

WORK ENVIRONMENT ON STAFF
PERFORMANCE IN MANDERA
TOWN COUNCIL,
KENYA

A Thesis

Presented to the School of
Postgraduate Studies and Research
Kampala International University
Kampala, Uganda

In Partial Fulfillment of the Requirements for the Degree
Master of Business Administration

By:

MOHAMMED AHMED ARAI



November, 2010

DECLARATION A

"This Thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

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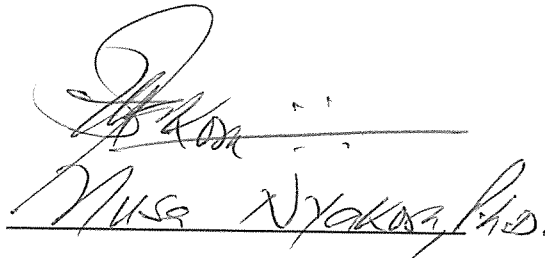
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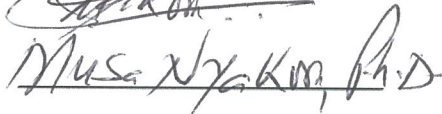
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APPROVAL SHEET

This thesis entitled "Work Environment on Staff Performance in Mandera Town Council" prepared and submitted by Mohamed Ahmed Arai in partial fulfillment of the requirements for the degree of Master of Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.



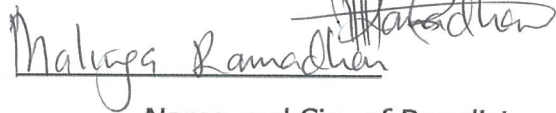
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Name and Sig. of Panelist

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Name and Sig. of Director, SPGSR

Name and Sig. of DVC, SPGSR

DEDICATION

This work is affectionately dedicated to the pastoralist communities of Mandera,
my beloved wife and my children for their support.

ACKNOWLEDGEMENT

I am grateful to my supervisor Musa Nyakora, PhD who tirelessly went through my work and inspired me to dig deeper into the core of the matter. His critique, patience and understanding, assisted me a great deal.

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I wish to thank my family for their love, financial support and inspiration during my stay in Kampala International University (K.I.U).

Finally, I would like to thank all my respondents and those within a short notice without which this work would not have been possible.

ABSTRACT

The purpose of the study was to examine the relationship between work environment and staff performance in Mandera town council, Kenya. The study targeted the employees of Mandera town council and the civic leaders of Mandera town council.

The specific objectives of the study were to examine how physical environmental factors are adversely affecting staff and civic leaders performance, determine how the non physical work environment factors affects the performance of the staff and civic leaders and establish the relationship between work environment and staff and civic leaders performance in Mandera Town Council in Kenya.

Questionnaires and focus group discussion were applied to collect data from the respondents selected purposively from all the five sectors. The findings of the study indicated that physical work environments like inadequate office space, inadequate working tools and equipments, high intensity of sun's scourge and lighting system and non physical environments like low Education level, biased promotions and staff recruitment, lack of health insurance scheme, and poor staff motivation adversely affected the performance of the staff.

The study recommended all inclusive decision making, improve recruitment and promotion policies by basing on the individuals merit of performance and qualification. It also recommended the council to come up with up with a medical scheme programmed for the council staff. The ministry of local government should introduce minimal education requirement for election and

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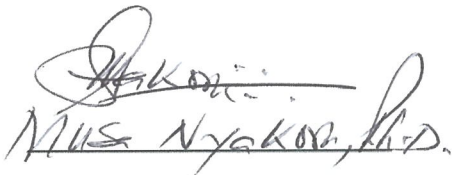
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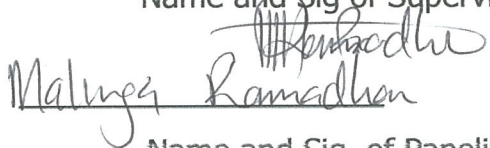
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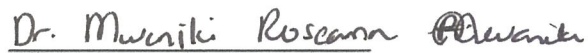
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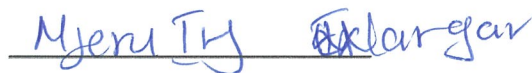
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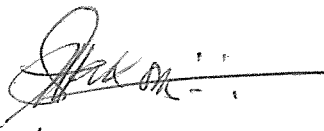
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Musa Nyakoba, Ph.D.

Name and Signature of Supervisor

19th Sept. 2010

Date

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Local government has four classes of local authorities: City, Municipality, Town and County council. Currently there is only one authority with city status: Nairobi, the national capital. Municipalities and towns are other forms of urban authorities and are generally named after their central town (Ministry of local Government). County councils are essentially rural. Each district has a maximum of one county council, such that they cover all area not taken up by urban authorities. County councils are usually named after their respective districts, which often bear the same name with its district capital. Thus county councils are often named after a major town, but their land area may not cover the town itself but its surroundings.

Study by Vischer (1996) has shown that environment has a direct impact on the organization's financial and non-financial performance. There are two components to this environment; one is the organization's culture, the other is the climate within individual teams or work groups. A review of public survey and press reports reveal that there is disillusionment in the performance, management and competence of councils in North Eastern Kenya, Mandera town council not being exceptional.

Moos, (1994) defines a great place to work as one where employees trust the people they work for, have pride in what they do and enjoy the

people they work with. Performance can be considered as one of those "suitcase words in which everyone places the concepts that suit them, letting the context take care of the definition Adams, Kenneled and Neely (2002) defined performance measurement as "the process of quantifying the efficiency and effectiveness of past action.

According to Vischer, (1996) Staff who dread going into work in the morning will not perform at their best. If the work environment is unfriendly and critical managers do not give employees much performance feedback, it can lead to low morale and a high turnover of staff. Employees will watch the clock, desperate to get home.

Conversely, a positive working environment can motivate staff to deliver results. If the manager encourages and shows an interest in employees, they are more likely to show pride in and loyalty towards the company.

The Mandera Town Council (researcher's case study) was formed in 1997. The Council is a public institution whose performance is assessed as being below par (Public watch, Mandera 2008). This is due to the poor work environment that the staff's are operating in.

Prior evaluations done at the council, both by consultants and by the ministry of Local Government indicate that there is a problem. The staffs are not producing as much as is desired. The clients are not very satisfied with the performance of the council, and the work environment is unfavourable. It is possible that the low staff output is mainly attributed to the physical work environment or non physical. It is upon this background that the study was undertaken.

Statement of the Problem

Since a great deal of human life is spent in the work environment, neglecting this aspect can prove to be quite costly. For businesses it means a high rate of turnover, less quality performance, lower productivity, and higher costs. For employees, it can make the difference in the overall job performance as well as in life in general. In the quest to find the perfect job, one might consider the environment as important as salary and benefits. Mandera Town council is currently not satisfying its client's needs; it is under-performing, due to factors linked to the work environment of the staff. The physical and non-physical environments adversely affect productivity.

These factors include biased staff recruitment and promotion criteria, lack of staff motivation, harsh climatic condition, political power play and unavailability of working tools and equipment, protective gear and working uniforms. The councilors do not have offices to work in; the staff and civic leaders do not have the necessary ability in terms of educational qualification or trainings (Public watch, Mandera 2008). If these environmental factors are not improved the performance of the council may not yield the expected result. The council is not achieving its intended objective to plan and protect the wellbeing of its residents through the delivery of services defined in the statute. This study seeks to establish the relationship between the work environment and the performance of staff in Mandera town council and come up with possible solutions to the problem.

Purpose of the Study

The purpose of the study was to find out the relationship between work environment and staff performance in Mandera town council.

Research Objectives

This study sought to:

1. To examine how the physical environmental factors (such as office space, lighting, availability of tools and equipment, etc) are adversely affecting staff performance of the Mandera Town Council in Kenya.
2. To describe/determine how the non physical work environment factors (such as, recruitment and promotion criteria, appraisal systems, political power play, level of education etc) are affecting the performance of the staff of Mandera Town Council in Kenya.
3. Establish the relationship between work environment and staff performance of the staff of Mandera Town Council in Kenya.

Research Questions

1. How do physical environmental factors affect the performance of the Mandera Town Council Staff?
2. How do non-physical environmental factors affect the performance of the staff of Mandera Town Council in Kenya?
3. What is the relationship between work environment and staff performance in Mandera town council?

Research Hypothesis

1. The better the quality of work environment the higher the staff performance

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the literature by accredited researchers related to work environment and staff performance. The literature discusses the physical and non physical environmental factors that affect staff performance in an organization. It also points out the relationship between work environment and staff performance.

Theoretical Review

The study is based on the Theory of Work Adjustment (TWA) by René and Lloyd (1968) which describes the relationship of the individual to his or her work environment.

Work is conceptualized as an interaction between an individual and a work environment. The work environment requires that certain tasks be performed, and the individual brings skills to perform the tasks. In exchange, the individual requires compensation for work performance and certain preferred conditions, such as a safe and comfortable place to work. The environment and the individual must continue to meet each other's requirements for the interaction to be maintained. The degree to which the requirements of both are met may be called correspondence.

Work adjustment is the process of achieving and maintaining correspondence. Work adjustment is indicated by the satisfaction of the individual with the work environment, and by the satisfaction of the work environment with the individual--by the individual's satisfactoriness.

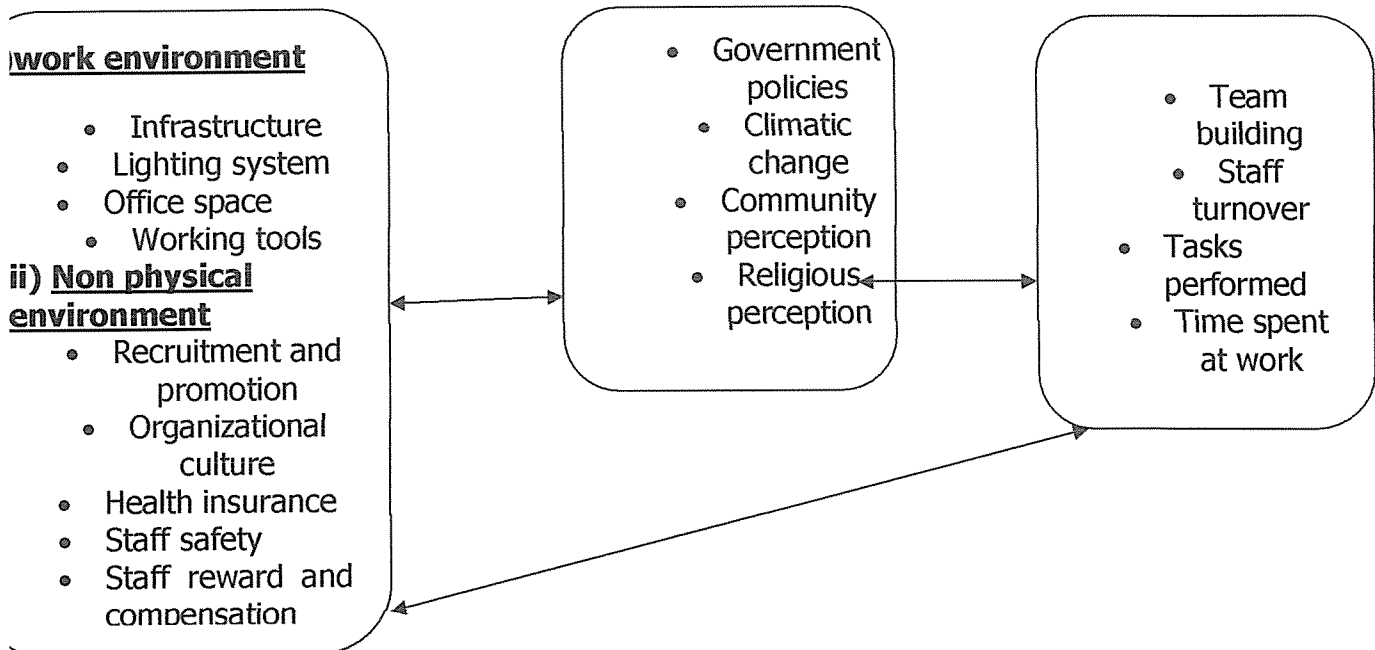
Satisfaction and satisfactoriness result in tenure, the principal indicator of work adjustment. Tenure can be predicted from the correspondence of an individual's work personality with the work environment. Work personalities and work environments can be described in terms of structure and style variables that are measured on the same dimensions.

Conceptual Framework

Independent variables

Intervening variables

Dependent variables



Source : (Researchers own construction)

The diagram shows that physical and non physical factors affect the production, team work and staff turnover in an organization. Other factors like government policies, climate change, community perception and religious beliefs also affect performance in an organization.

Review of related Literature.

The job of a manager in the workplace is to get things done through employees. To do this, the manager should be able to provide a good working environment to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines.

In spite of enormous research, basic as well as applied, the subject of environmental effect is not clearly understood and more often than not poorly practiced. To understand motivation one must understand human nature itself. And there lies the problem!

Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore good environment, effective management and leadership

Performance is considered to be a function of ability and motivation, thus:

Job performance = f (ability) (motivation)

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start.

Motivation is, in effect, a means to reduce and manipulate this gap. It is inducing others in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform

to the corporate policy of the organization. The motivational system must be tailored to the situation and to the organization.

The work environment has as much of a profound impact (if not greater) on job performance and satisfaction as does management, salary, personality, knowledge and skill. It influences every aspect of being and directs actions and reactions. Air, lighting, sound, and work station all play a major role in productivity, quality of performance, attendance, and interpersonal relationships. Managers are not usually conscious of these affects but their physical and mental/emotional well being is dictated by their surroundings (Morgan, 2008).

Physical Environment and Staff Performance

Evidence is accumulating that the physical environment in which people work affects both job performance and job satisfaction (Brill, Margulis, & Konar, 1985; Clements- Croome, 2000; Davis, 1984; Dolden & Ward, 1986; Newsham, Veitch, Charles, Clinton, Marquardt, Bradley, Shaw, & Readon, 2004; Vischer, 1989, 1996). The tasks workers perform in modern office buildings are increasingly complex and depend on sophisticated technology. In addition, researchers are increasingly finding links between employee health and aspects of the physical environment at work such as indoor air quality, ergonomic furniture and lighting (Dilani, 2004; Milton, Glencross, & Walters, 2000; Veitch & Newsham, 2000).

According to Morgan, (2008) as our body and mind take in color, we are drawn to behave according to the dictates of its energies and affects. The

colors we see ingest and wear influence every aspect of our existence. The air we breathe can seriously impact our physical and mental/emotional well being. A toxin such as mold can create chronic and sometimes serious illness. It also can have an effect on mood and thought processes. Ultimately these create issues with attendance, performance and job satisfaction while increasing insurance costs.

Lighting and heat can also hold negatives. Either or both can affect the ability to concentrate and focus which in turn creates an opportunity for mistakes and ultimately costs both employer and employee. Inappropriate lighting and excessive heat can also create health issues and affect mood. Poor lighting conditions at work represent a factor that may be conducive to depression, especially in patients with syndrome or subsyndromal SAD, which together reach 15% to 20% prevalence at temperate latitudes (Kasper S, Wehr TA, Bartko JJ, Gaist PA, Rosenthal NE 1989)

A workstation that is too crowded or confined can stifle creativity and thought processing. If the furniture is uncomfortable or hard on the body all aspects of work performance will be affected since we spend a great deal of our lives in the work environment. Neglecting this aspect can prove to be quite costly. Business owners would do well to consider this aspect as well, with regards to budget, production and performance. (Morgan, 2008)

Organizations seeking to improve their performance should focus more attention on their employees, giving them the tools, resources and autonomy they need to do their jobs well, suggests a new study by the Economist Intelligence Unit and sponsored by Microsoft.

Whether a firm's employees can do their jobs effectively is determined by a wide variety of factors, including organizational structure, budget, and availability of appropriate tools.

The research defines enablement as giving employees what they need to do their jobs well: organizational structures, appropriate technologies and other resources that let employees make decisions that contribute to the firm's profitable growth. Enablement provides the organizational and information conditions that allow staff to make optimal decisions. These include the following autonomy sufficient to make the best decisions for the organization; tools to do the best possible job; access to financial resources that may be needed to buy these tools and allow for enough people to handle the workload; a collaborative working environment that motivates people and reduces the cost of working together; performance incentives, both financial and non-financial; and clarity of policies and procedures.

Non Physical Work Environment and Staff Performance

According to Schneider (1987), "the people make the place," and people are differentially attracted to, differentially selected, and differentially leave organizations. Costa, McCrae, and Holland (1984) assert that people begin this process by selecting into vocations that match their personalities. Similarity between a job applicant's values and the values of recruiters and employees within organizations has been shown to result in improved work attitudes and increased performance after organizational entry (Judge and Cable, 1997; Chatman, 1991).

Research by Cable and Judge (1994) and Judge and Cable (1997) provides evidence that applicants pro-actively choose such organizational environments based on individual preferences, as they found that job candidates seek organizations with reward systems and cultures that fit their personalities.

Recruitment and selection plan specifies criteria for position(s), meets organization objectives, and takes account of market conditions. criteria - competences, attributes. Consideration of internal candidates who meet criteria is based on available data and organization's planned resource requirements, available data include one or more of - identified competence, career path, previous performance evidence, training and development needs. Identified requirements for external recruitment are within budgetary guidelines, and authorizations are obtained within scheduled timeframe. Position descriptions, person specifications, and selection criteria are developed and are consistent with identified needs.

Recruitment and selection plan includes expertise from other persons within or outside organization, and options for use of external agents are investigated, costed, reported, and justified. Selection criteria avoid partiality or bias and do not artificially exclude applicants otherwise competent to do job.

Performance management, Performance review or performance appraisal as used by different establishments are all talking about the same thing, it has to do with aligning the human resources with the corporate goals of the firm, evaluate their performances and recommend commensurate rewards. It involves skill planning, skill development, and maintaining a good pay for performance culture in an organization.

Over the years, effective performance management has been proven to improve employee loyalty, morale and general productivity. Due mainly to the highly competitive business environment today, there is the need for firms to boost the morale and loyalty of their employees in order to stand the heat of competition. Because of the high cost of selection, recruitment, training and developing new employees, it is imperative for firms to motivate and retain their high performing employees. You are to have in place a good performance management system in your firm to help motivate and retain top performers, align individual performances with corporate goals thereby creating a more involved workforce, which will lead to greater productivity. A very good Performance management system must include employee and management participation for it to be non biased and fair.

It should be noted that performance appraisal is a very important aspect of organization future growth and positioning as such it should be carried out with all seriousness and sincerity. The Human resources person should be able to advise all supervisors and managers before every appraisal exercise to avoid getting a biased result, which will ultimately affect the general productivity of the firm. Supervisor /Managers should avoid elements of favoritism or emotions during appraisals. Most Managers use appraisal exercise as a time to get back at subordinates. This is a wrong approach to appraisal. Appraisal exercises should be fair and without bias. Before a manager can appraise his subordinate, he should be able to know the employee very well, the company goals, the products /services they are handling, their customers, other colleagues, the target given to the staff etc before a fair and non biased judgment can be given.

Finally for any Performance appraisal exercise to be successful and without prejudice, the Goals set must be "SMART". This means that the goals must be Specific, Measurable, Attainable, Realistic and with a Time Frame. Individual goals must be aligned with corporate organizational goals. Employee self-evaluation/assessment must be included in the assessment form. The Supervisor and subordinate must be allowed to participate in the review. The ratings must be clearly stated with reasons for each rating. There must be a final column for the Human Resources personnel to evaluate the review and make a final recommendation for Managements approval.

The necessity of SubJective performance evaluation raises issues of systematic bias in organizations. Evidence of potential bias in performance

appraisals comes from a variety of sources. Bretz and Milkovitz (1989) find that supervisors often provide performance ratings higher than those warranted by employee performance. They attribute the difference to personal relations and the real and psychic costs of communicating poor evaluations to workers. Kraiger and Ford's (1985) survey of the effects of race on ratings reported that the race of the rater and the ratee affected evaluations. Overall, supervisors give higher ratings to subordinates of their own race.

Several studies by psychologists have found that the ultimate use to which appraisals are put affects appraisal outcomes. For example, ratings used to make administrative decisions such as merit pay or promotion are more lenient, and have less variance than ratings used for employee feedback [Willtams et al. (1985): Reilly and Balzar (1988)]. Other results illustrate political aspects of performance appraisals [Longnecker (1989)]. For example, Bjerke et al. (1987) find that navy supervisors evaluate favoured subordinates so as to maximize the likelihood of promotion.

Subjectivity is central to performance appraisal in most organizations. We have argued that important features of organizations and methods of compensation are meant to deal with subjectivity and its associated incentives. Two related issues have been emphasized: a tendency towards uniformity of treatment and the potential for bias in performance appraisals. We argued that uniformity of treatment may play an efficiency role, especially when the less able become discouraged by knowing their relative position.

We have also argued that opportunities for supervisors to distort their opinions can give rise to inefficiencies on two margins. The first is rent

seeking by workers, which is usually a waste of time. The second occurs because bias makes it difficult to determine the true talents of workers. Both were used to explain a tendency towards equity in organizations. We believe that subjective performance evaluation is a central, but understudied, factor in incentive and organizational design.

The general trend in the research has been towards increased optimism regarding the utility of personality tests in personnel selection with the goal of ultimately enhancing job performance (Behling, 1998; Hogan et al., 1996; Hurtz and Donovan, 2000; Mount and Barrick, 1995). The general consensus has been that personality holds utility as a predictor of job performance, specifically the conscientiousness dimension (Behling, 1998). Research has also provided evidence of linkages between personality dimensions with narrower facets of performance.

Research by Motowidlo and Van Scotter (1994; Van Scotter and Motowidlo, 1996) suggests that personality has a larger impact on contextual (as opposed to task-oriented) dimensions of performance; specifically, extraversion and agreeableness were more strongly related to interpersonal facilitation. Hurtz and Donovan (2000) found that emotional stability and agreeableness were also significant predictors of interpersonal facilitation, and emotional stability was a predictor of task performance.

However, a number of different studies have begun to illustrate that the effects of personality on performance may be more indirect than vicariate. Recent research indicates the intervening effects of performance expectancies, self-efficacy, and goal-setting on the relationship between conscientiousness and performance (Barrick M.R and M.K. Mount, 1993;

Gellatly, 1996; Martocchio and Judge, 1997). These studies illuminate a significant gap in the literature that the research to date has disproportionately focused on the direct linkage between personality and performance, and "... if we are to truly understand the relationship between personality and job performance, we must move beyond this vicariate relationship and toward specifying the intervening variables that link these domains" (Hurtz and Donovan, 2000: 877). Although specific personality traits like conscientiousness (Behling, 1998) have been linked to a variety of employee outcomes, what remains unclear is the nature of the relationship between personality, work environment preferences, and such outcomes.

According to Moos (1981), work environment preferences can be measured using three dimensions of work environment settings: system maintenance, goal orientation, and relationship dimensions. System maintenance refers to how orderly and organized the work setting is, how clear it is in its expectations, and how much control it maintains. Goal orientation assesses the degree to which an environment encourages or stifles growth through providing for participation in decision making and autonomy, maintaining a task orientation, and providing job challenge and expectations for success and accomplishment. The relationship dimension measures the degree of interpersonal interaction in a work environment, such as the social communication exchanges and cohesion among workers, and the friendship and support provided by co-workers and management. These work environment preferences have been shown to affect individuals' personal functioning at work (Billings and Moos, 1982). Examination of work environment preferences can help identify organizational factors that may be

problematic, and can guide interventions aimed at reducing employee stress in a variety of work settings.

The ability to attract, keep, and motivate high-performers is becoming increasingly important in today's competitive organizational environments. The over-reliance on employee selection processes may be misguided, and the development of goal-oriented work environments may be a more effective means of improving employee performance and commitment. This may be particularly relevant in work environments where managers have very large spans of control which restrict them from frequent and direct contact with employees. Strickland and Galimba (2001) found that goals provide structure to ambiguous situations, reducing the effects of cognitive interference on task performance.

Work environments can provide social cues to organizational members on how to act appropriately, and employees tend to conform to such expectations to receive social approval from their peers. Thus, if a work environment develops a strong goal orientation, employees are more likely to align their individual goal orientations with the norms of the work environment to maintain harmony with their surroundings (Neal, A., M. Griffin and P. Hart., 2000). As organizational climate scholars generally identify managers as the primary architects of group member climate perceptions (e.g., Naumann and Bennett, 2000), the results of research indicate the potential importance of leaders in focusing on the development of goal-oriented work environments to achieve enhanced performance and commitment. Whittington et al. (2004) found that goal setting enhanced the direct relationship between transformational leadership and employee

commitment and performance, and concluded that goal-oriented environments provide clarification, direction, focus, and longer-term perspective needed to translate transformational leadership effectively into performance.

Relationship between work environment and staff performance

The work environment dimension of goal achievement may play a significant mediating role in the relationship between extraversion and employee outcomes. In examining the ratings of performance in a sales job, Barrick et al. (2002) found that an individual's striving for status and accomplishment mediated the extraversion-performance relationship. And Barry and Stewart (1997) noted that extraverts induce perceptions of their contributions to group outcomes by focusing on providing task-related inputs. Such task- and accomplishment-oriented efforts indicate the importance to extraverts of goal achievement-oriented work environments.

Extraverts also may seek out work environments with high levels of relationship orientation as a result of their craving for interpersonal interactions. Research by Van Vianen and De Dreu (2001) demonstrated that high levels of extraversion contributed positively to social cohesion, and did not directly affect team performance. Similarly, LePine and Van Dyne's (2001) results indicated a stronger relationship between extraversion and cooperative behavior than task performance. And the relationship between extraversion and employee commitment and intention to remain was indicated by Caligiuri (2000).

The significant, positive relationship between management and staff, better working conditions, and extraversion with employee performance and

commitment will be partially mediated by work environment preferences for relationship and productivity. Of even greater significance is the possibility that the relationship between personality characteristics and specific work environments may influence performance (Hurtz and Donovan, 2000).

In summary, review of the literature suggests that work environment physical and non physical factors such as, work materials, recruitment, safety and staff benefits manifest themselves in preferences for goal- and relationship-oriented work environments, which in turn affect employee performance and commitment.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter details the methods the researcher used to collect data. It includes the research design, research population, sample and sampling procedure, instruments, validity and reliability, data analysis, ethical considerations and limitations.

Research Design

The researcher used a descriptive research design, adopting a cross sectional survey to obtain information from council staff and civic leaders of Mandera town council. The design is appropriate for collection of data from respondents who are widespread over the five main departments of the council. The survey design was used to enable the researcher get a sample from the whole population. The researcher therefore sought to establish the relationships between the variables and related them to previous studies. Statistics used in descriptive studies are typically correlations or associations between variables. The study was presented in both qualitative and quantitative. Using both approaches Increases validity that is confirmation of results by means of different data sources.

Research Population

The study targeted 50 employees of Mandera Town Council and 10 civic leaders (Mandera Town council monthly return) who were the source of information. The council has various departments, which comprise of the

clerks department, finance department, Education department, works and garbage department and civic leaders department.

Sample and Sample Procedures

To ensure equitable change of sampling, stratified sampling techniques were used. The council was categorized into departments and from each category a proportional random sample size was drawn. Purposive sampling was used to select five departments of the council. By use of random sampling, 10 civic leaders and 30 council employees were used, making a total sample of 40 respondents. The sample size was expected to facilitate drawing inferences about the whole population.

Through a questionnaire and an interview, Instruments of Data Collection

Data gathering

Questionnaires were administered through research assistants who translated the questions into vernacular for those respondents who were illiterate.

Questionnaires

Sets of well selected questions based on the purpose and study objectives were designed, printed and distributed to the employees to give answers. They comprised of closed questions that were answered by the respondents. Questionnaires will be used in order for the respondents to have privacy with their answers. This is because some respondents were suspicious of the study findings. High level of confidentiality was be maintained on the respondent's views. The purpose of the questionnaire tool was to get

descriptive information to get quantitative information. According to Bachrack (1967) Questionnaires are easy to analyze, and most statistical analysis software can easily process them.

Validity and Reliability of the Instruments

The researcher tested the instruments before the actual collection of data. All ambiguous questions were identified and deleted. Questionnaires helped get a lot of information from the respondents in a short time. They also possess an element of privacy and hence respondents were free to answer whatever they felt. To test for validity and reliability, the instruments for the research such as the questionnaires were carefully prepared and assigned the right measurements. This yielded numbers and data. The significance of the test was to ensure explicability or repeatability of the result. This process was repeated by giving the test to another group of respondents at a different time and the results of the findings were the same.

To ensure the conscience of the instruments, a reliability test was performed by piloting the instruments to some of the staff and civic leaders who were centrally located at Mandera town. As a measure of a quantitative research, a reliability coefficient was used as a measure of the strength of the linear relationship between environment and staff performance.

A Cochran's formula for correlation coefficient was used in the analysis of data which is presented below;

$$1 - \frac{6 \sum D^2}{N(N^2 - 1)}$$

$$N(N^2 - 1)$$

Where N = (XY)

$$D = (X - Y)$$

A simple correlation was applicable due to the fact that the study was to assess the variation between two variables which are work environment and staff performance.

Data Gathering and Analysis

Questionnaires were administered to members of staff and civic leaders. Observations were also made during the visit. The data collected from the respondents were analyzed, coded and entered into a computer. The data then was analyzed qualitatively and quantitatively, using analogy, percentages, trends etc. The frequencies and percentages were used to determine the number of sample respondents that participated positively in the research for both the first and second objectives.

Correlation coefficient was used in the third objective to analyze the relationship between the dependent and independent variables.

Ethical Consideration

The researcher got consent from the respondent before interview. He also informed the respondents that the interview was just for the purpose of academics and the information given will not be used against anyone and that the interviewee was at liberty to either participate or not. To avoid suspicion a letter of introduction was obtained from the university and therefore was shown to the respondents

Limitations of the Study

Majority of the council workers were illiterate or semi-literate and therefore could not fill questionnaire on their own. The study was not able to reach all the workers of Mandera town council. Some of the council workers

were not interested in participating in the study and others did not respond to the questionnaire

CHAPTER FOUR

PRESENTATION INTERPRETATION AND DISCUSSION OF THE FINDINGS

Introduction

This chapter is a presentation, interpretation and discussion of the field results. Results are presented in tables and in form of frequency counts and percentages. The results and discussion are central on the set objectives which were to: examine how the physical environmental factors (such as working space, lighting, availability of tools and equipment, etc) adversely affects staff performance; describe/determine how the non physical work environment factors (such as , recruitment and promotion criteria, staff involvement in decision making, political power play, level of education etc) affects the performance of the staff and Establish the relationship between work environment and staff and civic leaders performance of Mandera Town Council in Kenya.

Demographic Characteristics of Respondents

The researcher needed to know the demographic distribution of respondents to help categorize the staff of Mandera town council. The following are the analysis of the collected and collated data for the study.

Table 4.1: Profile of the respondents

Respondents	Frequency (f)	Percentage (%)
Sex		
Male	32	80
Female	8	20
Total	40	100
Education level		
None	18	45
Primary	12	30
O level	6	15
A level	1	2.5
Diploma	2	5
Degree	1	2.5
Master	0	0
Total	40	100
Job experience (Years)		
Less than 1 year	2	5
1 - 5 years	9	22
5 – 10 years	16	40
10 – 15 years	9	22
15 years and above	4	10
Total	40	100
Working position		
Elected	7	18
Nominated	3	8
Appointed	30	74
Casual	0	0
Total	40	100

Source: Field Data 2010

Table 4.1 shows that the target population interviewed of Mandera Town Council employees and civic leaders consisted of 32(80%) males and

8(20%) females. Gender imbalance lies in every employment sector in Africa where there are few female working in organizations compared to men.

Table 4.1 above also shows that 18(45%) of the employee respondents possess no academic qualification, 12(30%) possessed primary level, 6 (15%) finished O-level, 1(2.5%), had A-level certificates, 2(5%) had diplomas, 1(2.5%) had a degree and none possessed a master degree. This indicates that majority of the civic leaders and the council staffs are illiterate and cannot understand the policy and the working procedure of the council. This adversely affects the operation and the performance of the council.

Majority of employed staff had been employed by the council from 5-10 years, 5 staff member had 10-15 years at the council, 4 of the respondents had worked for more than 15 years, and 9 and 2 staff members had worked at the council 1-5 years and less than a year respectively. Among the civic leaders, 4 had worked for a period between 5-10 years while 5 had worked for a period between 1-5 years and 1 worked from 5-10 years. The reverse of civic leaders working period from other staff is that civic leaders go for elections or nomination after every five years. They are either re-elected back or replaced.

The researcher was delighted by the fact that the majority of respondents had served Mandera town council for more than eight years. They were in position to competently articulate issues under investigation and confidently respond to the questions raised in the study.

According to table 4.1 7(18%) were elected civic leaders, 3 (8%) were nominated councilors, and 30 (74%) were appointed permanent employees of the council. A zero percentage of casuals mean that those are paid on daily wages depending on the need and that they are not council workers.

In light of the above presentation, it was of great importance for the researcher in that since the majorities were appointed as permanent staff, most of them were able to respond very well to questionnaires on work environment issues.

4.2 Physical environment and staff performance

The first research objective of the study was to examine how the physical environment affects the staff and civic leader's performance of Mandera town council. Data was analyzed under the question "The level of physical environmental factors affecting the performance of the Mandera Town Council Staff?" and the results were presented in table 4.2;

Table 4.2: Level of Physical Environment

	Work space		Lighting		Infrastructure		Working tools	
Response	Frequency	Percentage	Frequency	Percentage	frequency	Percentage	frequency	Percentage
Inadequate	20	50%	8	20%	15	37%	24	60%
Fairly adequate	12	30%	13	33%	10	25%	12	30%
adequate	6	15%	12	30%	12	30%	4	10%
Very adequate	2	5%	7	17%	3	8%	0	0%
Total	40	100%	40	100%	40	100%	40	100%

Source: Field Data 2010

The table indicates that 20 (50%) of the respondents had inadequate space, 12(30%) had fairly adequate space, 6(15%) had adequate space and 2(5%) had very adequate space. This means that most of the workers at Mandera town council do not have adequate working space. Basing on the above findings, lack of space is a major issue at Mandera town council which has affected the staff performance.

According to 8 (20%) of the respondents the lighting system was inadequate, 13(33%) said the lighting system was fairly adequate, 6(15%) agreed that the lighting system was adequate and according to 2(5%) of the respondents the lighting system was very adequate.

On the response from the staff, it implies that the lighting system at Mandera town council is generally effective and adequate. According to the

respondents the lights were not a major hindrance to their performance but the scourge of the sun. Temperatures were above 30 degrees throughout the year and staffs were inactive during afternoon hours when temperatures are at maximum. This means that the unfinished work won't be finished during that period when most staff members are sweating and dizzy.

According to Stansfeld (1992), lighting and heat can negatively affect the ability of employees to concentrate and focus and may in turn create an opportunity for mistakes and ultimately costs both employer and employee an under performance. Inappropriate lighting and intense heat can also create health issues and affect mood.

Table 4.2 indicates that 15(37%) of the respondents said that the infrastructure was inadequate, 10(25%) said it was fairly adequate, 12(30%) said it was adequate and 3(8%) said it was very adequate. This shows that the structures at Mandera town council are inadequate.

Due to the inadequacy of infrastructures as cited above in the findings, the staff have ended up squeezing themselves in small offices and this coupled with the high temperatures has caused excessive sweating and dizziness and in the end led to unfinished work hence low productivity.

The table indicates that 24 (60%) of the respondents said that the working tools were inadequate, 12(30%) said the tools were fairly adequate, 4(10%) said the working tools were adequate and none of the respondents said the working tools were very adequate. This means that Mandera town

council does not have adequate working tools (i.e. Protective gears, uniforms, rakes, wheel barrows, spades, computers and others). No substantive work can be done without the required tools for the work and if the tools are inadequate the job done will also be inadequate.

4.3 Non Physical environment and staff performance

The second research objective of the study was to determine how the non physical environment affects the staff and civic leader's performance in Mandera town council. Data was analyzed under the question "how do non-physical environmental factors affect the performance of the staff of Mandera Town Council in Kenya?" The results were presented below;

Table 4.3: Level of Non Physical Factors

Variables	Strongly disagree	Disagree	Agree	Strongly Agree	Total
Work environment is enjoyable	13	17	6	4	40(freq)
	33%	42%	15%	10%	100%
Work environment is safe	14	9	13	4	40(freq)
	35%	22%	33%	10%	100%
Medical insurance scheme is in place	30	10	0	0	40(freq)
	75%	25%	0%	0%	100%
Management involves staff in decision making	12	16	9	3	40(freq)
	30%	40%	22%	8%	100%
Performance is regularly appraised	12	22	6	0	40(freq)
	30%	55%	15%	0%	100%
Staff recruitment and promotion is fair	19	15	6	0	40(freq)
	48%	37%	15%	0%	100%
Councilors do not interfere in staff recruitment and promotion	20	12	5	3	40(freq)
	50%	30%	12%	8%	100%
Relationship between staff and management is good	12	18	7	3	40(freq)
	30%	45%	17%	8%	100%
Government does not interfere with council operations	3	2	20	15	40(freq)
	8%	5%	50%	37%	100%

Source: Field Data 2010

According to table 4.3, 13(33%) of the respondents strongly disagree that the work environment is enjoyable, 17(42%) disagreed, 6(15%) agreed and 4(10%) strongly agreed that the work environment is enjoyable. Basing

on the discussion above, the majority of the staff did not enjoy working for Mandera town council which showed that the working environment was not favourable. Therefore without a favourable working environment, the performance levels among the staff will be too low hence Mandera town council will lag behind from other town councils in the country.

Table 4.3 indicates that 14(35%) of the respondents strongly disagree that the work environment is safe, 9(22%) disagreed, 13(33%) agreed and 4(10%) strongly agreed that the work environment is safe. This implies that because of the unsafe environment workers under perform.

Majority of the respondents that is 30(75%), strongly disagree that medical insurance is in place, 10(25%) disagreed and none agreed and strongly agreed that medical insurance is in place. This means that the council has no medical insurance scheme for all the staff both civic leaders and other appointed staff. Basing on the above findings, many members of staff at Mandera town council have fallen ill due to the work environment and yet the management has no provision for medical insurance. This has brought about lack of commitment on job where a number of staffs are not doing work to their best hence poor performance and low productivity.

Table 4.3 shows that 12(30%) of the respondents strongly disagree that management involves in decision making, 16(40%) disagreed, 9(22%) agreed and 3(8%) strongly agreed that management involves them in decision making. this means that in most cases the management depends on

its decisions only. It is hard for the management to take views from the workers.

Table 4.3 reflects that 12(30%) of the respondents strongly disagree that Performance is regularly appraised, 22(55%) disagree, 6(15%) agreed and none strongly agree that Performance is regularly appraised. This indicates that assessments are inconsistent and is randomly done. Staff should be given targets and each department should assess its performance at least once a week to ensure that the targets are addressed and also exploit the staff working habits.

According to 4.3 table 19(48%) of the respondents strongly disagree that Staff recruitment and promotion is fair, 15(37%) disagree, 6(15%) agree and none strongly agree that staff recruitment and promotion is fair. This means that in Mandera town council the staff recruitment criteria used are not fair. So many staff members are not qualified to be working within the council.

The results in table 4.3 indicate that 20(50%) of the respondents strongly disagree that Councilors do not interfere in staff recruitment and promotion, 12(30%) disagree, 5(12%) agree and 3(8%) strongly agree that Councilors do not interfere in staff recruitment and promotion. This means that councilors interfere with the staff recruitment at Mandera town council. Although its part of the councilors works to participate in the recruitment and promotion of staff below grade 9, the objectivity and the criteria are crucial aspects in identifying the right persons.

The discussion on staff recruitment and promotion has brought the researcher to find out that Mandera town council has poor methods of recruitment and promotion which are based on tribalism, political affiliation and nepotism. Therefore basing on the findings, it has been found out that the poor productivity is caused by the poor quality and unqualified staff unfairly recruited and promoted.

On the issue of relationship between the staff and management 12(18%) of the respondents strongly disagreed that the Relationship was good, 18(45%) disagreed, 7(17%) agreed and 3(8%) strongly agreed that the relationship between staff and management is good. Basing on the above findings, it has been discovered that the relationship between the council management and the staff is not good and there is need to promote a hard working spirit in the staff performance.

Basing on the findings in table 4.3, 3(8%) of the respondents strongly disagreed that the government does not interfere with council operations, 2(5%) disagreed, 20(50%) agreed and 15(37%) strongly agreed that Government does not interfere with council operations. Basing on the results above, it implies that government does not interfere a lot with council operations. According to the respondents on some rare occasions government imposes its policies on the council i.e. extra number of councilors nominated which sometimes affect council operational costs but that is only 12% of the respondents. The problem or the under performance of the council cannot be related to government interference. From this study it looks like the council is autonomous and is greatly independent of government influence.

4.4. Relationship between work environment on staff performance

Table 4.4: Non parametric correlation: The spearman Test

	X	Y
Working space	9	31
Lighting system	28	12
Noise	29	11
Working materials	14	26
Medical insurance	0	40
Management involvement	12	28
Recruitment criteria	6	34
Promotion	16	24
Work safety	23	17

Source: field data 2010

Rank x= (ref number)

Rank y= (order number)

Ref= array

If order is zero or omitted,

$$1-6\sum D^2$$

$$N(N^2-1)$$

$$N= (XY)$$

$$D= (X-Y)$$

Table 4.5: Spearman Test II

	X	Y	Rank Xi	Rank Yi	d	d ²	n	n ²	P
Medical insurance	0	40	1	9	-8	64	9	81	-1.86
Performance appraisal	6	34	2	8	-6	36	16	256	-0.33
Working space	9	31	3	7	-4	16	21	441	-0.14
Management involvement	12	28	4	6	-2	4	24	576	-0.1
Working materials	14	26	5	5	0	0	25	625	-0.09
Recruitment and promotion	16	24	6	4	2	4	24	576	-0.10
Work safety	23	17	7	3	4	16	21	441	-0.15
Lighting system	28	12	8	2	6	36	16	256	-0.33
infrastructure	29	11	9	1	8	64	9	81	-1.86
						$\Sigma d^2=240$		$\Sigma n^2=3333$	

Source: field data 2010

calculating the values of spear man correlation, performance appraisal is ($p=-0.33$), Management is (-0.10), lighting ($p=-0.33$), Working materials ($p=-0.09$), Space ($p=0.14$), Recruitment and Promotion ($p=-0.10$), Medical insurance ($p=-1.86$), infrastructure ($p=-1.86$) and Work safety (-0.15).

Relationship correlation:

$$P = -1.86$$

$$P = -1.86 > r = 0.9 < 1$$

There is a strong correlation between work environment and employee performance at Mandera town council.

Basing on correlation coefficient, physical as well as non physical environment of work organizations extend significant effect on job satisfaction and staff performance and also on effectiveness of the organization perceived by the staff. The results also specified that among other components of two constituents of work environment, working conditions, welfare provisions, work materials, and trust and support prevailing in the work organizations play dominant role in determining the level of employees' performance, and the extent of organizational effectiveness. The results also specify that non physical environment, in comparison to physical environment of workplace; exert greater impact on employees' job behaviour and organizational effectiveness.

The results demonstrated that perceived adequacy or inadequacy of work environment, both physical and non physical extends noticeable effect on employees' performance, and staff perception towards the organization.

The effect of work environment on productivity is attributed to the employees' job attitudes formed out of cognitive appraisal of various components of work environment. To the staff of Mandera town council, better performance is considered as the feeling resulted from employees' positive attitude towards various components or factors of job life. Staff that perceives and feel the work environment as to be adequate, safe and congenial, develop positive attitude towards various job components, which ultimately results in higher job involvement among these employees.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of the study was to determine the impact of work environment on staff performance. The research objectives were; to determine the impact of the physical environment on staff performance and the impact of non physical environment on staff performance in Mandera Town council.

Summary of the findings

Findings on physical environment on staff performance

The study found out that large numbers of staff were not performing well their duties due to unfavorable physical environment because of Lack of office space. This is because 50% of the respondents said they had inadequate working space and only 5% said the working space was very adequate. Similarly the middle management staffs had no comfortable offices to work in.

According to the results the lighting system was adequate but the heat scourge of the sun was high and temperatures were above 30 c throughout the year. The staffs and civic leaders were not comfortable in executing their duties especially in the later part of the day from 12.30pm to 3.30pm. They profusely sweated and were exhausted and dizzy.

The infrastructure of Mandera town council was inadequate according to 37% of the respondents said it was inadequate and 12% said it was fairly adequate. The working tool and equipment were inadequate according to

60% of the respondents .It was found out in the study that, many of the staff especially those engaged in garbage collection had no protective gear, uniform and hand gloves. Therefore, it has been concluded that all these inadequacies in the physical environment have demoralized the staff and affected their level of performance.

Findings on non physical environment on staff performance

Most of the respondents that is 33% strongly disagreed and 42% disagreed that they enjoy working in the council. Non physical factors affected the staff and civic leaders' performance in the council. The findings also indicate that the working environment was not safe and this is according to 57% of the respondents.

Despite the unhygienic working condition the staff's operate in, the council 75% of the respondents strongly disagreed and 25% disagreed to having any medical coverage for them and these resulted to the staff spending a good amount of their earnings on medical bill for themselves and their dependants.

Findings indicated from that the management did not involve 70% of the respondents in the decision making process of the institution. This created division and groupings in the staff resulting to resistance against the administration sometimes.

85% of the respondents either strongly disagreed or disagreed that management carries out performance appraisals regularly and this has affected staff performance. The study also found out that staffs were demoralized because the promotion criteria due to biased and political power play to their masters who are the councilors and ethnicity played pivotal role. Majority of the respondents disagreed that the staff promotion and recruitment was fair.

It was also found out from 80% of the respondents that councilors were stakeholders in the promotion of staff from scale 10 to 20 and each would want to support the promotion of staff from their ethnic community and those who supported them during the election time. The recruitment criteria were not transparent and not based on qualification and interview performance but rather clan balance and political power play. This made the council to recruit some unqualified staff.

The relationship between the staff and the management was not good according to 75% of the respondents. Basing on the above findings, it has been discovered that the relationship between the council management and the staff is not good and there is need to improve the relationship between the two to create a good working spirit in the staff performance.

Conclusively all the loop hole in the non physical environment resulted into widening the relationship gap between the staff and management and

thus low levels of service delivery due to unqualified staff and conflicts. All these problems have led to a low productivity.

Relationship between work environment and staff performance

Basing on the spearman Test, it was found out that there is a strong correlation between work environment and employee performance at Mandera town council. The coefficient of determination, r was useful because it gave the proportion of the variance (fluctuation) of one variable that is predictable from the other variable which allowed the researcher to determine staff productivity predictions from tables and graphs.

Conclusion

This study was carried out with the objectives of examining how the physical environmental factors (such as seating, lighting, availability of tools and equipment, etc) adversely affects staff performance of the Mandera Town Council in Kenya and also determine how the non physical work environment factors (recruitment criteria, political power play, level of education etc) affects the performance of the staff of Mandera Town Council in Kenya. It was similarly intending to establish the relationship between work environment and staff performance of the staff of Mandera Town Council in Kenya. This study has shaded light on the factors affecting the performance of the staff and civic leaders of Mandera town council in Mandera East district, north eastern province, Kenya. Both physical and non physical environmental factors have great impact on staff performance. It's crucial to improve the work environment to maximize staff performance.

Recommendations

It is the recommendation of the researcher that a number of issues need to be addressed to enhance staff and civic leaders performance in Mandera town council and below are the recommendations of the study;

- The council should establish a medical insurance scheme for the workers and civic leaders of Mandera town council ;
- The government should set a minimum education requirement for one to be elected or nominated for a civic post in a council;
- The management should come up with an all inclusive approach in the decision making of the institution;
- For promotion on merit the ministry of local government should come up with a grade examination system for workers below grade 9 and the political leaders should not be allowed to be stakeholders. This will inculcate professionalism in the staff;
- Allowances for civic leaders and salaries of staff to be reviewed to enhance production;
- In case of a vacancy in the council an independent human resource consultant firm that is independent from councilor's manipulation to be hired to short list and conduct interviews.
- To reduce the effect of the intensity of the sun's scurge on staff performance the workers should start work at 7.00 and break for lunch at 12.30 and resume back for afternoon duties from 3.00pm to 5.30 pm. That would give 8 hours working which is the standard working hours required from an employee in a day and enable workers rest at the apex of the sun's heat.

- The staff to be given targets to achieve in a set period of time and if they don't do they should substantiate why action should not be taken for failing to achieve their own set targets.

5.5 Areas for further studies

Work environment and competitive advantage.

Work environment and employee commitment.

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APPENDIX I: RESEARCH INSTRUMENT

QUESTIONNAIRE FOR STAFF

Dear respondent,

I am a student of Kampala International University carrying out an academic research on the topic "The relationship between work Environment and Staff Performance in Mandera Town Council, Kenya". You have been randomly selected to participate in the study and are therefore kindly requested to provide an appropriate answer by either ticking the best option or give explanation where applicable. The answers provided will only be used for academic purposes and will be treated with utmost confidentiality.

NB: Do not write your name anywhere on this paper.

SECTION A

Instructions: Tick where necessary

1. For how long have you worked with Mandera town council?

Below 1 year [] 1 – 5years [] 5 – 10 years [] 10 – 15
years []
15 and above []

2. Gender status

Male []

Female []

3. Educational level

None [] Primary [] O level [] A level [] diploma []
degree [] Master []

5. The table below shows the level of non physical environment in Mandera town council please tick the one that you agree with most

Level of Non Physical Factors

	Strongly disagree	Disagree	Agree	Strongly Agree
Work environment is enjoyable				
Work environment is safe				
Medical insurance scheme is in place				
Management involves staff in decision making				
Performance is regularly appraised				
Staff recruitment and promotion is fair				
Councilors do not interfere in staff recruitment and promotion				
Relationship between staff and management is good				
Government does not interfere with council operations				