

**THE EFFECT OF WORKING ENVIRONMENT ON EMPLOYEE  
PERFORMANCE: A CASE OF REVENUE OFFICE, EAST BALE  
ZONE**



**A Research Submitted to College of Business and Economics, Department  
of Management in Partial Fulfillment of the Requirements for the Degree  
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**Madda Walabu University  
College of Business and Economics  
Department of Management**

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## **Declaration**

I, Melese Habtamu: declare that the thesis entitled “**The Effect of Working Environment on Employee Performance: A Case of Revenue Office, East Bale Zone**” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Gezahagn Sime (Ass.Prof). Any other contributors or sources used for the study have been appropriately acknowledged. Moreover, this study has not been submitted for the award of any degree or diploma program in this or any other institution.

Melese Habtamu \_\_\_\_\_

Signature

Date

## Certification

This is to certify that Melese Habtamu has carried out his research work entitled “**The Effect of Working Environment on Employee Performance: A Case of Revenue Office, East Bale Zone**” for the partial fulfillment of MBA at Madda Walabu University College of business and economics, department of management. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of MBA.

CONFIRMATION BY ADVISOR:

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## Approval Sheet

As members of the Board of Examiners of the MBA Thesis Open Defense Examination, we Certify that we have read and evaluated the thesis prepared by Melese Habtamu and examined the candidate. We recommended that the Thesis accepted as fulfilling the Thesis requirement for the degree of MBA.

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External Examiner	Signature	Date

Final approval and acceptance of the thesis is contingent upon the submission of its final copy to Council of Graduate studies (CGS) through the candidate`s department or School graduate committee (SGC).

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## **Acronyms and Abbreviations**

ANOVA	Analysis of Variance
ILO	International Labor Organization
NIOSH	National Institute for Occupational Safety and Health
PE	Physical Environment
SD	Standard Deviation
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factors

## **Abstract**

*The general objective of the study is to assess the effect of working environment on employee performance: A case of Revenue Office, East Bale zone. The data collected from 150 employees, 5 leasers and 12 team leaders of selected sectors. Both primary and secondary data collection instruments used to collect data. Closed-ended questionnaires along with interviews were used for the purpose of data collection. The selections of the employees, leasers and team leaders carried out by using census sampling techniques, because they are small in number. The quantitative data analyzed with, frequency, percentages, correlation and multiple regressions. The current status of employee performance was at weak level. The study also found that compensation did not utilize to boost performance of staff. The study also concluded that there are some deficiencies in human performance at work, and training is one amongst them. The sample public sector averagely maintain good physical work place environment. The sample public sector leader failed to makes use of different leadership methods and technique to make many people work collectively for a commonplace undertaking. In general, the study clearly shows, among the four factors, multiple linear regressions analysis revealed training and development makes the strongest effect on the dependent variable. Further, compensation and reward makes the medium contribution to explaining the employee performance followed by management/leadership style. However, physical environment has insignificant effect on employee performance. The study recommends that management team should continue supporting staff, supporting provision of independence in staff and sharing information to enhance decision making.*

**Keywords:** *Employee performance, compensation and rewards, training and development, management/leadership style, Physical work place environment*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

Employee performance is critical to the functioning of an organization as well as to the advancement of employees. The work environment plays an important role in an organization. Most of the problems faced by employees are related to the working environment. The level of productivity can be increased by developing a conducive working environment in the organization (Ajala, 2012).

An environment is the immediate surroundings of a user which is manipulated for their existence or use. Hence, a workplace gives an environment for the employee to perform a given task. The working environment is a broad term and means all your surroundings when working. The physical working environment is, for example, your work tools as well as air, noise, and light. But working environment also includes the psychological aspects of how your work is organized and your wellbeing at work (Ajala, 2012).

There are two types of working environments which are the physical component as well as the behavioral component. It is said that the physical environment consists of elements which is related to the connectivity of the user with their office environment. Meanwhile, the behavioral environment consists of elements which are related to the connectivity between users in the same work environment as well as the effect of working environment on the user's behavior (Oswald, 2012).

Nevertheless, unlike all other assets, human assets have thousands of questions and complaints whenever their working environment failed to meet their complaints and expectation (Subramariam and Saravanan, 2012). A foremost part of employee's life is spent on work, which is a social reality, and social expectations to which human beings seem to confirm. It is always of great importance to explore why workers work, at which degree they perceive their work, and how they satisfied with their career (Khalid and Irshad, 2010). Human resources were considered to be the most vital and useful assets, as other assets, can be exploited with the proper use of human resources. People the human resource are considered by many to be the key and most important resources of an organization.

A good work environment is significant for work to sustain and attract workers. Dissatisfaction with working life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction at all work levels, including their own. This is complex problem; however, because it is difficult to isolate and identify all of the attributes, which affect the work environment conditions (Walton, 2005). Therefore, this study, investigated the effect of working environment on employee performance: A case of Ginnir town Revenue office.

## **1.2. Statement of the Problem**

A working environment is an environment where people work together for achieving organizational objectives (Tanique Tahir, 2015). It means systems, processes, structures, tools, and all those things which interact with employees and affect employees' performance in positive or negative ways. Other factors of working environment also identified by previous studies; training and discrimination in work place (Robertson et al., 2016) affect employee's performance. To draw attention to some of the things can include poorly designed workstations, lack of ventilation and AC systems, and shortage of office furniture and meeting hall, inappropriate lighting, sound and water systems, inadequate safety measures in case of emergency, and poorly designed toilet outlets. Work environment relationship with various aspects of employees' attributes such as work involvement, motivation, job satisfaction, productivity, etc. was studied. Al-Omari et al, (2017) showed that there is a positive relationship between physical environment and job performance and also they suggested that employers should have to take courage and make the working environment suitable in order to increase employee's job performance.

It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage within the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees and absenteeism. Quite a lot of research is done on this topic in different frames of time and place. Tesfu (2019) done his research on working environment factors effecting employee performance like workload negatively related and work life balance having insignificant effect on job performance.

Today's working environment is completely different from the past in technology, structure, and competition. Nowadays things are changing in a very fast phase that everything has become dependent on the technology advancements and especially the workforce rigid old approaches the effect of working environment on employee's employee performance are now moving to an era that can accommodate new age challenges, more open to problems to use them for creativity, and less tied to fixed physical locations by using modern collaborative tools (Tesfu, 2019).

On top of that, it is the researcher's interest to include the dimension of working environment namely compensation and reward aspects, training and development, physical work place environment and management/leadership style as factors affecting employee performance. Further, from researcher did not found research done on this topic during this period in the study area, so this researcher is to fill this gap. Therefore, from the above descriptions, this study is designed to examine the effect of working environment on employee's performance: A case of Ginnir town Revenue office.

### **1.3. Objective of the Study**

#### **1.3.1. General objective of the study**

The general objective of this study is to examine the effect of working environment on employee performance: A case of revenue Office, East Bale Zone

#### **1.3.2. Specific Objectives of the Study**

The specific objectives of the study were:

1. To identify the current status of employee performance in the study area
2. To identify the effect of compensation and rewards on employee performance
3. To identify the effect of training and development on employee performance
4. To identify the effect of Management/leadership style on employee performance
5. To identify the effect of Physical work place environment on employee performance in study area

### **1.4. Research Hypothesis**

Keeping in view the nature and objectives of the study, the following hypothesis formulated and tested.

Ho1: Compensation and rewards has no significant effect on employee performance

Ho2: Training and development has no significant effect on employee performance

Ho3: Management/leadership style has no significant effect on employee performance

Ho4: Physical work place environment has no significant effect on employee performance

### **1.5. Significance of the Study**

The finding of the study is having both theoretical and practical implications for the future study on the effect of working environment on employee performance in the zone. Theoretically, the study is expected to contribute for the improvement of knowledge about the issue under the study. Suggestion from the study also show the way to the zone management new direction in formulation and implementation of working environment and other strategies that might improve the employee performance. Further, the study helps to show the actual working environment and to identify the problems that employee performance. The study also paves the way for other researches who are interested in the area. Further, the study also helps the office to identify its strength and weakness in the area of working environment. The findings of the study give guide line information for office management teams to improve the existing situation. Particularly, this study assists the leaders of the organization to promote strategies that are used to improve working environment.

### **1.6. Delimitation of the Study**

The study is delimited to the effect of working environment on employee performance: A case of revenue Office, East Bale zone, but out of eight Woreda the study is delimited to 4 selected Woreda and Ginnir town of East Bale Zone Revenue Office, because to conduct a research on all Woreda of the zone is complex, costly, and time taking. Methodologically, the study is delimited to descriptive and explanatory, correlation and multiple regression methods. Further, the study is delimited to the dimension of working environment factors affecting employee performance, such as compensation and reward aspects, training and development discrimination physical work place environment and management/leadership style. In respect to the time frame of the study, it delimited to 2023 academic years.

### **1.7. limitation of the Study**

The major limitation of this study focused only on the effect of working environment on employee performance: a casa of East Bale Zone Revenue office. Some of the limitation of

this study lack of few recent related literature review as well, lack of sufficient resources and respondents not express their response clearly in detail because of different reason ( like; no freedom, busy or not have time to fill the questionnaire). In addition to East Bale Zone Revenue office geographically complex, costly, and time taking, lack transportation, poor Internet connection is a limitation of the study. However, the researcher through strong follow up comes up the limitation.

### **1.8. Operational Definition of key Term**

**Employee performance:**-the level of effectiveness, efficiency, productivity, and quality of work.

**Compensation and rewards:**- paid to an employee for the work they do for an organization.

**Training and development:**- refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

**Management/leadership style:**- A leader's style is shaped by a variety of factors, including personality, values, skills, and experiences, and can have a significant impact on the effectiveness of their leadership

**Physical work place environment:**- a designated physical location where employees come together to perform work-related tasks.

### **1.9. Organization of the Study**

The study is being structured into five chapters. Chapter one is deal with introduction, statement of the problem, research objectives and significance of the study. Chapter two consist of literature review which comprise of conceptual definitions, theoretical review, empirical analysis and conceptual frame work. Chapter three contain the research methodology which comprise of the research design, study area, research population, sampling design, and data collection methods, chapter four consist major research findings and chapter five is consist conclusion and recommendation of the study.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1. Theoretical Review**

##### **2.1.1. Concept of Working Environment**

The work environment is the space that create within which people come together to perform their work and achieve outcomes. It is a place where people experience what working together is all about (Donley, 2021). Workplace environment can be defined as the way employees perceive, analyze, and give sense to their immediate environment as to satisfy their intrinsic, extrinsic, and social needs in a way of staying in the organization (Haynes, 2008). Shrestha (2007) states that maintaining a positive working environment have a huge benefit having greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health.

Briner (2000) in his article, states that work environment is not only the environment in which people work but it is a broader category having the physical setting: heat and equipment, job characteristics: workload and complexity, broader organizational features: culture and history, and external organizational settings local labor market conditions, industry sectors, work home relationships. Opperman (2002), 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 like technology services, software, and hardware 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. Having these kinds of environments open a door for employees to have informal communication that enable them to have an opportunity to share and exchange creative ideas for better organizational and employee's performance. Organizational environments include systems, procedures, practices, values, and philosophies which the management has the upper hand control over. The system of measurement in which

individuals are given a reward based on their output number so that they not be motivated to help those who are working for enhancing self-importance. Thus, issues concerning the organizational environment affect employees' job performance and productivity.

According to Kyko (2005), there are two kinds of working environments namely conducive and toxic environments. The conducive work environment provides an enjoyable experience to employees and makes them actualize their capability and behavior. Self-actualization behavior can also be initiated by this kind of environment. Toxic work environment gives unpleasant experiences and at the same time, unrealized employees' behavior. This environment reinforces low self-actualizing behaviors, and it leads to the development of negative traits of the employees' behavior (Taiwo, 2010). Good and effective working environment conditions increase comfort and security of employees in carrying out their duties and work activities, so that their work productivity also be able to increase optimally.

Environmental psychology, which is defined as the scientific study of the transactions and interrelationships between people and their physical surroundings (including built and natural environments, the use and abuse of nature and natural resources, and sustainability-related behavior), has put a greater attention on the effect of working environment on Job performance. Environmental Psychology has a big concern about the physical setting of an environment. it believes that effective design and architecture such as having flowers and small colorful plants to have a sense of green area, beautiful flowers that flourishes employees' sense of creativity and peace of mind (Ackerman, 2021). L. James and Lois James defines psychological climate as the individual or employee's perception of the psychological impact of the work environment on his or her own well-being. The interaction between the person and the environment determine how that person behaves in that environment.

The importance of working environment on Job performance should not be underestimated because it is a key determinate of quality of work and level of productivity. A proper, helpful, conducive workplace environment brings improvements to the employees' physical and mental capabilities in performing their daily routine. We need to ask question like why do some employees feels good about their job and accomplish more and better than others?

While some are eager to look forward for the next day's activities at work, others feel so exhausted and gloomy with the thought of going to office the next day.

### **2.1.2. Working Environment Related Factors Affecting Employee Performance**

In workplace of an organization job performance can be disturbed by a lot of different factors that can be destruction for the employees and the company. It is an open truth for a company to be successful and well established in the current drastic change of the world economy, it needs a high performing labor (D.W, 2015). This performance can be affected by number of internal and external factors. The factors of workplace environment give an immense impact to the employees either towards the negative outcomes or positive outcomes. How well they engage with the organization, especially with their immediate environment, influences on a great degree their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job (Chandrasekar, 2011). As many as the factors are available, this research invested its attention on the factors mentioned below.

#### **2.1.2.1. The physical working environment**

The physical setting of an organization plays a great role in the success of employees' productivity and influences their behavior in a numerous way. It is vital to employees' performance, satisfaction, social relation and health (Badayai, 2012). Since employees spend most of their time in a working environment, organization needs to pay attention to this regard. Workplaces can influence employee's cognitive and emotional states, capability, behavior and actions and their job performance.

Anything that exists around employees which can affect their ability to perform their daily task can be labeled as working environment. The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings (Kohun, 2002). It is made up of the layouts and the location where work is done and the facilities it offers. The physical conditions play a crucial role in enabling employees to reach their full potential. Some critical aspects of physical environment to consider include size, cleanliness, layout, temperature, ventilation, lighting, noise, furniture, equipment, facilities, and location.

According to Sedarmayanti (2001), Physical work environment is defined as all physical conditions found around the workplace that can affect employees, both directly and

indirectly. She explained, the physical work environment is the whole or every aspect of physical and socio-cultural symptoms that surround or influence individuals. She categorized the physical working environment in to two groups namely environment that is directly related to employees, such as work centers, chairs, tables and so on and an intermediary environment or general environment which can also be called a work environment that affects human conditions such as temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color, etc. (Rahmi, Wibowo, & Mukit, 2018).

The working environment encompasses all the physical and tangible things that are involved in the process of performing job activities. It is the combination of machinery, office layout, temperature, ventilation, and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect several psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks. The interaction and perception employees have about their workplace influence their ability to take control of their work and the level of stress they encounter with in the workplace.

#### **2.1.1.2. Management/leadership style**

The need to provide a safe work environment for employees is a key element in human resource management for successful achievements of organizational goal. In Beer et al. (1994), model of human resource management, it is acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' wellbeing, and there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. Conducive work environment ensures the wellbeing of employees which invariably enable them exert themselves to their roles with all vigor that max' translate to higher productivity.

#### **2.1.1.3. Compensation and Reward**

The strategic vision and mission of an organization can be met by enabling employees to work towards achieving those goals by introducing a reward system that make them productive and increase their job performance. The administration of reward in an organization is the design, execution and troubleshooting of reward procedures that are targeted towards the enhancement of the performance of the organization (Pearce, Bangura,

& Kanu, 2019). Understanding the issue of rewards and their management has becoming a critical point not only for scholars but also for parties associated with organization which are employer and employees.

According to Schultz (2006), Reward can be defined as a particular monetary return, object, or event that an employee receives in exchange for his/her work or for having done something well. It is also referring to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship (John Bratton, 2010).

Reward can be categorized into two groups financial and non-financial rewards. The financial rewards are also called extrinsic rewards and non-financial rewards are called intrinsic rewards.

The financial rewards include Pay: Money is ranked at the top for creating motivation because people require money to fulfill the necessities of life, so it motivates the employees more than any other incentive (Rynes, Gerhart, & Minette, 2004). Bonuses: Bonus is the extra payment or financial component which is received as a reward for doing one's job well. Bonus usually comes along with salary of the employee. It is the gesture of appreciation from the organization towards their employees (MBA Skool Team, 2021). Allowances: it can be defined as the amount of something that is allowed, especially within a set of rules and regulations or for a specified purpose. It includes transport allowance, House rent allowance and etc.

Other financial rewards include insurance, incentives promotions and job security. The non-financial rewards include appreciation, meeting the new challenges, caring attitude from employer, appreciation and recognition motivates the employee (Yousaf, Latif, Aslam, & Saddiqui, 2014). The financial rewards are external to the work itself which are administrated externally by someone else most of the time by management whereas the non-financial rewards are those rewards that are directly related with the job. They are referred as self-administered.

#### **2.1.1.4. Training and Development**

The knowledge and skills, capabilities, and abilities of individuals for accomplishing a specific set of tasks can be enhanced by using a technique called training. It is a very vital element of human resource development and as well as the success of an organization.

Dessler (2005) defined training as the methods used to give new or present employees the skills they need to perform in their jobs. Training and development refer to the process of training employees with an aim to develop their skills and increase overall productivity, usually in the form of multiple planned and systematic activities which increase the level of skill, competency, and knowledge vital to performing assigned duties well within the organization.

The efficiency of a person, team and the organization as a whole can be improved through an organized method of learning and development called Training (Goldstein & Ford, 2002). Involving the employees of an organization in training on a temporary or permanent basis can be a result of great performance, and a way of reducing employee turnover. The investment in employee training and development has significant benefits for an organization as well as employees (Cannon-Bowers & Salas, 2001). Noe defines training as designed activities from employer's side with the purpose of enhancing the level of knowledge and skills or to modify the behaviors or attitudes of the employees in such a way that aligned with the goals and objectives of organization (Noe, 2002). Researchers found that training activities not only develop employees and develop their abilities and skills but also influence their work-place behaviors like increase employee job satisfaction and their performance to employer (Amir, Rana , & Asma, 2013).

Some of the benefits of training employees can be summed up as: Increased performance and productivity: Well-trained employees show both quantity and quality performance. There is less wastage of time, money, and resources if employees are properly trained. Improved employee satisfaction and morale: it creates positive workplace; employees feel appreciated through the opportunities they get which they would not have otherwise known about or sought out themselves (Amir , Rana , & Asma, 2013).

## **2.2. Concept of Employee Performance**

Organizations are undergoing a transformation for coping against the changing needs of the environment and excelling in the business by building up their adaptive capabilities for managing change proactively. Sustainability of business organization is depending on talent, skill, knowledge and experience of employees and on their performance (Armstrong, 2009). Performance is the accomplishment of a given task measured against preset known standards

of accuracy, completeness, cost, and speed. Employee's performance is the contribution of employees for the achievement of organization objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

According to Cooke (2000) performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance is generally checked out in terms of outcomes. Profitability is that the ability to earn profits systematically over amount of your time. It's expressed because the quantitative relation of profits to sales or come on capital utilized (Wood & Stangster 2002). Potency and effectiveness - efficiency is that the ability to provide the required outcomes by exploitation as bottom resources as do able whereas effectiveness is the ability of workers to satisfy the desired objectives or target.

From different literature reviews, there are two types of Job Performance namely Task performance and Contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. It is related to ability, activities are different depending on the job, and it is more prescribed and constitutes in-role. Contextual performance refers to activities which do not contribute to the technical core, but which support the organizational, social, and psychological environment in which organizational goals are pursued. It is related to personality and motivation, the activities are relatively similar across jobs, and it is more discretionary and extra- role (Devender, 2014).

Early on, scientific management thought used to highly support the concept of employee performance which was focused on only the quantity of output of doing a job. But after some time, the dimensions of both quality and quantity were added to assess and evaluate performance of employees. Efficiency, Efficacy, and quality were identified as the major dimensions of employee performance. Efficiency refers to the rate of output on job execution and meeting the deadlines. The Effect of Working Environment on Employee's Performance for finishing job tasks. Efficacy, on the other hand, represents the goal accomplishment rate by a particular employee (Dhammika , 2013).

### **2.2.1. Measures of performance**

According to Armstrong (2005) individual performance can be measured by reference to key performance indicators (KPIs) and metrics. KPIs define the results or outcomes that are identified as being crucial to the achievement of high performance. Strictly speaking, metrics are measurements using a metric system, but the term is used generally for any form of measure. It can be argued that what gets measured is often what is easy to measure. And in some jobs what is meaningful is not measurable and what is measurable is not meaningful.

Measuring performance is relatively easy for those who are responsible for achieving quantified targets, for example sales. It is more difficult in the case of knowledge workers, such as scientists.

But this difficulty is alleviated if a distinction is made between the two forms of results – outputs and outcomes (Armstrong, 2005). Performance means both behavior and result. Behavior emanates from the performer and transforms performance from abstraction into action. Not just a means to an end, the behavior is also an outcome in itself, the product of mental and physical effort applied to the task, which can be judged apart from the result (Armstrong, 2005). As Armstrong (2005) have pointed out that performance is a multidimensional construct, the measurement of which varies depending on a variety of factors. A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes. Employees' performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization.

As it was indicated in Hunger and Wheelen (2000), Controls can be established to focus either on actual performance results (output) or on the activities that generate the performance (behavior). Whereas behavior controls specify how some thing is to be done through policies, rules, standards, operating procedures, and orders from a supervisor. Output controls specify what is to be accomplished by focusing on the end results of the behaviors through the use of objectives and performance targets or milestones.

There are essentially three types of performance data available (Wheelen, 2000). These are measures of output of goods and services, which may be quantitative (units produced, customers served) or qualitative (number of errors, customer complaints); measures of time,

including lateness, absence, lost working time, failure to meet deadlines); and financial indicators, which include a large array of possibilities. These may be interrelated; thus absence reduces a unit production level which reduces profits. Where 'hard' quantitative data are not available, we may wish to resort to measures of behavior. Ideally, we observe people at work, noting whether they approach customers and offer help, or noting whether they observe safety procedures. Failing that, we can obtain reports either from an 'observer', such as the superior or a peer or subordinate, or from the person under study (John, 2002).

The same perspective can be adopted for performance data of interest to other stakeholders, for example those concerned with the environment. The measurement becomes more complex when applied to employees, since we need to add subjective evaluations. The important point is that they should be collected systematically, perhaps through mechanisms such as attitude surveys (John.2002). Behavior and output controls are not interchangeable. Behavior controls (such as following company procedures and getting to work on time) are most appropriate when performance results are hard to measure but the cause – effect connection between activities and results is clear. Moreover, output controls (such as surveys of customer satisfaction) are most appropriate when specific output measures have been agreed on but the cause – effect connection between activities and results is not clear.

### **2.3. Relationship of Employee Workplace Environment with Employees' Performance**

Employees spend a major considerable amount of time at work, and their working environment has an impact on their performance in integrated ways (Wang, 2022). Employees who are satisfied with their work environment are more likely to have positive work output. A previous study has revealed that factors which shape up the workplace environment show their impact on the performance of employees (Awada, 2022). They also proposed that future studies on this kind of relationships referring to workplace environment and evaluation of performance could be conducted. A few scholars also encouraged future researchers to conduct comparison studies on private and public organizational levels for impact of workplace environments on employee' performance (Li X,2022). The researchers observed that the workplace environment is crucial since staff can work more efficiently doing their jobs in a nice workplace, which leads to higher employees' performance and organization output.

The terms “appealing climate” or “supportive atmosphere” refers to a situation which draws people and motivates them to work by giving them possibilities to accomplish (Ali G,2018). Workers are more willing to integrate their extraordinary use of skills, abilities, and knowledge to achieve success in a welcoming and supportive workplace environment. Employees will be motivated for a number of reasons to accomplish optimal performance and productivity inside a firm; such motivations could be endogenous or exogenous. Endogenous motivations help in accomplishing certain difficult tasks and exogenous motivations are the reward which is given in terms of the acknowledgments and the advanced salaries (31).

Another appropriate workplace strategy is to motivate employees to set their goals. Employees’ performance improves as a result of this type of incentive program, and the productivity on Performance of the company rises (32). Goal setting serves two main functions as follows: First, to improve the behaviors of the individuals; second, to motivate them to work so that they can work effectively and efficiently (33). Generalized objectives are less successful than a particular aim. Furthermore, in contrast to an achievable objective, excellent performance is attained through hard goals. Based on the strategies of providing a better workplace environment to the employees, a few empirical investigations have been done in recent past in different contexts. These studies hinted to explore this kind of relationship even further for establishing this association as a set parameter in achieving improved employees’ performance.

#### **2.4. Empirical Review**

Eshun & Duah (2011) explored whether rewards motivate employees, what kind of rewards employees consider most beneficial and challenges manager’s faces in applying motivation theory to the workforce settings. Twenty interviews with people in various positions and organizations in Accra and Tema municipalities of the Greater Accra region of Ghana were taken and found out that while the use of rewards is vital in motivating employees, there is the need for management and employers to have a clear understanding of the human nature and what motivates employees. Finally concluded with not to focus on one type of reward but mixture of the two and remove myths regarding motivation.

A research paper called Effect of Work Environment on Organizational Performance in Arjo Dedessa and Finchaa Sugar Factory done by Shimelis Mihretu and Mahesh Gopal pointed out those physical working environments had a statistically significant impact on performance. They used 266 and 338 employees as a sample from both companies and used different parameters to explain the working environment like work related risks and injuries, social work environment, administrative work environment, and the behavioral work environment. For both companies, work environment has a moderate relationship to employee and organization performance (Shimelis & Mahesh, 2021).

Ravi (2017), conduct research on the impact of workplace environment on the health of leather factory workers in sirpurn, India. The methodology they used is cross-sectional. Descriptive study with one time interview and pretested questionnaires ‘from 230 employee who were working in different eight leather industries and cluster sampling methodology were used to collect data. Finally the result showed that workplace environment has an effect on the health status of workers and require adequate measure to improve the facilities and thereby the health status of workers.

Bhat (2013) investigated the impact of training on employee performance: a study of retail banking sector in India. The study drew 180 bank employees. The study was elucidated information by using five point Likert scale. Findings revealed that there is positive and significant relationship between training and employee performance.

Lankeshwara (2016) studied the impact of workplace environment on employee performance: with reference to brandex intimate-awissawella. The study has utilized primary data and a sample of 85 employees has been chosen through proportionate sampling technique using already developed questionnaires’. Finally the result showed that work environment have significant effect on employee performance.

Leblebici (2012) studied the on the impact of workplace quality on employee productivity a case study of a foreign private bank in Turkey. The result of the study showed that employees are inspired while working in a modernized office, well decorated and well-arranged and with good storage facilities.

Khan et al. (2011) studied the impact of workplace environment on employees 'performance from the education in Pakistan. Finally the result showed that workplace rewards have a positive impact on employee performance. A study by Ranjan et al(2017), which undertaken to examine the Impact of Rewards on Employee Performance: A Case of Indian Oil Corporation, Patna Region revealed that; work place reward has positive and statistically significant impact on employee performance.

Al-Omari et al, (2017) conducted research on the influence of work environment on job performance the case study of engineering company Jordan. The study take 85 employees as a sample size and quantitative methodology implying cross sectional survey was used. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and color; space and employers 'satisfaction. Finally the findings revealed that noise, office furniture, ventilation and light have a negative impact on job performance.

Nduku et al (2015) studied the impact of working condition on performance of employees of Kenya commercial bank head office. A sample of 172 employees was subjected to stratified random sampling. Primary data was collected by use of questionnaires. Finally the result showed that, working condition has a positive effect on employee performance. And the study recommended that the bank should put effort in ensuring that working conditions are favorable and focus more on the physical conditions which has the greatest effect on employee performance.

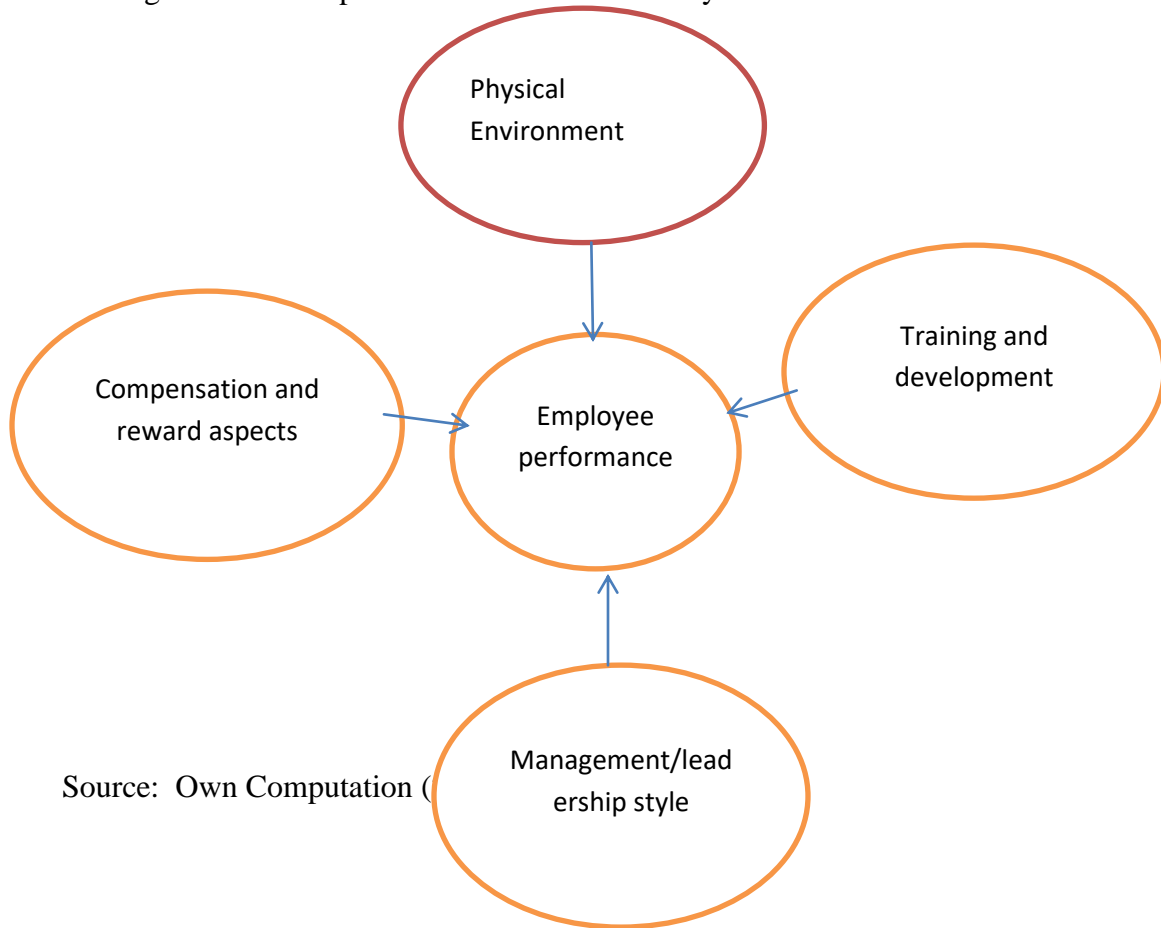
Nzewi et al (2018) conducted a research on the physical work environment and employee performance in selected brewing firms in anambra state, Nigeria. The sample size was 233 arrived at using yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally the finding of study revealed that there is a significant and positive relationship between physical work environment and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments 'should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

Ushie et al, (2015) examined the effect of work environment on employees 'performance in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson product moment correlation. 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 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 'performance, wellbeing and overall performance and productivity.

## **2.5. Conceptual Framework**

A conceptual framework maps out visually what is to be expected after the research is done. It points out what the dependent variable and the independent variables are and how they are related to each other. Conceptual framework is defined as a network, or "a plane," of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena (Yosef, 2009). In this research, from the review of related literatures, it has been conceptualized to work with working environment parameters namely physical environment, compensation and reward aspects, training and development and management/leadership style as independent variables and employee performance as dependent variable. The employee performance parameters are selected based on while doing preliminary research, it is found that the selected parameters are found to measure job performance of the sector and are related specifically to the respondent's work nature.

Figure 2.1 Conceptual Framework of the study



Source: Own Computation (

## CHAPTER THREE

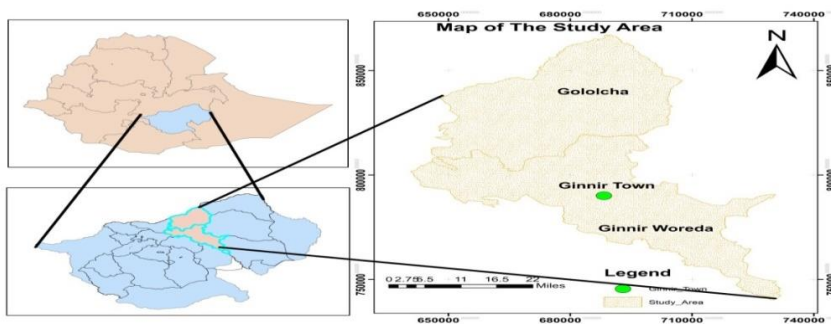
### 3. RESEARCH METHODOLOGY

#### 3.1. Description of the Study Area

East Bale zone is among the zonal administrations of Oromia regional state located in South-Eastern Ethiopia was established 2012 in E.C. Astronomically, the study area lies between 7°N-7°1/2'N latitude and 40°E-40°1/2'E longitude. It is located in the south-eastern part of the country 545 km away from the capital city of Ethiopia, Addis Ababa. Ginnir town falls within “Wenadaga” agro climatic zone with an average annual minimum and maximum temperature of 15 C° and 20 C° , average annual minimum and maximum rain full 750MM and 1280.3 MM respectively and have altitude above sea level 1700M-2200M . East Bale zone have 7 woreda and one town this study conducted in 4woreda and one town namely Ginnir Woreda,Gololcha Woreda, Rayitu, Sawena Woreda and Ginner Town. The total number of employee, team leaders and manager are 167. The study conducted from June 1/2021 to January 30, 2022.

Currently, Ginnir woreda has exhibiting promising improvements in almost all areas of development activities in general and local economic development in particular. Owing to its strategic location route, the Ginnir is an important trade and transport center for the southern eastern part of the country. As a result, the woreda economy is largely characterized by diversified trade activities East Bale zone administration socio economic profile, 2022).

**Figure 3.1. Map of the study**



Source: Ginnir town Municipality (2024)

### **3.2. Research Design**

In this study, descriptive and explanatory designs employed to address all issues on the research. Descriptive research design helps in picturing out the existing situation as it is. In addition it allows gather necessary information using data collecting instruments and document analysis. Explanatory research design also used to deal with the impact of independent variables on dependent and to make it brief to show the relations the variables have. Further, it helps to adopt and explore in detail the effect of working environment on employee performance.

### **3.3. Research Approach**

In this study, the researcher used quantitative research method led by qualitative research methods. The research design employed is a mixed research. The quantitative method limits research results because it expresses them in terms of numbers, and also restricts the respondents' freedom by giving choices to choose only one answer among the given distracters. Contrarily, the qualitative research method deals with subject matters and gives the freedom to the informants to express their opinions and views in words, phrases, clauses and even paragraphs instead of concentrating on a single answer. In this regard, Creswell (2009) argues that the mixed research approach uses research methods as a means to offset the weaknesses inherent within one method with the strength of the other research method.

### **3.4. Type and Sources of Data**

To achieve the objective of this study, the researcher used primary sources of data. Accordingly primary data of the study gathered from employee, team leaders and leaders of the sample sector.

### **3.5. Population**

In this study, the proportions of population are estimated total 167 respondents, in which 150 employees, 12 team leaders' and 5 managers (East Bale Zone Revenue Office report, 2022) who are fully familiar with the range of issues under the study.

### **3.6. Sampling Technique and Sampling Size**

Ginner, Gololcha, Sawena, Rayitu Woreda and Ginner town Revenue Office selected by purposive sampling technique, due to it is accessible to researcher. To carry out sample selection, all revenue collection experts, tax audit and enforcement experts, tax education and

public relation experts, human resource management experts, planning experts and customer service delivery experts, team leaders and woreda managers were selected by census sampling in which all population considered for the study, due to small in number. Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008). Given that, the nature of the sampling technique selected for the study is a census, the sample size of the study were all 150 employees, 12 team leaders' and 5 managers Revenue Office.

**Table 3.1. Sample size determination**

S.N		Category Population			Sample		
		Managers	Team leader	Employee	Managers	Team leader	Employee
1	Ginner woreda	1	3	35	1	3	35
2	Gololcha	1	2	30	1	2	30
3	Sawena	1	2	25	1	2	25
4	Rayitu Woreda	1	2	24	1	2	24
5	Ginner town	1	3	36	1	3	36
	Total	5	12	150	5	12	150

Source; East Bale Zone Revenue Office (2024)

### **3.7. Data collection Tools**

#### **3.7.1. Questionnaire**

According to Cohen (2011) questionnaire is a set of questions designed to produce the statistical information from the respondents in order to accomplish research objectives. The questionnaires distributed to 167 respondents. Questionnaires are taken as a preferable data-gathering tool for this research because of the fact that the researcher used to collect information on facts and attitudes from a wide range of sources. The questionnaire is applied the Five Likert scaling technique and it is a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements or questions. This rating scale is easy to respondents to give their response. The closed ended questions provide alternatives of answers used, because this instrument is

preferred for the reason that, it offered greater accuracy in recording their view on a given subject.

### **3.7.2. Interview**

In addition to the questionnaires the researcher has prepared semi-structured. With this in mind, interview conducted with 12 team leaders and 5 managers of revenue sample woreda. Interview selected because it helps to get some facts related to the issue under the study from top official to triangulate questionnaires. The interview is use based on the assumption that the participants' perspectives are meaningful, and they have the knowledge in the area, and able to make precise points, and their perspective affect the success of the research.

## **3.8. Validity and Reliability**

### **3.8.1. Validity**

Validity test seeks to determine whether the instrument is able to serve the purpose of collecting the target data. This study used content validity which determined by advisor opinion. To make sure the validity of question, first questionnaires pre-tested by potential expert, further, it examined and checked by adviser. Further, to make the data more valid and also to avoid ambiguity and unclear statements, pilot test conducted on 5 experts of one selected woreda Revenue Office. Further, it checked for grammar and other spelling errors using language and measurement professionals. Based on the findings of the pilot and comments of language and advisor, some modification on uncertain word in the questionnaire corrected.

### **3.8.2. Reliability**

For testing the reliability of the data instrument, Cronbach's Alpha calculated to test the reliability of the research instrument. According to Zikmund, Babin and Griffin, (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability. Thus, coefficient alpha value for this study was 0.88, so the instrument was reliable to apply for the current study.

**Table 3.2: - Reliability statistics test**

No	Variables	No .of items	Cronbach's alpha value
1	Employee performance	5	0.84
2	Compensation and Reward	4	0.89
3	Training and Development	4	0.89
4	Physical Environment	4	0.94
5	Management/Leadership Style	4	0.88
	Average	21	0.88

Source: Own survey (2024)

### **3.9. Methods of Data Analysis**

The demographic profiles analyzed using simple statistical tools frequency and percentages. Moreover, charts also used to describe the general characteristics of respondents. Further, descriptive statistics (Mean and Standard Deviations) of the respondent scores used in the analysis. Besides, the interview questions also analyzed using descriptive narrations through concurrent triangulation strategy. In this study Pearson's coefficient of correlation (product moment correlation coefficient) is used to measure the degree of relationship between the independent variables and dependent variable. Further, in this study, multiple regression analysis is adopted to assess the effect of independent variables on dependent variable.

The regression equation, assumed the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where the dependent variable is employee performance and the independent variables are:  $X_1$  = Physical Environment,  $X_2$  = compensation and reward,  $X_3$  = training and development, and  $X_4$  = management/leadership style.  $\beta_0$  = Constant,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables and e = error term.

**Physical environment:** Ismail et al. (2010) state that physical environment in which employee performs has an impact on their performance as well as it limits the prosperity of the organization.

**Compensation and reward:** According to Luthans (2000), Compensation and rewards may be financial and non-financial and that they can be utilized completely to boost performance of staff.

**Management/leadership** style refers to a type of relationship whereby a person makes use of his methods and technique to make many people work collectively for a commonplace undertaking (Verba, 2015).

**Training:** Nassazi (2013) remarks that employee training has an important role in the improvement and increasing productivity.

**Employee's performance:** Organizations are undergoing a transformation for coping against the changing needs of the environment and excelling in the business by building up their adaptive capabilities for managing change proactively (Armstrong Michael, 2009).

### **3.10. Ethical Consideration**

Ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others. Accordingly in order to keep the confidentiality of the data that is gathered from the respondents, the respondents are not required to write their name and they are assured the anonymity and confidentiality of their response. Further, the researcher considers issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity are upheld. Participants and respondents were given full information on the purpose and objectives of the study in order to make informed decisions as to whether to partake or not. Moreover, all information concerning the identity and personality of respondents treated with utmost confidentiality. Additionally, all information gathered used for the sole purpose of the research study only.

## CHAPTER FOUR

### 4. RESULTS AND DISCUSSION

#### 4.1. Introduction

The researcher distributed 167 questionnaires to respondents; however, the data was collected from 147 respondents. The remaining 3 copies of questionnaires were not properly filled and returned. Therefore, the return rates of the questionnaires were 98 %. According to Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Thus the response rates under this study were very good for study. The Statistical Package for the Social Science (SPSS) version 27 was used to analyze the responses to the questionnaire. The data were coded, entered into SPSS, cleaned for errors and checked for missing data. Next descriptive analysis, percentage and frequency were used to analysis data in the study. Further, multiple regression analysis was used to addressed the effect of independent variables on dependent variable. On the other hand, the collected data through interview was analyzed qualitatively.

#### 4.2. Demographic Characteristics of Respondents

Demographic characteristics of the sample employee is quiet important. Among others, respondents, sex, age and educational level were very important variables which provide detailed back ground information to the researcher. Therefore, demographic characteristics of sample employee were discussed and their relationship with the study was examined in table below.

Table 4.1: Respondents background information

S.N	Item	Background information	Households	
			F	%
1	Sex	Male	110	75
		Female	37	25
2	Age	18-25	7	5
		26-35	30	20
		36-45	90	61
		Above 46 years	20	14
4	Qualification	TVET	21	14
		Diploma	7	5
		First degree	109	74

		Second degree	9	6
5	Work Experience	Under 2 years	19	13
		2 to 5 years	37	25
		6 to 10 years	76	52
		Above 11 years	15	10

Source: Data obtained by researches during the survey (2024)

As shown in table above, out of 147 employee 110 (75 %) of employee were male, while the remaining 37 (25%) of employee were female. The result indicated that in the study area, the numbers of female employee were fewer than male employee. This can be resulted from the lower women’s participation in the governmental sector.

In table above, the majority 90(61%) of employee were in between the age ranges of 36-45 years, followed by 30(20 %) of employee were in between the age ranges of 26-35 years. While 20 (14%) of the employee were in above 46 years. The remaining 7(5%) of employee were in between 18-25 years. From this, it can be understood that employees working in sample office consists of all levels of age classification. This indicates there is multi-modal distribution among different age groups in the study area. Therefore, the employee was matured enough for ensuring the value of the study, because maturity may have advantage in forward opinion on employee performance.

In terms of level of education, as it indicated in table above, the majority, 109 (74 %) of employee were first degree, while 21(14 %) of them were TVET. Further, 9(6 %) of them were second degree. The remaining 7 (5 %) of the employee were diploma holder. According to the evidence, the majority of the employees were first degree and they can respond proper answers for the questionnaires reasonably.

As it indicated in table above in terms of work experience, 76 (52%) of employee were in between 6 to 10 years’ work experience. While 37 (25 %) of employee were in between 2-5 years. Further, 19 (13%) of employee were under 2 years. The remaining 15 (10%) of employee were above 11 years. This implies that the majority of employees were in between 6 to 10 years, which imply that its own positive implication on the overall success of research, because of the respondent has a lot of work experience and they know very well in the field and helped to reveal the factors affecting employee performance.

### 4.3. The Current Status of Employee Performance

This section was intended to assess employee opinion on the current status of employee performance. Accordingly, 5 questions were prepared to assess employee opinion on the current status of employee performance in a case of revenue Office; East Bale zone was presented and discussed. Descriptive statistics (Mean and Standard deviation) were employed, which was measured using the Five-Point Likert Scale.

In order to determine the degree of agreement of each of the respective specific objectives, the following mean ranges were used as a cut point. According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as disagree, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as agree. Therefore, based this criteria level of agreement on each item for all variables under study were determined as follows.

**Table 4.2. Respondent’s opinion on the current status of employee performance**

SN		Mean	Std. Deviat
1	Employee always accomplished the work in the given standard	3.0680	1.27494
2	Employee strictly follows the policies and procedures of the office	3.1769	1.08981
3	Employee effectively use resources including time and materials	3.4286	.96515
4	Employee always able to deliver the work within the set deadlines	3.1905	1.04248
5	Employee able to identify and give top attention to top priorities in the work place	3.3810	1.20122
	<b>Grand Mean</b>	3.2898	.82302

Source: Data obtained by researches during the survey (2024)

In item 1 of table above, the respondent disagree with the opinion employee always accomplished the work in the given standard with mean value 3.0680. In item 2, the respondents disagree to the opinion employee strictly follows the policies and procedures of the office with mean score 3.1769. Further in item 3 of table above, the respondents moderate agree to the opinion employee effectively use resources including time and materials with mean score’ of 3.4286. In item 4, the respondents disagree to the opinion the employee always able to deliver the work within the set deadlines with a mean score of

3.1905. In item 5, the respondents disagree to the opinion employee able to identify and give top attention to top priorities in the work place with a mean score of 3.2898.

The overall response for the four items indicated the mean value is 3.2898. The higher the mean score, the more that respondent agreed with the statement and vice versa. Therefore; the result based on mean score classification, the mean score was in the range of disagree, so one can concluded the current status of employee performance was at weak level.

The respondent's respond the accomplishment of a given task is against preset known standards of accuracy, completeness, cost, and speed. The respondents added that employees have a gap in performance at acceptable level of the standard to attain the stated objective of an organization. The office failed to achieve the task in line to predetermined standards of accuracy, completeness, cost and speed. In support with the finding as noted by Daft (1988), it's the responsibility of the corporate managers to confirm that the organizations attempt to and so bring home the bacon high performance levels. This thus implies that managers need to set the specified levels of performance for any periods in question.

#### **4.4. The extent the dimension of working environment affect employee performance**

This section was intended to assess the extent the dimension of working environment affect employee performance, accordingly questions were prepared on each dimension, such as compensation and rewards, training and development, management/leadership style and physical work place environment. For this purpose, descriptive statistics (Mean and Standard Deviation) were employed, which was measured using the Five-Point Likert Scale. Thus, the views of the respondents were presented in the tables below.

Table 4. 3. Respondent’s response on the effect of compensation and rewards on employee performance

SN		Mean	SD
1	The benefit system of the organization do not treats each employee reasonably	3.4218	1.12825
2	The organization do not provides a great deal of promotional Opportunities	3.3061	1.19710
3	Employees are not rewarded based on performance	3.5034	1.04274
4	Profit sharing/bonuses are not used as a mechanism to reward higher performance	3.4286	1.23311
	<b>Grand Mean</b>	3.4592	.95311

Source: Data obtained by researches during the survey (2024)

In item 1 of table above, the respondent moderate agree with the opinion the benefit system of the organization do not treats each employee reasonably with mean value 3.4218. In item 2, the respondents disagree to the opinion the organization do not provides a great deal of promotional opportunities with mean score 3.3061. Further, in item 3 of table above, the respondents moderate agree to the opinion employees are not rewarded based on performance with mean score’ of 3.5034. In item 4, the respondents moderate agree to the opinion the profit sharing/bonuses are not used as a mechanism to reward higher performance with a mean score of 3.4286.

As it indicated in table above, the overall response for the four items indicated the mean value is 3.4592. The higher the mean score, the more that respondent agreed with the statement and vice versa. Therefore; the result based on mean classification, the mean score was in the range of moderate agree, so one can concluded that compensation did not utilized to boost performance of staff.

Further, respondents respond that employees are not experience satisfy when they have carried out something well worth in work and orally liked through the organization. The organization is not tangible in order to appreciate the task performed by employee. In support with the finding Ajila and Abiola (2004) state a reward package influence worker performance; it can facilitate to extend employee performance by enhancing employee skills, information and talents.

Table 4. 4. Respondent’s response on the effect of training and development on employee performance

S N		Mean	SD
1	Training needs are not identified through a formal performance appraisal mechanism	3.2925	1.11779
2	Training do not incorporates the interests of the organization as well as the employee	3.4966	1.33126
3	There is no a budget dedicated to training and development every year	3.4898	.96775
4	Education opportunities are not available in the work place	3.6122	1.03665
	<b>Grand Mean</b>	3.4898	.90701

Source: Data obtained by researches during the survey (2024)

In item 1 of table above, the respondent disagree with the opinion training needs not are identified through a formal performance appraisal mechanism with mean value 3.2925. In item 2, the respondents moderate agree to the opinion training is not incorporates the interests of the organization as well as the employee with mean score 3.4966. Further, in item 3 of table above, the respondents moderate agree to the opinion there is no a budget dedicated to training and development every year with mean score’ of 3.4898. In item 4, the respondents moderate agree to the opinion education opportunities are not available in the work place with a mean score of 3.6122.

As it indicated in table above, the overall response for the seven items indicated the mean value is 3.4898. The higher the mean score, the more that respondent agreed with the statement and vice versa. Therefore; the result based on mean classification, the mean score was in the range of moderate agree, so one can concluded that the trainees has a gap in acquire new artful skills, technical data and skills on the duty in such the simplest way on aid within the accomplishment of structure goals. In support with the finding the research of Griffeth, and Hom (2002), revealed that the respondent depicted that the most reasons for the poor employee performance were the inadequate of training and development in the organization.

Further, respondents through interview responded that there are some deficiencies in human performance at work, and training is one amongst them. The respondents also added that the office has lack to provide staff with the abilities, skills and data needed by the post. In support with the finding Nassazi (2013) remarks that employee training has an important role in the improvement and increasing productivity. It takes the shape of learning activities that prepare employee to exercise wider or magnified responsibilities.

Table 4. 5. Respondent’s response on the effect of physical work place environment on employee performance

SN		Mean	SD
1	Employee have no requisite equipment to perform the duties	3.3673	1.22240
2	The layout of the offices and workspaces here are not good	3.3537	1.16926
3	The surrounding of the work place is not peaceful to work	3.1769	1.33294
4	The work place is not devoid of unnecessary noise	3.3946	1.25271
	<b>Grand Mean</b>	3.3350	1.09775

Source: Data obtained by researches during the survey (2024)

In item 1 of table above, the respondent disagree with the opinion employee have no requisite equipment to perform the duties with mean value 3.3673. In item 2, the respondents disagree to the opinion the layout of the offices and workspaces here are not good with mean score 3.3537. Further, in item 3 of table above, the respondents disagree to the opinion the surrounding of the work place is not peaceful to work with mean score’ of 3.3833. In item 4, the respondents disagree to the opinion the work place is not devoid of unnecessary noise with a mean score of 3.3946.

As it indicated in table above, the overall response for the four items indicated the mean value is 3.3350. The higher the mean score, the more that respondent agreed with the statement and vice versa. Therefore; the result based on mean classification, the mean score was in the range of disagree, so one can concluded that the sample public sector averagely maintain good physical work place environment. In support with the finding Ismail et al. (2010) state that physical environment in which employee performs has an impact on their performance as well as it limits the prosperity of the organization. Further, leaders through interview responded that the sector effort in making physical work environment consists of internal and external office layout, temperature, comfort zone and also the work setting or

arrangement. The spatial layouts, noise, furniture and lightning are arranged. The respondents added that the office style encourages staff to figure in a very bound manner by the way their work stations are designed.

Table 4. 6. Respondent’s response on the effect of management/leadership style on employee performance

SN		Mean	SD
1	The manager is not role models for achieve quality performance	3.7823	1.11353
2	The senior management did not gives staff a clear picture of the direction in which the organization is headed	3.4966	1.32610
3	Management do not involves staff in decision making	3.4150	1.24880
4	Employee unable to contact senior management or work hand in hand with the superior at the work place	3.4218	1.26017
	<b>Grand Mean</b>	3.5289	.97596

Source: Data obtained by researches during the survey (2024)

In item 1 of table above, the respondent moderate agree with the opinion the manager is not role models for achieving quality performance with mean value 3.7823. In item 2, the respondents moderate agree to the opinion the senior management did not gives staff a clear picture of the direction in which the organization is headed with mean score 3.4966. Further, in item 3 of table above, the respondents moderate agree to the opinion management do not involves staff in decision making with mean score’ of 3.4150. In item 4, the respondents moderate agree to the opinion employee unable to contact senior management or work hand in hand with the superior at the work place t with a mean score of 3.4218.

As it indicated in table above, the overall response for the seven items indicated the mean value is 3.5289. The higher the mean score, the more that respondent agreed with the statement and vice versa. Therefore; the result based on mean classification, the mean score was in the range of moderate agree, so one can concluded that the sample public sector leader failed to makes use of different leadership methods and technique to make many people work collectively for a commonplace undertaking. Further, the respondents added that the leader do not give attention in encourages innovation, team work, creativity and people. Further, the respondents added that leaders lack to promote all team members to participate to make final decision and develop entire process to reach their goals.

## 4.5. Correlation Analysis

Pearson's correlation was used to explore the relationship between all the variables in this study. Correlations coefficients are able to provide numerical summary of the direction and strength of the linear relationship between all the variables. Pearson's correlation coefficients ( $r$ ) can take on values from -1 to +1, and the sign out at the front indicates the directions, i.e. positive correlation or negative correlation (Pallant, 2007). Cohen, (1998) suggests the following guidelines to determine the strength of the relationship.

$r = 0.10$  to  $0.29$  or  $r = -.10$  to  $-.29$  small

$r = .30$  to  $.49$  or  $r = -.30$  to  $-.49$  medium

$r = .50$  to  $1.0$  or  $r = -.50$  to  $-1.0$  large. Accordingly, correlation analysis was done to identify the nature of the relationship between dependent variable and independent variables.

As it indicted in table below from the analysis, it is noted that training and development had large positive correlation with the employee performance ( $r = 0.647$ ,  $p < 0.05$ ) and so it is likely that this variable would strong relationship with employee performance. The study also indicated the compensation and reward also had large positive correlation with employee performance ( $r=.621$   $p < 0.05$ ) and so it is likely that this variable also largely predict employee performance. Further, management/leadership style had moderate positive correlation with the employee performance ( $r = 0.448$ ,  $p < 0.05$ ) and so it is likely that this variable would least predict employee performance. On the other hand, physical environment has no correlation with employee performance( $r = 0.089$ ,  $p > 0.05$ ).This did not meet the requirement for significance since P value was more than 0.05.

**Table 4.7: Pearson Correlation result**

		Employee performance	Compensation and reward	Training and development	Physical Environment	Management/leadership style
Employee performance	Pearson Correlation	1	.621**	.647**	.089	.448**
	Sig. (2-tailed)		.000	.000	.281	.000
Compensation and reward	Pearson Correlation	.621**	1	.670**	.053	.471**
	Sig. (2-tailed)	.000		.000	.520	.000
Training and development	Pearson Correlation	.647**	.670**	1	.147	.436**
	Sig. (2-tailed)	.000	.000		.076	.000
Physical Environment	Pearson Correlation	.089	.053	.147	1	.083
	Sig. (2-tailed)	.281	.520	.076		.316
Management/leadership style	Pearson Correlation	.448**	.471**	.436**	.083	1
	Sig. (2-tailed)	.000	.000	.000	.316	

Source: Own Questionnaire survey (2024)

#### 4.6. Basic Assumption for Regression Analysis

Before, multiple regression analysis employed, in order to ensure the appropriateness of the outputs from the regression analysis; assumptions of multiple regressions were checked. Assumptions of the multiple regression analysis were tested to check the healthiness of the model. Tests of assumptions for multicollinearity, normality and linearity were undertaken for this study.

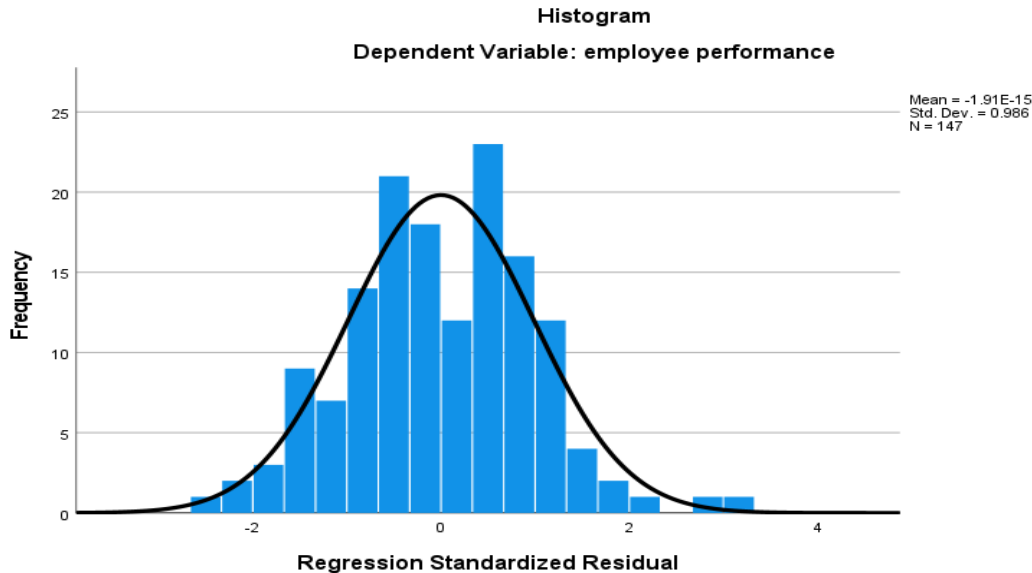
**Table 4. 8. Multicollinearity test**

Model		Collinearity Statistics	
		Tolerance	VIF
	Compensation And Reward	.509	1.963
	Training And Development	.522	1.915
	Physical Environment	.973	1.027
	Management/Leadership Style	.751	1.332

Source: Own Survey Data (2024)

Accordingly, in the first case, it is checked the assumption of multi collinearity. Collinearity is where two independent variables are highly correlated or multicollinearity, where more than two independent variables are highly correlated and this can have damaging effects on multiple regression. Different authors suggest different way of identifying multicollinearity problem. However as rule of thumb (Yfield, 2009) suggested that variable inflation factor (VIF) of any independent variables should not be greater than 10, or the tolerance should not be less than 0.1. According to the results in table below, all the variables have small VIF values which implies that there is no a problem of multicollinearity. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multicollinearity was not a problem so that regression analysis can be conducted.

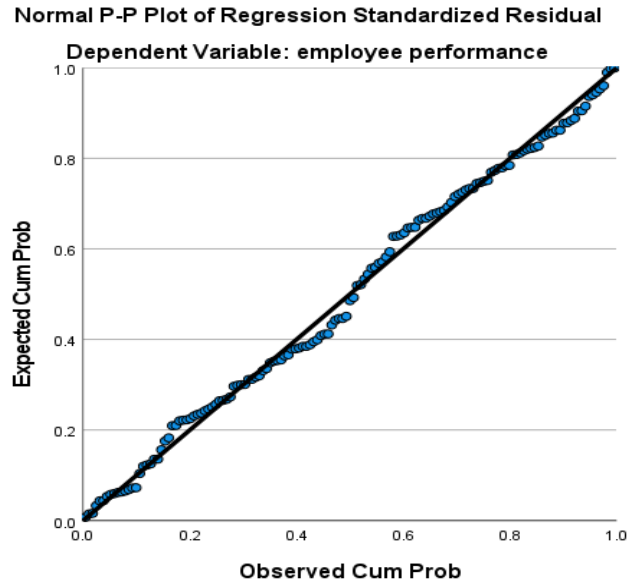
**Figure 4. 1: Histogram with normal curve plotted (SPSS output)**



**Source: Own Survey Data (2024)**

In the second case, it is checked the assumption on normality. To check the assumption histogram was used to test the assumption that residuals are normally distributed. Since a histogram of sample data produce a perfectly smooth normal curve like the one displayed over the figure below. As long as the data is approximately normally distributed, with a peak in the middle and fairly symmetrical, the assumption of normality has been met.

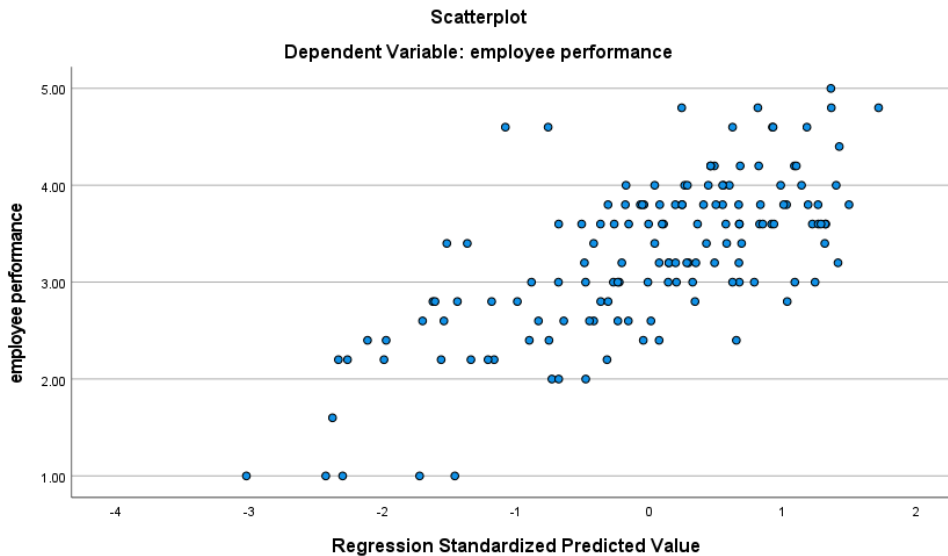
**Figure 4.2: Linearity test**



**Source: Own Survey Data (2024)**

In the fourth case it is checked the assumption of linearity. Accordingly, as it indicated in the scatter plot of residuals figure below scatter form a line in the plot rather than a curve or other shape. Linearity is indicated, when these values were spread or fan out from left to right or right to left. The scatterplot shows that the points are concentrated around 0, which shows that no violation of linearity. So it indicated the scatter plot below suggests that scatter plot spread from left to right and there is a linear relationship so the assumption has been met.

**Figure 4.3: The scatter plot of residuals observed value and predicted value**



#### 4.7. Multiple Regression Analysis Result

After all the assumptions were complied with, the multiple regressions analysis was carried out. Regression analysis shows how dependent variable is influenced with independent variables. The following section presents the outcomes of regression analysis. A multiple regression analysis was conducted to generate model of fitness, analysis of the variance and regression coefficients. The results of the multiple regressions are shown in table below.

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705	.497	.483	.59183

**Source: Own Survey Data (2024)**

Analysis of table above shows that the coefficient of determinant or the percentage variation in the dependent variable being explained by the change in the independent variable adjusted “R” square value is equal to 0.497 that is, 49.7 % of the total variation in employee performance is explained by predictors variables such as compensation and reward, training and development, physical environment and management/leadership style. The R square and adjusted R square column shows small variation b/n the two values (.497 and .481 respectively) justifying that the independent variables have strong ability to predict employee performance. In general the overall bundle of the independent variables explains 49.7 % ( $R^2 = 0.497$ ) of employee performance, while the remaining 50.3 % is determined by other unaccounted factors in this study, which need further study.

**Table 4.10: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.158	4	12.289	35.087	.000
	Residual	49.737	142	.350		
	Total	98.895	146			

**Source: Own Survey Data (2024)**

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical

value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant. Accordingly, the above ANOVA table shows that the independent variables statistically significantly predict the dependent variable,  $F(4, 142) = 35.087$ ,  $p=0.000$ (significant). In better terms, smaller p-value less than 0.05 justifies that the independent variables statistically significant in explaining the variation in dependent variable.

**Table 4.11: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.743	.257		2.887	.004
Compensation And Reward	.261	.074	.295	3.535	.001
Training And Development	.352	.075	.388	4.715	.000
Physical Environment	.004	.045	.005	.083	.934
Management/Leadership Style	.117	.058	.139	2.027	.044

**Source: Own Survey Data (2024)**

From the above table, it can easily compare the relative contribution of each of the different variables by taking the beta value under the standardized coefficients. The higher the beta value, the strongest its contribution becomes. A significance level (sig.) is a critical probability associated with a statistical hypothesis test that indicates how likely it is that an inference supporting a difference between an observed value and some statistical expectation is true. The term p-value stands for probability-value and is essentially another name for an observed or computed significance level. So, low p-values mean there is little likelihood that the statistical expectation is true (Zikmund, 2009). The significance value was less than 0.05 implying that the independent variables significantly influence the dependent variable.

Accordingly, training and development (Beta=.388) with  $p<.050$ ) makes the strongest effect on the dependent variable in which the results revealed that, a one-unit positive change in training and development would affect by 0.388 employee performance. Further,

compensation and reward (Beta=.295 with  $p < .050$ ) makes the medium contribution to explaining the dependent variable in which the results revealed that, a one-unit change in compensation and reward would affect by 0.295 employee performance followed by management/leadership style (B=.139 with  $p < 0.05$ ). This implies that training and development, compensation and reward and management/leadership style has affect employee performance. However, physical environment (Beta=.005 with  $p > .05$ ) has insignificant effect on employee performance.

In general, the study clearly shows, among the five factors, multiple linear regressions analysis revealed training and development makes the strongest effect on the dependent variable. Further, compensation and reward makes the medium contribution to explaining the employee performance followed by management/leadership style. However, physical environment has insignificant effect on employee performance. Therefore, from the data in the above table the established regression equation:

$$Y = .743 + .388 \text{ Training and Development} + .295 \text{ compensation and reward} + 0.139 \text{ Management/Leadership Style} + e$$

#### 4.8. Summary of Hypothesis Testing

Hypothesis test is a process in which we assume an initial claim to be true and then test this claim using sample data. According to the research method, the regression coefficient is used to test the hypotheses. There are four hypotheses that aim to see if there is relationship between the independent and dependent variables. The tests are summarized as follows:

**Table 4.12. Summary of Hypothesis testing**

No	Developed Hypothesis	Test Result
1	Ho1: Compensation and rewards has no significant effect on employee performance	Rejected
2	Ho2: Training and development has no significant effect on employee performance	Rejected
3	Ho3: Management/leadership style has no significant effect on employee performance	Rejected
4	Ho4: Physical work place environment has no significant effect on employee performance	Accepted

**Source: Own Survey Data (2024)**

## **4.9. Discussion**

The study indicated that training and development makes the strongest effect on the employee performance. In support with the finding, Nassazi (2013) remarks that employee training has an important role in the improvement and increasing productivity. It takes the shape of learning activities that prepare employee to exercise wider or magnified responsibilities. Tzafir (2005) asserts that training is a vital part generating the human capital. It provides staff with the abilities, skills and data needed by the post. The target of training is to realize a modification within the behavior of these trained. This implies that the trainees shall acquire new artful skills, technical data and skills on the duty in such the simplest way on aid within the accomplishment of structure goals.

According to (Armstrong, 2006) training is helpful in order to fill the gap between what ought to happen and what's happening between desired targets or standards and actual levels of labor performance. Training would like is any inadequacy in worker performance, or potential performance which might be remediated by acceptable coaching. There are some ways of overcoming deficiencies in human performance at work, and coaching is one amongst them. Worker performance is also seen because the results of harmony between coaching and development and structure goal

Further, compensation and reward makes the medium contribution to explaining the employee performance followed by management/leadership style. This implies that compensation and reward and management/leadership style has affect employee performance. According to luthans (2000), Rewards may be financial and non-financial and that they can be utilized completely to boost performance of staff. A reward package influence worker performance; it can facilitate to extend employee performance by enhancing employee skills, information and talents so as to realize structure objectives (Ajila and Abiola, 2004).

The study also found that, management/leadership makes the medium contribution to explaining the employee performance. In line to the finding democratic leadership encourages innovation, team work, creativity and people are often being engaged in projects that lead to increased performance, job satisfaction and increased productivity (Verba, 2015).

Iqbal, et al. (2015) stated that democratic leader makes no suggestions, however they enquire the opinions of others. This leadership promotes all team members to participate to make final decision and develop entire process to reach their goals (Trivisonno & Barling, 2016).

However, physical environment has insignificant effect on employee performance. In opposite to the finding Al Anzi, (2009) state that office style encourages staff to figure in a very bound manner by the way their work stations are designed. Spatial layout contributes plenty towards however the workers perform their tasks. Further, Kohun, (2002) state anything that exists around employees which can affect their ability to perform their daily task can be labeled as working environment.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary

The general objective of the study is to investigate the effect of working environment on employee performance: A case of revenue Office, East Bale Zone. In this study the researcher used both descriptive and explanatory research design. To carry out sample selection, all revenue collection experts, tax audit and enforcement experts, tax education and public relation experts, human resource management experts, planning experts and customer service delivery experts, team leaders and woreda managers were selected by census sampling in which all population considered for the study, due to small in number. For primary data collection, questionnaire and interview were used. In this study descriptive statistics were used. Further, Multiple regressions used to analyse examine whether the independent variable, or predictor, explains any variations in the dependent variables.

Regarding the current status of employee performance, the overall response for the four items indicated the mean value is 3.2898, the mean score was in the range of disagree; the current status of employee performance was at weak level. Employees have a gap in performance at acceptable level of the standard to attain the stated objective of an organization. Regarding the effect of compensation and rewards on employee performance, the overall response for the four items indicated the mean value is 3.4592, the mean score was in the range of moderate agree, so compensation did not utilized to boost performance of staff. Further, study indicted employees are not experience satisfy when they have carried out something well worth in work and orally liked through the organization.

Further, concerning the effect of training and development on employee performance, the overall response for the four items indicated the mean value is 3.4898, the mean score was in the range of moderate agree, so trainees has a gap in acquire new artful skills, technical data and skills on the duty in such the simplest way on aid within the accomplishment of structure goals. The study also found that there are some deficiencies in human performance at work, and training is one amongst them. Regarding the effect of physical work place environment on employee performance, the overall response for the four items indicated the mean value is

3.3350, the mean score was in the range of disagree, so one can concluded that the sample public sector averagely maintain good physical work place environment. The study also indicted that the office style encourages staff to figure in a very bound manner by the way their work stations are designed. The study found regarding the effect of management/leadership style on employee performance, the overall response for the four items indicated the mean value is 3.5289, the mean score was in the range of moderate agree, so the sample public sector leader failed to makes use of different leadership methods and technique to make many people work collectively for a commonplace undertaking.

As it indicted in the study, it is noted that training and development had large positive correlation with the employee performance ( $r = 0.647, p < 0.05$ ). The study also indicated the compensation and reward also had large positive correlation with employee performance ( $r=.621 p < 0.05$ ). Further, management/leadership style had moderate positive correlation with the employee performance ( $r = 0.448, p < 0.05$ ). On the other hand, physical environment has no correlation with employee performance( $r = 0.448, p > 0.05$ ). Further, , training and development (Beta=.388) with  $p<.050$ ) makes the strongest effect on the dependent variable. Further, compensation and reward (Beta=.295 with  $p<.050$ ) makes the medium contribution to explaining the dependent variable followed by management/leadership style (B=.139 with  $p<0.05$ ). However, physical environment (Beta=.005 with  $p>.05$ ) has insignificant effect on employee performance.

## **5.2. Conclusion**

The study concluded the current status of employee performance was at weak level. Employees have a gap in performance at acceptable level of the standard to attain the stated objective of an organization. The study also concluded that compensation did not utilize to boost performance of staff. The organization is not tangible in order to appreciate the task performed by employee. The study also concluded that the trainees has a gap in acquire new artful skills, technical data and skills on the duty in such the simplest way on aid within the accomplishment of structure goals. There are some deficiencies in human performance at work, and training is one amongst them.

The study also concluded that the sample public sector averagely maintain good physical work place environment. Further, study found the sector effort in making physical work

environment consists of internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The spatial layouts, noise, furniture and lightning are arranged. The study also concluded that the sample public sector leader failed to makes use of different leadership methods and technique to make many people work collectively for a commonplace undertaking. Further, the study indicted the leader do not give attention in encourages innovation, team work, creativity and people. In general the overall bundle of the independent variables explains 49.7 % ( $R^2 = 0.497$ ) of employee performance, while the remaining 50.3 % is determined by other unaccounted factors in this study, which need further study.

In general, the study clearly shows, among the four factors, multiple linear regressions analysis revealed training and development makes the strongest effect on the dependent variable. Further, compensation and reward makes the medium contribution to explaining the employee performance followed by management/leadership style. However, physical environment has insignificant effect on employee performance.

### **5.3. Recommendations**

Based on the conclusion of this study, the following recommendations are made for consideration to help improve employee performance.

- The study recommend that management team should continue supporting staff, supporting provision of independence in staff and sharing information to enhance decision making
- Since reward has strong relationship with employee performance; appropriate reward lead employee to be encourage at work which also helps to increase their performance. Thus, the management needs to design a remuneration package
- Thus, the management within organizations should realize the importance of providing on the job as well as off-the job training and evaluating performance after training is conducted and this bring a fruitful change in their performance
- When employees get sufficient training related to their work, helps them to perform better, improve productivity and maximize performance. Thus, the management within organizations should realize the importance of providing on\_the job as well as off-the

job training and evaluating performance after training is conducted and this will bring a fruitful change in their performance

- The more employees provided with work which is matched with their physical and mental ability, the more likely to perform better and improve their performance. Therefore, the management should make sure that workers are not burdened, to have sufficient breaks and assigning the right skill at the right job.
- The more employees provided with work which is matched with their physical and mental ability, the more likely to perform better and improve their performance. Therefore, the management should make sure that workers are not burdened, to have sufficient breaks and assigning the right skill at the right job

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**Appendix I**  
**Madda Walabu University**  
**Department of Management**

Currently, I am undertaking a research entitled **The Effect of Working Environment on Employee Performance: A Case of Revenue Office, East Bale Zone**. You are one of the respondents selected to participate in this study. Please assist me in giving correct and complete information to present a representative finding. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me be kept confidential and only used for the academic purpose. No individual's responses identified as such and the identity of persons responding not be published or released to anyone. All information used for academic purposes only.

**Thank you in advance for your willingness to respond**

**Section 1: Background Information**

1. Your sex Male [ ]      B. Female [ ]
2. Your level of education  
A. Degree [ ] B. Diploma [ ] C. Certificate [ ] D, Primary school and below [ ]
3. Age: A. Below 30 years [ ] B. 31 – 40 years [ ] C. 41 – 50 years [ ]      D. 51 and above [ ]
4. Work experience  
Below 3 years [ ] B. 4 – 5 years [ ] C. 6 – 10 years [ ]      D. 11 and above [ ]

## Section 2: The Current Status of Employee Performance

The following are some of the questions regarding the current status of employee performance. Please using the scale below, indicate the extent of your level of agreement by putting a tick mark (✓) besides each statement where SA- Strongly Agree, AG– Agree, MA– Moderate Agree, DA– Disagree and SD– Strongly Disagree.

S N	Item	Response				
		SD	DA	MA	AG	SA
1	Employee always accomplished the work in the given standard					
2	Employee strictly follows the policies and procedures of the office					
3	Employee effectively use resources including time and materials					
4	Employee always able to deliver the work within the set deadlines					
5	Employee able to identify and give top attention to top priorities in the work place					

### Section 3: Work Environment related Factors Affecting Employee Performance

There are different working environment related factors affecting employee performance in Revenue office; however, to make the study manageable the researcher set the limits of the dimension to physical environment, compensation and reward aspects, training and development, discrimination and management/leadership style. Please using the scale below, in this section indicate the extent of your level of agreement by putting a tick mark (√) besides each statement where SA- Strongly Agree, AG-Agree, MA– Moderate Agree, DA– Disagree and SD– Strongly Disagree.

SN		Response				
		SD	DA	MA	AG	SA
<b>I</b>	<b>Reward aspects of work</b>					
1	The benefit system of the organization do not treats each employee reasonably					
2	The organization do not provides a great deal of promotional Opportunities					
3	Employees are not rewarded based on performance					
4	Profit sharing/bonuses are not used as a mechanism to reward higher performance					
<b>II</b>	<b>Training and Development</b>					
5	Training needs are not identified through a formal performance appraisal mechanism					
6	Training do not incorporates the interests of the organization as well as the employee					
7	There is no a budget dedicated to training and development every year					
8	Education opportunities are not available in the work place					
<b>III</b>	<b>Physical work place environment</b>					
13	Employee have no requisite equipment to perform the					

	duties					
14	The layout of the offices and workspaces here are not good					
15	The surrounding of the work place is not peaceful to work					
16	The work place is not devoid of unnecessary noise					
<b>IV</b>	<b>Management/Leadership Style</b>					
17	The manager is not role models in achieve quality performance					
18	The senior management did not gives staff a clear picture of the direction in which the organization is headed					
19	Management do not involves staff in decision making					
20	Employee unable to contact senior management or work hand in hand with the superior at the work place					

## **Appendix II**

**Madda Walabu University**

**Department of Management**

### **Interview checklist with team leaders and 5 managers of revenue sample woreda**

Currently, I am undertaking a research entitled **The Effect of Working Environment on Employee Performance: A Case of Revenue Office, East Bale Zone**. You are one of the respondents selected to participate in this study. Please assist me in giving correct and complete information to present a representative finding. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me kept confidential and only used for the academic purpose. No individual's responses identified as such and the identity of persons responding not be published or released to anyone. All information used for academic purposes only. Therefore, this is to kindly request you to take some of your time and respond the interview.

1. What is the current status of employee performance in the study area?
2. What the effect of compensation and rewards on employee performance?
3. What is the effect of training and development on employee performance?
4. What is the effect of management/leadership style on employee performance?
5. What is the effect of Physical work place environment on employee performance?