents agreed that there was proper ventilation in the Work Environment. 67.7% agreed that the Waste disposal and hygiene practices at the office was adequate. The findings of this study as indicated in Table 2 agrees with scholarly works of Farahnaz in 2016 that noise can cause fatigue and decrease job efficiency (Farahnaz, 2016). The Legal and Regulatory framework in Kenya stipulates that all government buildings should be constructed in compliance with the Public Health and Physical Planning requirements. The findings of this study confirmed that the government buildings had adequate lighting, ventilation and proper waste disposal system.

Conclusions

The study findings established that Work Environment has a positive and significant relationship with Job Performance, with a significance value of $p\text{-value}=0.000$. When Work Environment is equal to zero, Job Performance is equal to 1.534 units. Subsequently, when one improves Work Environment by one unit, there is an increase in job performance by 0.662 units. From Table 6, co-efficient of determination (R^2) has a value of 0.753, a discovery that Work Environment results to a 75.3% of the deviations in Job Performance. Therefore, Work Environment significantly influences Job Performance and hence it can be utilized to significantly predict employees' job performance. The study recommends that government ministries, departments, counties and agencies should provide adequate working space for their employees which are undisturbed and noise free, to motivate their staff and improve on their efficiency and throughput. Further, a study on other parameters influencing Job Performance, which were statistically significant (24.7%) and not part of the study could be carried out. The authors make a theoretical contribution by establishing existence of a significant and positive nexus between Work Environment and Job Performance, hence an organization seeking to improve its productivity and offer quality services to its customers can momentarily do so by providing a conducive working environment for their employees.

Recommendations of the Study

The study established that Work Environment significantly impacts on employee's Job Performance, hence the need for the National and County Governments, Development Partners, Private sector to work closely with Ministries, Departments and Agencies(MDAs) such as Kenya School of Government to realize the following recommendations;

- (a) From the findings of the study, Work Environment results to 75.3% of the deviations in Job Performance. Therefore, Work Environment significantly influences Job Performance and hence it can be utilized to significantly predict employees' job performance. Therefore, for organizations to realize increased job performance there is need to continuously improve on the physical Work Environment
- (b) The study established that other than the physical Work Environment, there were other factors which contributed to Job Performance and were statistically significant at 24.7%. These Work Environmental factors include: employers' programs for employees such as staff wellness, leadership styles, policies and procedures, organizational core values, employees' opinions and social behavior. Therefore, there is need for organizations to address matters related to staff wellness, build leadership competencies, development of policies and standard operating procedures, create a culture of promoting organizational cores values and support acceptable social behavior.

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