St. Paul's University Repository

WORKPLACE ENVIRONMENTAL PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC HEALTH SECTOR IN MACHAKOS COUNTY

WAMBUA CATHERINE NZISA

ST. PAUL'S UNIVERSITY

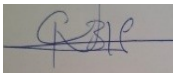
A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF ST. PAULS UNIVERSITY

OCTOBER, 2026

St. Paul's University Repository

DECLARATION

This dissertation is entirely original and has not been submitted to any other institution. I acknowledge that the institution may decide to make this project available for reference.

Signature  Date: 28/10/2026

Catherine Nzisa Wambua
MBADIST115423

Word Count: 22578

Supervisors' Declaration

We confirm that the work presented in this dissertation has been done by the student under our supervision.

Signature:  Date: 28/10/2026

Dr. Kepha Ombui
First Supervisor



Signature: Date:28/10/2026

Ms. Elizabeth Kimaru
Second Supervisor

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

DEDICATION

I give thanks to the Almighty God for His unwavering strength in my research project, Dr. Kepha Ombui and Ms. Elizabeth Kimaru for their commitment in guiding me throughout my research journey.

ST. PAUL'S UNIVERSITY

ACKNOWLEDGEMENT

I would like to thank my supervisors, Dr. Kepha Ombui and Ms. Elizabeth Kimaru, for their significant support and guidance throughout the process of helping me gain practical knowledge for this dissertation. I also acknowledge and value the opinions of my fellow St. Paul's University postgraduate students. God bless you all and thank you.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

TABLE OF CONTENTS

DECLARATION....ii
DEDICATION....iii
ACKNOWLEDGEMENT....iv
TABLE OF CONTENTS....v
LIST OF TABLES....ix
LIST OF FIGURES....x
LIST OF ACRONYMS AND ABBREVIATIONS....xi
OPERATIONAL DEFINITION OF TERMS....xii
ABSTRACT....xiii
CHAPTER ONE....1
INTRODUCTION....1
1.1 Background of the Study....1
1.1.1 Employee Performance....6
1.1.2 Workplace Environmental Practices....7
1.1.3 Public Health Sector....9
1.2 Statement of the Problem....10
1.3 Research Objectives....12
1.3.1 General Objective....12
1.3.2 Specific Objectives....12
1.4 Research Questions....12
1.5 Justification of the Study....13
1.5.1. Researchers and Scholars....13
1.5.2. Employees' Unions....13
1.5.3. Government....14
1.6 Scope of the Research Study....14
1.7 Limitations of the Study....14
CHAPTER TWO....15
LITERATURE REVIEW....15
2.1 Introduction....15
2.2 Theoretical Literature Review....15
2.2.1 Upper Echelons Theory....15
2.2.2 Balanced Scorecard....16

ST. PAUL'S UNIVERSITY

2.2.3 Two-Factor Theory of Motivation.....18
2.2.4 Trait Theory.....20
2.3 Empirical Literature Review.....21
2.3.1 Physical Work Environment and Employee Performance.....22
2.3.2 Organizational Culture and Employee Performance.....23
2.3.3 Psychosocial Work Environment and Employee Performance.....24
2.3.4 Leadership Style and Employee Performance.....25
2.3.5 Employee Performance.....26
2.4 Summary of Literature Review and Research Gaps.....28
2.5 Conceptual Framework.....29
2.5.1 Physical Work Environment.....29
2.5.2 Organizational Culture.....30
2.5.3 Psychosocial Work Environment.....30
2.5.4 Leadership Style.....30
2.5.5 Employee Performance.....31
CHAPTER THREE.....32
RESEARCH METHODOLOGY.....32
3.1 Introduction.....32
3.2 Research Design.....32
3.3 Target Population.....32
3.4 Sampling Design.....33
3.4.1 Sampling Techniques.....33
3.4.2 Sampling Frame.....33
3.4.3 Sample Size.....33
3.5 Data Collection Instruments.....34
3.6 Data Collection Procedures.....34
3.7 Validity and Reliability of Research Instruments.....35
3.7.1 Validity of Research Instruments.....35
3.7.2 Reliability of Research Instrument.....36
3.8 Data Analysis and Presentation.....36
3.9 Diagnostic Tests.....37
3.9.1 Multicollinearity Test.....37
3.9.2 Heteroskedasticity.....38

ST. PAUL'S UNIVERSITY

3.9.3 Normality Test....38
3.10 Ethical Considerations....38
CHAPTER FOUR....40
RESULTS AND DISCUSSION....40
4.1 Introduction....40
4.2 Response Rate....40
4.3 Reliability Test Results....40
4.4 Background Information....41
4.4.1. Gender Distribution of the Respondents....41
4.4.2 Age Brackets of the Respondents....42
4.4.3 Working Experience in the Public Health Sector....42
4.4.4 Education Level....43
4.5 Assumptions for Regression Analysis....43
4.5.1 Normality Test....43
4.5.2 Homoscedasticity Test....44
4.5.3 Multi-Collinearity Test....45
4.6 Descriptive Statistics Results....45
4.6.1 Influence of Physical Work Environment on Employee Performance....45
4.7 Influence of Organizational Culture on Employee Performance....47
4.8 Influence of Psychosocial Environment on Employee Performance....49
4.9 Influence of Leadership Style on Employee Performance....51
4.10 Employee Performance....52
4.11 Correlation Analysis....54
4.11.1 Relationship between Independent Variables....54
4.11.2 Relationship between Workplace Environmental Practices and Employee Performance....56
CHAPTER FIVE....59
SUMMARY, CONCLUSION AND RECOMMENDATIONS....59
5.1 Introduction....59
5.2 Summary of the Findings....59
5.2.1 Physical Work Environment....59
5.2.2 Organizational Culture....60
5.2.3 Psychosocial Work Environment....60

ST. PAUL'S UNIVERSITY

5.2.4 Leadership Style..... 60
5.3 Conclusions..... 60
5.4 Recommendations..... 62
5.5 Suggestion for Further Studies..... 62
REFERENCES..... 63
APPENDICES..... 73
Appendix I: Questionnaire..... 73
Appendix II: Research Permit..... 77
Appendix III: ISERC Approval Letter..... 79

ST. PAUL'S UNIVERSITY

LIST OF TABLES

Table 2.1 28

Table 3.1 33
Table 3. 2 34

Table 4.1 40
Table 4. 2 40
Table 4. 3 41
Table 4. 4 42
Table 4.5 42
Table 4. 6 43
Table 4. 7 44
Table 4. 8 44
Table 4. 9 45
Table 4. 10 46
Table 4.11 48
Table 4. 12 50
Table 4. 13 51
Table 4. 14 53
Table 4. 15 55
Table 4. 16 56
Table 4. 17 57
Table 4. 18 57

ST. PAUL'S UNIVERSITY

LIST OF FIGURES

Figure 2. 1: Conceptual Framework.....29

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF ACRONYMS AND ABBREVIATIONS

CH	-	County Hospitals
CHR	-	County Referral Hospital
ERS	-	Economic Recovery Strategy
GoK	-	Government of Kenya
KEPH	-	Kenya Essential Package for Health
KMPDB	-	Kenya Medical Practitioners and Dentists Board
MDAs	-	Ministries, Departments, and Agencies
MoH	-	Ministry of Health
NACOSTI	-	National Commission for Science, Technology and Innovation
SPSS	-	Statistical Package for Social Sciences
SUPKEM	-	Supreme Council of Muslims

ST. PAUL'S UNIVERSITY

OPERATIONAL DEFINITION OF TERMS

Employee Performance: In this study, employee performance refers to the work-related accomplishments, activities, and behaviours that contribute to organizational goals, often measured by quality, quantity, and efficiency (Rusmiati & Fitriani, 2021).

Leadership Style: In this research, leadership style refers to the method and technique a leader uses to give guidance, inspire followers, and accomplish goals. It encompasses the behaviours, attitudes, and actions leaders employ when influencing and directing others. Essentially, it's the pattern of behavior a leader exhibits when guiding a group toward a common goal (Bell, 2021).

Organization Culture: Expectations, experiences, philosophy, and values that direct members' conduct make up corporate culture in this study. Members' perceptions of themselves, interactions with others, and future plans all reflect these factors. "Communal attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are deemed valid are the foundation of culture"(Omar et al., 2020).

Physical Work Environment: In this study, physical work environment refers to the tangible elements in a workplace, including design, layout, ambient conditions, and availability of resources and equipment, which impact workers' performance and well-being. It's essentially everything within the physical space that can affect how employees feel and work (Sunday & Madu, 2024).

Psychosocial Work Environment: In this study, the psychosocial work environment refers to the workplace's elements, including interpersonal interactions, organizational culture, and work layout, which impact an employee's psychological and social health. It encompasses how employees perceive and respond to their work surroundings and the interactions within them (Taiwo, 2019).

Workplace environmental practices: In this study, work environment practices encompass all the conditions, circumstances, and influences that affect employees while they are at work. This covers both non-physical components like job design, interactions with coworkers, and corporate culture as well as tangible components like the workspace and equipment. Essentially, it's everything that surrounds employees and impacts their experience, behaviour, and performance on the job (Audiana, 2022).

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

ABSTRACT

Employee performance is the foundation of organizational success. It directly dictates a company's productivity, profitability, and competitive advantage. The general objective of the study was to establish the effect of workplace environmental practices on employee performance in the Public Health Sector at Machakos County**.** The study's specific objectives were to determine the relationship between the physical work environment, to establish the relationship between organizational culture; to determine the relationship between psychosocial work environment and to assess the relationship between leadership style and employee performance in the Public Health Sector at Machakos County. The study was anchored on the Upper Echelons Theory, Maslow's Hierarchy of Needs Theory, the Balanced Scorecard Model, and Spillover Theory. It adopted a descriptive correlational research design and utilized a structured questionnaire as the primary instrument for data collection. The unit of analysis comprised Level 4 and Level 5 public health facilities in Machakos County. Both descriptive and inferential statistical methods were used to examine the data using SPSS Version 29. While inferential analysis employed correlation and multiple regression techniques to look at the connections between the research variables, descriptive statistics, such as frequencies and percentages, were used to characterize demographic information. The results showed that employee performance was positively and significantly correlated with each of the independent factors. Employee performance was found to have statistically significant, positive relationships with leadership style ($r = 0.64$, $p < 0.05$), the psychosocial work environment ($r = 0.52$, $p < 0.05$), the physical work environment ($r = 0.38$, $p < 0.05$), and organizational culture ($r = 0.20$, $p < 0.05$). Among these variables, leadership style and psychosocial conditions demonstrated the strongest associations with employee output. Based on these results, the study concluded that organizational culture, psychological work environment, physical work environment, and leadership style all have a major impact on worker performance in Machakos County's public health sector. The research recommends that the public health sector in Machakos County invests in ergonomic equipment and comfortable workplace furniture to improve employee productivity. It also emphasizes the need for leaders to cultivate a collaborative work environment, encourage innovation, adopt coaching, mentoring, and continuous training initiatives, and communicate clearly while providing constructive criticism to encourage better employee performance.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Companies must emphasis more on employee performance and create an environment where they may perform at their highest level if they want to be competitive in a given industry. Performance, according to Faez et. al. (2023), is the result of labour and work behaviour that has been completed in order to complete the tasks and obligations allocated within a certain time frame. Employee performance is critical to an organization's success and reputation, claim Silitonga and Sadeli (2020). According to Audiana (2022), managers should attend to the mental and physical needs of their staff members and improve their performance through a variety of techniques such as job design, training, and performance evaluations. Workforce productivity is one of the most crucial metrics used by successful businesses to evaluate performance; experts define performance as the outcome of an individual's job or the effectiveness with which that work is carried out in carrying out their duties (Rusmiati & Fitriani, 2021).

Employee performance affects productivity, efficiency, and overall effectiveness, making it a crucial factor in company success (Colquitt et al., 2021). It includes the activities, behaviours, and results of employees that have a major influence on the accomplishment of organizational objectives (Al-Anzi, 2021). In today's fast-paced, intensely competitive corporate world, increasing productivity is essential for long-term success and preserving a competitive advantage (Organ et al., 2019). Keeping a competitive edge and attracting and retaining top personnel depend on efficient employee performance management (Bell, 2021). In order to maximize their human capital and eventually help them achieve their goals and objectives, organizations understand the need to establish an atmosphere that encourages and supports employee performance (Colquitt et al., 2021). Employee performance is critical to a business's success. Nevertheless, the existing competitive labour market creates difficulties in attracting and keeping high-quality talent (Sunday & Madu, 2024). Faez et. al. (2023) recommend that organizations should proactively manage their employee relationships to tackle this challenge.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Building strong ties with employees and a positive work environment can yield long-term advantages (Sunday & Madu, 2024). A working environment includes a variety of elements that make up the corporate setting and have an effect on employees' performance. Employee performance and productivity are significantly influenced by their work environment. Establishing a healthy work environment can improve employee-employer interactions and bonds, raise job satisfaction and morale, improve performance and productivity, and reduce absenteeism (Sunday & Madu, 2024). It is crucial to evaluate the company's workplace environment, which consists of a variety of situational and behavioral elements that contribute to the establishment and ambience of the company (Faez, Hamdan & Abdulrasool, 2023).

In the highly competitive global business sector, companies cannot afford to underutilize the potential of their staff. A workplace study conducted by the global design firm Gensler found that 90% of American employees believe that well-designed office spaces and effective workplace layouts enhance their productivity, efficiency, and overall organizational competitiveness (Audiana, 2022). Merely 5% of employees think that innovation is promoted in the workplace. Additionally, the poll reveals that workplace productivity is higher in high-performing companies than in ordinary companies (Audiana, 2022).

In Sydney, many companies today are increasingly focused on the provision of quality work to their workers. It is not a technique but a philosophy many companies are adopting in today's business environment to balance business, human, and social needs (Ouppara & Victoria, 2012). It focuses on developing employees joining the organization while at the same time increasing productivity in order for all sectors of society to benefit. Coca-Cola Amatil in Sydney, for instance, supports the core value of developing new employees coming into the organization through rewarding their performance as they gradually internalize the working environment (Ouppara& Victoria, 2012). Coca-Cola, as a leading multinational company, takes pride in the fact that it undertakes its operations on the basis of developing and nurturing its workforce anchored on the fundamental principles of a quality work environment (Xiaojun & Mary, 2020).

In China**,** according to Xiaojun and Mary (2020), public service employee performance has a major impact on China's development, and during the past 20

ST. PAUL'S UNIVERSITY

years, improvements have been made to the country's human resource systems in an effort to improve them (Xiaojun & Mary, 2020). The 2012 report of the Communist Party of China's 18th National Congress stated that modernizing government agencies will improve the nation's social and economic development. The public service personnel's compensation increased as a result, but the management anticipates that they will be more responsive in exchange (Xiaojun & Mary, 2020).

According to data from Bangladeshi industries, staff productivity significantly affects a company's performance (Omar et al., 2020). Just 24.6% of workers in the 27 member states are entirely satisfied with their jobs on average, according to research from the EU Statistics Centre. Since workplace culture influences employee behaviour, managers and companies have long sought to understand the link between job performance and employee satisfaction, with a primary focus on improving performance. Essentially, people's performance is most affected by their surroundings and the setting in which they work (Al-Qudah et al., 2022). Employee well-being is enhanced by a favourable work environment, which motivates workers to give their all at work and may result in better performance (Taiwo, 2019). According to Satyendra's (2019) study, a number of elements, including leadership, support, motivation, and working circumstances, affect employees' performance. Employees who have a negative perception of job safety and security may perform worse. Their attitudes then shift as a result of breaking the regulations, which raises the number of workplace accidents (Satyendra, 2019).

Workplace environmental practices significantly impact employee performance in Africa. Conducive work environments, including physical conditions, social support, and organizational culture, boost productivity, motivation, and job satisfaction (Sunday & Madu, 2024). Conversely, unfavourable environments negatively affect employee well-being and productivity. Stress and burnout are reduced in an atmosphere that promotes a work-life balance, increasing engagement and productivity (Sunday & Madu, 2024).

The working environment in South Africa's public health system significantly impacts employee performance, affecting not only staff productivity but also the quality, safety, and compassion of care. This study examines how organizational

ST. PAUL'S UNIVERSITY

systems, resources, the physical environment, the psychosocial climate, and larger contextual realities affect performance (Waqar, 2023). It outlines mechanisms through which these factors operate and provides practical levers for improvement tailored to the South African context. Overcrowded wards, poorly ventilated waiting areas, and inadequate isolation spaces increase infection risk, amplify stress, and slow workflow. In tuberculosis and respiratory-disease settings, ventilation and space zoning are particularly crucial (Audiana, 2022). Conversely, well-designed layouts, clear patient flows, proximity of supplies, and ergonomic workstations reduce wasted motion, shorten turnaround times, and improve documentation accuracy. Employee performance is influenced by the organizational, psychological, physical, and resource environments that either facilitate or impede effective work; it is not only the outcome of human effort or professional ethics (Audiana, 2022). Addressing infrastructure reliability, safety, team culture, staffing models, supply chains, and community relationships can unlock significant gains in productivity, quality, and patient trust (Al-Qudah et al., 2022). These improvements are mutually reinforcing, as a safer, better-equipped, and better-led workplace attracts and retains skilled staff, which in turn compounds performance. Investing in the environment where care is delivered is one of the most direct and equitable strategies for strengthening South Africa's health outcomes (Jufrizen & Rahmadhani, 2020).

Low worker productivity is one of the main problems Ghanaian companies face, according to Wang et al. (2021). Despite being thought of as some of the world's hardest workers, they said that Ghanaians sometimes produce less than their international counterparts. Effective management should thus recognize and assess the workplace-related elements that affect worker productivity and comprehend how these elements might inspire workers to improve their performance (Wang et al., 2021).

Al-Anzi (2021) carried out a regional analysis of Tanzanian employees at different organizations. According to the report, 90% of employees feel their workplace influences their attitudes and productivity. Organizations prioritize creating suitable workplace designs and settings in order to fulfill employees' needs for comfort and personal control. As a result, every workplace has its own set of organizational

ST. PAUL'S UNIVERSITY

norms that influence the lighting, heating, furniture, noise level, and other aspects of employees' lives (Al-Anzi, 2021).

In Kenya, workplace environmental practices significantly impact employee performance. These factors include the physical environment (like office layout, ventilation, and lighting), psychosocial elements (such as supervisor support, work-life balance, and social interactions), and workplace policies. As a result, every workplace has unique standards for furniture, heating, lighting, noise reduction, and other aspects of working there (Audiana, 2022).

The healthcare sector in Machakos County has been marred by challenges, primarily revolving around the promotion and designation of health workers, inadequate medical cover, and the overall treatment of staff. For the past two years, health workers have been advocating for several key reforms, but their pleas have largely gone unheeded by the county government (Audiana, 2022). After two years of meetings to discuss their Collective Bargaining Agreement (CBA), they feel that their concerns have not been adequately addressed. The failure to reach a resolution has led them to the brink of industrial action, indicating a breakdown in trust and communication between healthcare workers and the county administration (Audiana, 2022).

The situation in Machakos is not an isolated incident but rather part of a broader trend affecting healthcare systems across Kenya. Strikes and industrial actions by healthcare workers have become increasingly common, reflecting deep-seated frustrations with pay, working conditions, and the government's commitment to addressing healthcare challenges (Audiana, 2022). The Kenyan government has made a commitment to public sector performance management by implementing a number of reforms meant to improve resource utilization for long-term socioeconomic growth. Performance Contracting is at the centre of this endeavour, serving as a bridge across important domains such as planning, budgeting, execution, and the production of outcomes that benefit the public. Ministries, State Departments, State Corporations, and other public sector organizations use Performance Contracting to determine their top priorities, which are specified in their Strategic Plans and correspond with the government's policy frameworks, such as the Bottom-Up Economic Transformation Agenda (BETA), the Fourth Medium

Term Plan (MTP) 2023–2027, and pertinent Sector Strategies and Sessional Papers. These priorities are linked to the Ministry, Department, and Agency (MDA) budget allocations and are also represented in the Annual Work Plans. Performance Contracting is still being used by the government to increase financial responsibility and guarantee the MDAs' resource allocation (Kenya Government Delivery Unit, 2024).

1.1.1 Employee Performance

Employee performance, according to Caillier (2021), is the result of the amount and calibre of work that employees accomplish throughout a given time period. Companies must consider productivity-related aspects in order for workers to feel excited about their jobs. Employee performance will increase if they are treated well at work (Gamage & Wickramaratne, 2021). Managing employee performance effectively is essential to attracting and keeping top personnel as well as preserving a competitive advantage Bell (2021). Colquitt et al. (2021),organizations understand the value of fostering an atmosphere that encourages and supports employee performance to maximize the potential of their human capital and eventually help them achieve their goals and objectives.

Employee performance, according to HR management philosophy, is determined by the organization's workers. Employees are therefore viewed as an essential resource in any business in order to improve performance. Prior to the late twentieth century, when performance was seen as a mix of talent and motivation when given enough resources, motivating people became a significant component of most management strategies. When a company takes full advantage of its people resources, it can achieve unimaginable levels of performance, efficiency, and productivity (Rahmah et al., 2022). Openness and eagerness to finish tasks are key factors in determining an employee's effectiveness. Employees who are motivated and enthusiastic about their work will also probably perform better, which will increase output (Werdhiastutie et al., 2020). Employees are motivated by several internal and external influences to attain optimal performance and productivity within an organization. According to Rohmalimna et al. (2022), endogenous motivations help people finish difficult jobs, while exogenous motivations include

ST. PAUL'S UNIVERSITY

benefits like recognition and a higher wage. In this study, employee performance will be measured by employee productivity, patient satisfaction and work quality.

1.1.2 Workplace Environmental Practices

A workplace environment is the combination of physical space, organizational culture and working conditions that shape your professional experience. Workplace Environmental Practices are actions businesses take to reduce their ecological footprint and protect natural resources during daily operations (Pimpong, 2023). Workplace environmental practices from an HR perspective, often called Green Human Resource Management (GHRM), mean adding ecological and sustainability goals into every step of how a company manages its workers. The interrelationship between employees and the workplace environment makes up the term "workplace environment" (Kohun, 2018). Audiana (2022) avers that workplace environment includes physical work environment, organizational culture, psychosocial work environment and leadership style as work place environment.

A comprehensive workplace environment combines physical spaces, cultural norms, social and mental dynamics, and leadership approaches to shape employee well-being and productivity. Organizational culture is the shared collection of values, beliefs, attitudes, and unwritten behaviours that shape how people interact and work together in a company (Mwangi, 2022). A psychosocial work environment includes all the social and psychological conditions of how work is organized, managed, and experienced, which directly impact employee health, safety, and performance. A leadership style is the specific way a leader makes decisions, guides teams, and reaches goals (Akacho, 2021).

A workplace environment is made up of different components that make up corporate settings and affect employees' performance. The work environment, which includes equity, a rewarding system, opportunity for advancement, open communication, and healthy relationships, has a significant impact on how well employees perform. According to Audiana (2022) a healthy work environment lowers absenteeism, boosts morale and job satisfaction, enhances performance, and strengthens the employer-employee relationship. It is crucial to evaluate the company's workplace environment, which consists of a variety of situational and

ST. PAUL'S UNIVERSITY

behavioural elements that contribute to the establishment and ambience of the company (Faez, Hamdan, & Abdulrasool, 2023).

The setting, social aspects, and physical conditions in which you perform your duties are referred to as your work environment. Employee satisfaction, connections with coworkers, teamwork, productivity, and wellness can all be impacted by these characteristics. As a result, employee productivity has become centered on the volume of work completed by an employee within a specific timeframe. Besides the work environment, other factors influencing an employee's performance consist of incentives and work discipline (Jufrizen & Rahmadhani, 2020). Employees can give their best when they are in a safe workplace. This is due to the possibility that their workplace may influence how they feel about their jobs (Jufrizen & Rahmadhani, 2020). An atmosphere that allows for the happy realization of desired job results is essential for a productive workplace. The physical setting affects how workers interact, carry out their duties, and receive instructions. Workplace physical environments have an instantaneous impact on human intellect and subtly alter social dynamics, both of which have an impact on productivity (Jufrizen & Rahmadhani, 2020). The main element affecting an employee's performance is their workplace. According to Chandrasekar, a welcoming and upbeat workplace improves workers' ability to do their daily activities efficiently both mentally and physically. On the other hand, an inappropriate and undesirable workplace may make employees feel more stressed and lead them to underuse their abilities. Physical factors such as building design, age, layout, cleanliness, ventilation, equipment design, space, temperature, vibration, lighting systems, noise, radiation, and air quality all have a big influence on workplace conditions (Jufrizen & Rahmadhani, 2020).

Employees' cognitive, emotional, and physical well-being are greatly impacted by their work environment; consequently, a visually appealing, flexible, and comfortable workspace promotes increased employee focus, mobility, and a sensory connection to their tasks. This environment also enhances employee engagement and supports both physical and mental health. Workplace ergonomics involves the practice of designing work conditions with employees' needs in mind, rather than forcing their bodies to conform to specific tasks. Pimpong (2023) further

ST. PAUL'S UNIVERSITY

explains that this concept encompasses both mental and physical capabilities, which can limit how employees interact with their tasks, equipment, work processes, and the overall workplace.

Assessing the workplace is a crucial step in the job search process that shouldn't be disregarded. You don't want to drag yourself to work every morning, and this is where you might work in the future. Moreover, job characteristics, support from the organization, as well as physical and mental well-being, along with job attributes, are the main factors influencing workplace productivity. As stated by Pimpong (2023), it is crucial to tackle the root causes of these issues by fostering supportive management practices, building a more inclusive workplace culture, and improving job satisfaction within a healthy work setting.

1.1.3 Public Health Sector

The 47 county administrations are responsible for 14 devolved activities, including the health sector, as per the fourth schedule of the 2010 Constitution. The improvement of health care delivery and public health is a top objective for the Kenyan government. To guarantee that all services adhere to set policies and standards, the Ministry of Health (MOH) has a coordinating and capacity-building responsibility. The government understands that socioeconomic progress is contingent upon good health (Audiana, 2022). All of Kenya's formally registered medical facilities are listed on the Kenyan Master Facility List (MFL). The nation is home to 9,696 healthcare establishments in total. Around 4,616 of these are held by the government, 3,696 are owned by the commercial private sector, and 1,384 are controlled by Faith-Based Organizations (FBOs), Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs). Ministry of Health owns 42.9% of the nation's total health facilities, while the private sector owns 37.8 % according to the distribution of health facilities. Although about 25% of Kenyans are covered by health insurance, the majority (75%) pay out of pocket. This can be due to governmental, commercial, or community-based health insurance programs (Kenya Government Delivery Unit, 2024).

Machakos County has both private and public (government) hospitals. The main hospitals in Machakos County are the County Referral Hospital (Level 5), Sub-County Hospitals (Level 4), Health Centers and Clinics (Level 3), and Dispensaries

ST. PAUL'S UNIVERSITY

(Level 2). Additionally, there are community health units and specialized institutions like nursing homes and medical centers. Private hospitals are registered at levels four and five by the country's regulatory agency, the Kenya Medical Practitioners and Dentists Board (KMPDB) (Audiana, 2022). The community, the Christian Health Association of Kenya (CHAK), the Kenya Episcopal Conference-Catholic Secretariat (KEC), and the Supreme Council of Muslims (SUPKEM) are among the organizations that are owned by entities other than the Ministry of Health. Individuals, families, or groups of professionals own some of these level five private hospitals. Level four and five private hospitals suffer from low patient numbers since their service costs are always growing, even while they retain superior service delivery and more advanced medical facilities than their similar public hospitals. Despite providing all medical treatments at world-class levels, this is still the case. The senior management team at hospitals at levels four and five often consists of individuals from a variety of backgrounds (Audiana, 2022).

1.2 Statement of the Problem

Employee performance is a critical global issue driven by historically low worldwide employee engagement rates of around 20% to 21%, which cost the global economy trillions of dollars in lost productivity. Global workplace engagement recently dropped, leaving only about one in three employees feeling that they are thriving in their overall well-being. Multinational organizations struggle to align goals because differing cultural dimensions such as power distance and individualism drastically change how workers respond to feedback and authority (McGuire & McLaren, 2021).

Employee performance within the Public Health Sector at Machakos County are primarily linked to issues surrounding human resource management, working conditions, motivation, and leadership. These challenges often lead to low staff morale, high turnover, and frequent industrial unrest (Audiana, 2022). Workplace environmental practices significantly affect health workers in Machakos County, with positive elements like good work conditions, supportive supervision, career growth, and safety leading to better performance, retention, and satisfaction, while poor lighting, inadequate resources, lack of recognition, and negative social dynamics (like poor team spirit or unapproachable supervisors) decrease motivation, increase turnover, and hinder effective patient care (Mwangi, 2022).

ST. PAUL'S UNIVERSITY

Many problems are now plaguing Kenya's health sector, most of which affect inhabitants' access to treatment. Strikes, slowdowns, poor infrastructure and equipment, and a lack of human resources are some of the problems (Agbozo et al., 2020). Empirically, the majority of Kenya County health sector experts have opted to engage in private practice due to bad working conditions in the public sector. Junior doctors are now in control of public health institutions as more senior medical officers depart the public sector to work privately or overseas (Karanja, 2020). Over the past ten years, there has been criticism of the quality of services provided by Kenyan public institutions, particularly the County Governments (Akacho, 2021).

The research conducted by McGuire and McLaren (2021), which looked at the connection between the physical environment and employee engagement in contact centers, is set in a different context from the current study, which focuses on employee performance in the public health sector. Additionally, the original study has a methodological limitation. Koskei et al. (2021) used an explanatory research design to examine the link between employee performance in government ministries and the psychological environment, in contrast to the descriptive research technique used in this study.

Empirical gaps highlight contradictions or missing pieces in the actual data collected by researchers. Studies show mixed results. Some show that green practices boost morale, while others find they cause "green-task overload," where extra eco-responsibilities stress employees and hurt core job performance. Conceptually, while researchers know a link exists, the explanation for why it exists is conceptually weak. We need better frameworks showing how workplace practices translate into standard workplace performance (e.g., through motivation, pride, or cognitive comfort). Contextually, the vast majority of studies are conducted in Western economies or developed Asian nations. There is a severe shortage of research on how these practices affect employee performance in developing nations, Africa, and Latin America, where economic survival often trumps environmental concerns.

According to the nation's Ministry of Health's 2023 study, up to 64.4% of medical professionals said they would like to leave the country in search of better

ST PAUL'S UNIVERSITY

opportunities overseas (Ochieng, 2024). According to the Machakos County Assembly Health and Emergency Services Committee report dated 26th February 2024 on the status of service delivery at Machakos Level 5 Hospital, it was found that the facility experienced a shortage of staff across all cadres, which resulted to poor service delivery, thus affecting the quality and promptness of medical care by medical personnel. Machakos County Senator, who visited the Kangundo Level 4 Hospital on short notice after residents complained, accused the county government of failing to fulfil its duty to provide high-quality healthcare services. The senator claimed that the majority of the county's medical facilities were unable to serve patients a basic, decent meal and that the facilities' hygienic conditions were not up to standard (Mwangi, 2022). The issues raised by the Machakos County Assembly Health Committee and the senator have contributed to a poor workplace environment thus affecting employee performance at Machakos County health facilities. Thus, the purpose of this study was to examine how workplace environmental practices impact employee performance in Machakos County's public health sector.

1.3 Research Objectives

1.3.1 General Objective

To establish the effect of workplace environmental practices on employee performance in the Public Health Sector at Machakos County

1.3.2 Specific Objectives

i To determine the relationship between the physical work environment and employee performance in the Public Health Sector at Machakos County.

ii To establish the relationship between organizational culture and employee performance in the Public Health Sector at Machakos County.

iii To determine the relationship between psychosocial work environment and employee performance in the Public Health Sector at Machakos County.

iv To assess the relationship between leadership style and employee performance in the Public Health Sector at Machakos County.

1.4 Research Questions

i . How does the physical work environment affect employee performance in the Public Health Sector at Machakos County?

ST. PAUL'S UNIVERSITY

ii To what extent does organizational culture affect employee performance in the Public Health Sector at Machakos County?

iii How does psychosocial work environment affect employee performance in the Public Health Sector at Machakos County?

iv How does leadership style affect employee performance in the Public Health Sector at Machakos County?

1.5 Justification of the Study

Many organizational managers are interested in improving employee performance because of the part that employees play in assisting organizations in reaching their goals. The research on workplace environmental practices and employee performance from available literature shows that a conducive workplace environment translates to improved performance (Taiwo, 2019). Comprehending how the workplace setting affects employee well-being, productivity, and the effectiveness of the organization is essential, there is limited research on the relationship between the workplace and worker performance in the public health sector of Machakos County, which is why this study is necessary to close the knowledge gap by investigating how different workplace environmental practices affect worker performance in the public health sector of Machakos County. Critical gaps in resource adequacy, occupational safety, and human resource management. The research will help close the knowledge gap by contrasting what is currently known with what may be established in Machakos County. The following groups may find significance in the study's findings:

1.5.1. Researchers and Scholars

The study can be used by researchers as a reference and as a source of data for their own investigations. It may also assist researchers in obtaining specialized information on the field of study. Scholars can also utilize the study to evaluate the current problem and perhaps carry out more research that elaborates on the topic of study.

1.5.2. Employees' Unions

The numerous labour union movements that settle disputes between employers and employees will benefit from the research's findings. For example, in cases when the working environment is subpar, the results can provide them with the relevant information to help them in employee welfare talks.

ST. PAUL'S UNIVERSITY

1.5.3. Government

The findings of the research on the subject may be useful to government policymakers and legislators when they pass laws relating to employee relations. It will help them make the best choices when creating regulations, such as those pertaining to workplace conditions and employee performance.

1.6 Scope of the Research Study

The scope of the study was to evaluate the effect of workplace environmental practices on employee performance in the Public Health Sector at Machakos County. The study specifically evaluated how leadership style, organization culture, physical workspaces, and psychological work conditions affect workers' performance. The unit of analysis was the Public Health Sector at Machakos County, while the unit of observation was managerial staff from Machakos Level 5 and Level 4 hospitals, including hospital managers, medical superintendents, heads of sections, nursing officers and human resource officers. Information from the respondents was gathered through questionnaires. The research was conducted in May 2026.

1.7 Limitations of the Study

The researcher faced a number of difficulties while conducting the study, including some participants who feared filling out the questionnaires out of concern that their rivals may find out what they were sharing. To overcome this, the researcher guaranteed the participants that their data would remain completely confidential. Another potential barrier was that respondents' busy work schedules made it challenging for them to take part in primary data collection outside of regular office hours. In order to lessen this, the researcher gave respondents enough notice of the data collection schedule to allow them to make plans. Another difficulty that the researcher faced was the respondents' fear of victimization. Respondents were assured of anonymity and that the information they provided would be used for academic purposes in order to circumvent this.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The theories and facts in this chapter provide the foundation for the research. Theories and previous research are used to demonstrate the study's main factors. This section also covers the theoretical framework, which shows how the variables relate to one another.

2.2 Theoretical Literature Review

The theoretical framework lays the groundwork for a study's constraints. This study uses the balanced scorecard model, Maslow's Hierarchy of Needs Theory, Upper Echelons Theory, and Spillover Theory. The anchor theory was Upper Echelons Theory. It examines how hospital management teams or county health executives (the upper echelons) perceive health and safety needs, and how their demographic or cognitive traits influence their decisions to invest in better workplace environments (e.g., proper ventilation, adequate medical equipment, and OSH compliance).

2.2.1 Upper Echelons Theory

Hambrick and Mason's original work in 1984 laid the foundation for the theory, which has since been expanded and explored in various research areas, including strategic management and leadership studies. According to Hambrick and Mason's Upper Echelons Theory, the traits of a company's top management team, such as their values, experiences, and cognitive bases have a major impact on organizational outcomes and strategic decisions, serving as the cornerstone of strategic leadership (Hambrick & Mason, 1984). The theory states that workers' performance and the way strategic choices are made are greatly influenced by the distinctive characteristics of top-level managers, such as their experiences, values, and cognitive basis (Hambrick & Mason, 1984).

Despite the theory's popularity, some scholars contend that it may overemphasize the importance of top management while undervaluing the impact of organizational procedures and outside variables (March, 1993). The Upper Echelons Theory highlights the importance of top management's leadership in shaping organizational direction and performance, emphasizing that their characteristics are key

ST. PAUL'S UNIVERSITY

determinants of strategic choices through strategic human resources decisions (Hambrick & Mason, 1984).

Aside from the original creators Hambrick and Mason many researchers and authors have used, reviewed, and expanded Upper Echelons Theory in management and organizational research. Gianluca and Cristofaro (2022) explored affective and cognitive dimensions in modern strategic decision-making through an upper echelon's lens. Abrar (2021) studied the interplay between community values, corporate strategy, and upper echelons' characteristics.

The core premise of UET is that the observable characteristics (e.g., age, education, functional background, experience, socioeconomic roots, personality) of top management teams (TMTs) influence their subjective interpretations of strategic situations, which in turn drive their strategic choices and, ultimately, organizational performance (Hambrick, 2007). Upper Echelons Theory explains how the top managers' individual characteristics and cognitive biases act as a filter through which they make decisions that ultimately shape the physical work environment as an organizational output. The physical environment then becomes a reflection of the "upper echelons" themselves (Hambrick, 2007).

Upper Echelons Theory (UET) relates to the work environment directly, primarily through the strategic human resources decisions and preferences of top managers that determine the nature of that environment. Executives' backgrounds and values shape organizational outcomes, which can include the design and management of the physical workspace (Hambrick, 2018).

ST. PAUL'S UNIVERSITY

2.2.2 Balanced Scorecard

Managers have long recognized that operating profit and return on investment are insufficient measures to properly evaluate an organization's efficacy, according to Kaplan and Norton (1993). To achieve a more complete view of performance, other non-financial criteria must be considered. Financial indicators have the drawback of just reporting on past performance; they are unable to forecast future success. According to Kaplan and Norton (1993), indicators should be chosen from four categories in order to accurately assess an organization's overall performance: internal processes, customers, learning and innovation, and finances.

The BSC facilitates consensus-building and clarity as well as the identification and alignment of strategic initiatives, according to Kaplan and Norton (1996). These advantages will also boost the organization's performance because it facilitates the quantitative translation of a company's business plan and goal statement (Yaghoobi & Haddadi, 2016). The Balanced Scorecard (BSC) has limitations even though it offers a comprehensive approach to performance monitoring. Schneiderman (2020) created an early version of a balanced scorecard for Analogue Devices in 1987, which inspired Kaplan and Norton's later work. Madsen (2025) wrote extensively on the history, diffusion, and critical reception of the Balanced Scorecard as a leading management tool.

The potential for complexity, the challenge of establishing clear links to strategic goals, and challenges in turning insights into actionable steps. Additionally, the BSC can be rigid, require significant buy-in, and may not adequately address certain aspects of organizational performance like ethics or the impact of external factors (Yaghoobi & Haddadi, 2016). It might be difficult to implement a BSC since it takes a lot of work to define goals, KPIs, and targets from various angles. Some users may also find it challenging to understand the framework's structure (Yaghoobi & Haddadi, 2016).

A strategic management tool called a balanced scorecard (BSC) may help firms transform their primary perspectives internal operations, customers, learning and growth, and finances into measurable objectives. By linking employee performance to these BSC perspectives, companies can improve alignment, communication, and overall performance (Kaplan & Norton, 1993). By linking individual goals to the BSC's perspectives, employees can see how their daily tasks contribute to the bigger picture. This alignment minimizes dispersed efforts and increases efficacy by guaranteeing that everyone is working toward the same strategic objectives (Kaplan & Norton, 1993).

The Balanced Scorecard (BSC), which incorporates both financial and non-financial elements, offers a thorough evaluation of performance and establishes a direct connection between corporate strategy and individual employee efforts (Kaplan & Norton, 1993). This system enhances employee performance by aligning daily tasks with strategic vision, promoting accountability, and fostering continuous

ST. PAUL'S UNIVERSITY

improvement through clear, measurable objectives. By setting specific metrics within the four perspectives, the BSC clarifies performance standards for employees, allowing them to understand what is expected of them (Kaplan & Norton, 1993).

The BSC offers a thorough understanding of performance at the individual and organizational levels by incorporating internal process efficiency, customer satisfaction, and employee learning and development in addition to traditional financial metrics. The scorecard provides a common framework and language for discussing performance, helping employees see how their efforts impact other departments and the entire organization (Kaplan & Norton, 1993).

2.2.3 Two-Factor Theory of Motivation

Frederick Herzberg's studies on employee contentment and discontent led to the initial proposal of Herzberg's Motivation-Hygiene Theory, also known as Two-Factor Theory, in the 1959s. Herzberg's work was based on interviews with engineers and accountants, where he sought to uncover the underlying causes of positive and negative feelings about work. Herzberg's investigation led him to the conclusion that contentment and discontent were influenced by different causes and were not only at opposite extremes of a spectrum. This realization served as the basis for his theory, which separated aspects connected to the job into two primary groups: hygiene factors and incentive factors (also known as motivators) (Herzberg et al., 1959; Herzberg, 1966). According to Herzberg's theory, motivators are essential characteristics of the workplace that significantly influence actual work and can enhance long-term employee satisfaction. These components include achievement, acknowledgment, the nature of the job, accountability, and possibilities for growth and progress. Herzberg contended that motivators meet employees' psychological requirements and are necessary for genuine involvement. For instance, employees who achieve challenging goals or receive recognition for their accomplishments are likely to feel valued and satisfied. In particular, recognition boosts one's sense of self-worth and offers positive reinforcement (Herzberg et al., 1959).

Similarly, when the work itself is perceived as interesting, challenging, or aligned with personal goals, employees experience intrinsic satisfaction. This idea is in line

ST. PAUL'S UNIVERSITY

with the Self-Determination Theory, which contends that when the demands for autonomy, competence, and connection are met, intrinsic motivation emerges (Deci & Ryan, 1985). Another important factor in motivation is responsibility; when given major tasks, workers frequently feel more invested and have a stronger sense of ownership over their work, which increases job satisfaction (Hackman & Oldham, 1976). Conversely, advancement possibilities give workers a sense of progress and encourage long-term loyalty to the company by enabling them to see progression within their roles (Herzberg et al., 1959). Alfayad and Arif (2017) utilized the framework to study employee performance and job satisfaction. Kotni and Karumuri (2018) used the model to analyse employee motivational drivers. Scheers and Botha (2014) evaluated motivational and hygiene elements in modern organizational retention.

Workplace characteristics and hygiene variables are distinct from the actual work content. Herzberg maintained that these elements do not necessarily promote employee satisfaction, even though they are required to avoid discontent. Company policies, supervisory procedures, pay, interpersonal relationships, and working circumstances are a few examples of hygiene factors (Herzberg, 1966). Poor policies or lack of clarity in company administration, for example, can lead to frustration and dissatisfaction among employees, whereas well-structured policies prevent dissatisfaction without promoting positive engagement (Herzberg, 1966). Salary, as another hygiene factor, is critical in ensuring that employees feel fairly compensated and appreciated; however, unless combined with other intrinsic motivators, it is typically insufficient to provide long-term engagement or motivation (Vroom & Jago, 1995). Interpersonal relationships among coworkers and supervisors are also considered essential for creating a harmonious work environment, but as Herzberg emphasized, their main effect is in preventing dissatisfaction rather than driving satisfaction (Herzberg, 1966). The distinction between motivators and hygiene factors has had a lasting impact on organizational psychology, particularly in shaping how businesses approach job design and employee engagement. Herzberg's two-factor theory distinguishes between workplace cleanliness aspects, which prevent unhappiness, and motivators, which lead to job satisfaction. While both relate to the work environment, motivators like achievement and recognition are intrinsic and drive positive engagement, on the

ST. PAUL'S UNIVERSITY

other hand, hygienic considerations like pay and working conditions mostly guard against negativity. Improving hygiene factors eliminates dissatisfaction, but doesn't guarantee motivation, which requires addressing motivators.

Herzberg's Two-Factor Theory: satisfaction and dissatisfaction at work are not opposites but depend on several factors. While hygiene variables like compensation, job security, and working environment reduce discontent, motivators like performance, promotion, and acknowledgment increase job satisfaction. In addition to the workplace. Applied to the psychosocial work environment, this perspective suggests that creating a healthy workplace involves not only meeting employees' fundamental working conditions but also addressing their emotional and psychological needs to enhance motivation, engagement, and overall well-being. Since Herzberg's Two-Factor Theory aids in comprehending employee organizational culture, it is important and pertinent to this investigation. Organizational culture can be shaped to foster motivation by emphasizing these intrinsic motivators, moving beyond simply addressing the extrinsic "hygiene" factors that are necessary but insufficient for true job satisfaction.

2.2.4 Trait Theory

Thomas Carlyle (1795–1881). Francis Galton (1822–1911), Allport & Odbert (1936), Raymond Cattell, Hans Eysenck, and Sybil Eysenck are some of the key figures supporting the trait theory of leadership. According to this theory, effective leadership stems from possessing specific inherent traits. This theory, which has its roots in Stogdill's 1948 early work and has been improved upon by later scholars, focuses on determining the character attributes that set successful leaders apart from others. A useful theoretical framework for analyzing how conscientiousness, emotional stability, and openness to new experiences affect employees' performance at public hospitals in Machakos County is provided by trait leadership theory. This study is especially pertinent to trait leadership theory since it describes how certain personality traits help leaders effectively promote teamwork and productivity. For example, emotional stability helps leaders to control stress and remain calm under duress, resulting in a peaceful and inspiring workplace (Chen & Haga, 2022; Kumari et al., 2022). Adaptability and creativity are fostered by openness to experience, which enables leaders to accept new approaches and

ST. PAUL'S UNIVERSITY

promote creative problem-solving. These qualities are crucial in fields that are very complicated and uncertain (Cheng et al., 2022; Maqsoom et al., 2022). Reliability and attention to detail are qualities that promote task clarity and consistency and have a direct effect on organizational efficiency (Rotimi et al., 2021; Kargeti, 2023). According to the characteristic theory of leadership, successful leaders have innate, distinctive personality qualities including honesty, intelligence, and self-assurance. This thesis, which developed from the "great man" theory, maintains that leaders possess innate traits that set them apart from followers and help them succeed. While it was once believed these traits were entirely innate, modern views recognize that many traits can be developed through training and experience, though the core concept focuses on identifying these qualities to predict and foster leadership potential.

According to the characteristic theory of leadership, successful leaders have innate personality qualities that make them more likely to succeed as leaders. It is thought that these qualities, such as intelligence, self-assurance, and tenacity, have an impact on worker performance by creating a supportive and effective work atmosphere. The study of how these characteristics combine to affect worker performance is supported by trait leadership theory. For instance, conscientiousness and emotional stability together help reduce conflict at work while guaranteeing job accuracy and deadline adherence. This study uses trait leadership theory as a thorough framework to examine the relationship between employee performance and leadership qualities in the public health sector in Machakos County. This enables the researcher to evaluate how different personality qualities impact worker performance, offering insightful viewpoints for leadership development and training programs targeted at the public health industry. Increased employee morale and fewer disagreements at work are associated with leaders who exhibit emotional stability, which is defined by resilience and poise under pressure.

ST. PAUL'S UNIVERSITY

2.3 Empirical Literature Review

The empirical review looks at earlier research on the connection between employee performance and the workplace environment. The methods, strategies, ideas, theoretical underpinnings, conclusions, and suggestions of earlier research are all noted in the review. When it comes to identifying research gaps and guiding a methodology for addressing them, the empirical review is crucial.

2.3.1 Physical Work Environment and Employee Performance

Premarathne and Kappagoda (2020) investigated how Sri Lankan employees' job performance was affected by their physical workspace. The sample consisted of 150 randomly selected apparel industry workers. Information was collected through a standardized survey. To investigate the connection between the physical workplace and worker job performance, the study used univariate, bivariate, and multivariate data analytic methodologies. The results showed that employee performance was significantly improved by the physical workplace and its related elements. The study concluded that raising worker performance and output requires better working circumstances. However, the research was conducted in a different context and did not examine the influence of the physical work environment on employee performance in the public health sector in Machakos County, which is the focus of the current study.

Saidu (2021) sought to determine how the physical workspace of the Central Bank of Nigeria's Jalingo Branch affected worker productivity. The study's population consisted of 70 persons. To create a 60-item sample frame, items were taken from each cadre using the probability sampling method. Information was gathered through a questionnaire, which was subsequently assessed and rated for reliability. The findings show that having a large physical workplace improves employee productivity. When the right equipment is available in the workplace, employee productivity rises. According to the study's findings, an environment of open communication at work increases employee productivity (Saidu, 2021). The influence of the physical workplace on employee performance was not conceptually addressed in the study.

Shaari, Sarip, and Ramadhinda (2022) investigated the possibility of a connection between worker performance and the physical workspace in Indonesian manufacturing firms. A quantitative survey was used to collect the data for this inquiry. The study comprised 187 participants in total. Pearson Correlation Analysis was used to examine the data in order to determine the relationship between the variables. The study's findings show a strong link between workers' performance and their physical workspace. The results of the study indicate that workers at the chosen company had positive perceptions of their physical workspace, indicating

ST. PAUL'S UNIVERSITY

that the company provides them with a comfortable place to work, which increases productivity.

2.3.2 Organizational Culture and Employee Performance

Ackon et al. (2024) explored how different forms of organizational culture affect the effectiveness of building projects in Ghana. The study used a census sampling approach and a descriptive cross-sectional research design. Standardized questionnaires were used to gather quantitative data from 375 medium-sized and large-sized construction companies. Both descriptive and inferential statistical techniques were used to examine the data. The findings indicated that market and hierarchy organizational cultures had a significant positive influence on construction project performance, whereas clan and adhocracy cultures showed no significant effect. Furthermore, the study established that the characteristics of external orientation, stability, and control associated with a hybrid market–hierarchy culture were the strongest predictors of project success. Nevertheless, because the study was carried out in developed nations, its conclusions cannot be applied to developing nations like Kenya (Ackon et al., 2024). As a result, the current study looked at how organizational culture affected worker performance in Machakos County's public health sector.

Alias et al. (2022) looked into how organizational culture affected worker engagement in a Malaysian manufacturing company. This study uses a quantitative methodology, collecting data via a self-administered survey. Out of the 190 respondents, data was successfully collected from 127 of them. Each participant received the questionnaire and data collection materials right away, and the study was conducted using version 23 of the Statistical Package for the Social Sciences (SPSS) program. The study discovered that corporate culture has an impact on employee engagement. The study came to the conclusion that in order to maintain a high level of employee engagement, firms need to give organizational culture enough consideration.

Lee, Chong, and Ramayah (2018) investigated the connection between business performance and organizational culture. Data for the study was gathered through a survey of 223 businesses affiliated with the Federation of Malaysian Manufacturers. To ascertain the relationships between organizational culture and business success,

ST. PAUL'S UNIVERSITY

the responses were examined using PLS-SEM. The results show that organizational culture has relatively little impact on business success among Malaysian enterprises. The research concluded that enhanced firm performance is more likely to result from the adoption of strategies aimed at nurturing and enhancing organizational culture.

Owino and Kibera (2020) assessed the impact of organizational culture and market orientation on performance in Kenya. The study's population consisted of microfinance institutions that belonged to Kenya's Association of Microfinance Institutions (AMFI). The study employed a descriptive cross-sectional survey technique using a structured questionnaire to gather primary data. We used regression analysis to test our hypotheses. The results demonstrate that organizational culture has a significant and positive impact on performance differences. According to the study, well-established industries with a diverse range of consumer preferences are more likely to benefit from organizational culture and market orientation in terms of performance.

2.3.3 Psychosocial Work Environment and Employee Performance

Oyewole and Popoola (2020) investigated how psychological variables affect library staff members' work performance in Nigerian federal institutions. A correlational survey approach was used in the study. The comprehensive enumeration procedure included all 195 library employees. A standardized questionnaire measuring self-concept, work-family conflict, job satisfaction, job stress, and the library workers' job performance scale was used to gather data for the study. The results showed a strong correlation between library staff performance, self-concept, work-family conflict, job satisfaction, and workplace stress. Specifically, the study established that each of these factors significantly influenced employees' job performance (Oyewole & Popoola, 2020). However, the study focused on library employees in federal institutions, making its findings context-specific. As a result, the current study's focus, the public health sector in Machakos County, may not directly benefit from its findings.

Koskei et al. (2021) looked at the connection between employee performance and the psychological surroundings of government offices in Nandi County, Kenya. An explanatory research design was employed. From the target sample of 240 ministry

ST. PAUL'S UNIVERSITY

employees in Nandi County, 144 employees were selected using stratified random selection. The first data was gathered via a methodical questionnaire. The study found that a pleasant psychological environment has a considerable influence on job performance. According to the study, employees' performance at government agencies is impacted by the psychological environment.

Wanjala (2021) investigated whether the socio-psychological environment affects teachers' dedication to their jobs in public elementary schools in Kenya's Mwatate Sub-County. The study, which employed a descriptive methodology, examined 315 educators and 63 principals from the 63 public primary schools in the area. Surveys were used to gather data, which was then examined using the proper descriptive statistics. The results showed a strong relationship between working conditions and job commitment. The study found that teachers' dedication to their jobs in public elementary schools was impacted by the socio-psychological environment.

Kagwi (2020) evaluated the potential impact of psychological elements on workers' performance at Nyeri County's Huduma Center. A descriptive study method was adopted to examine a group of 48 employees from Huduma Center-Nyeri County who were stationed at 21 operational desks along with one customer service desk. Information from the individuals was gathered via questionnaires. The findings demonstrated that workplace psychosocial aspects affect the success of individuals, businesses, sectors, and nations. Psychosocial aspects of the workplace were found to significantly affect the firms' performance.

ST. PAUL'S UNIVERSITY

2.3.4 Leadership Style and Employee Performance

Kebe, Kahl, and Liu (2024) assessed how transformational and transactional leadership styles affected employee performance differently during change projects in Sierra Leonean commercial banks. The study gathered information from 903 banking employees using a cross-sectional survey method. The study investigated the hypotheses using a structural equation model. The findings demonstrate that both transformational and transactional leadership styles have a significant impact on worker performance, with the latter having a bigger impact. Commercial banks should provide training programs that will improve leadership philosophies in order to encourage or inspire followers to demonstrate positive behaviour and dedication in order to accomplish company goals, according to the research findings.

Muhizan and Sopiah (2022) thoroughly examined the corpus of current literature in order to combine various research about the influence of leadership style on employee performance. The Preferred Reporting Items for Systematic Review and Meta-Analysis were used to create this document, which examines how company culture affects worker performance. The data gathering approach, which utilizes demographic, intervention, comparison, and outcome methodologies, relies on two resources: Google Scholar and the Wiley Online Library. After filtering 259 data using data inclusion criteria, 30 data that met the eligibility conditions were collected. We identified 45 hypotheses on leadership style and workforce performance. The study revealed that leadership styles influenced staff performance. The current study employed a descriptive research methodology as opposed to a comprehensive review of existing literature.

Ahmed, Hassan, and Ali (2024) looked at how leadership styles affected worker performance at Hormuud Telecom in Mogadishu, Somalia. A sample of 150 workers was used, with partial least squares (PLS) regression. The findings revealed that Autocratic Leadership (AL) had no obvious impact on employee performance, although Democratic Leadership (DL) and Transformational Leadership (TL) did. The results showed how crucial democratic decision-making and motivating leadership are to increasing worker motivation and output. The study found that various leadership ideologies had an effect on employee performance.

2.3.5 Employee Performance

Since it directly affects the accomplishment of strategic goals and the maintenance of competitive advantage, employee performance is a key factor in determining the success of a firm. Effective personnel are beneficial to organizations, but subpar performance can impede organizational growth and result in operational and financial difficulties. Enhancing employee performance is crucial for preserving competitiveness and guaranteeing long-term organizational success in today's fiercely competitive and dynamic business environment (Rahmah et al., 2022). Furthermore, achieving organizational objectives and improving overall effectiveness depend heavily on employee performance (Werdhiastutie et al., 2020). According to Nadya et al. (2022) and Rahmah et al. (2022), high-performing

ST. PAUL'S UNIVERSITY

workers boost productivity, enhance service and product quality, raise customer and staff happiness, and improve the company's reputation. Employee performance, according to Darvishmotevali and Ali (2020), is the degree to which people successfully carry out their designated tasks and obligations. It can be assessed using indicators such as work outcomes, efficiency, quality, initiative, and work attitude (Rahmah et al., 2022). While strong employee performance enhances organizational effectiveness and facilitates the attainment of organizational objectives, poor performance may result in reduced productivity and financial losses (Sitopu et al., 2021). Furthermore, consistently high levels of employee performance strengthen customer satisfaction, improve organizational image, and improve the quality of items and services delivered (Dianovi et al., 2022; Rohmalimna et al., 2022).

ST. PAUL'S UNIVERSITY

2.4 Summary of Literature Review and Research Gaps

Table 2.1

Summary of Literature Review and Research Gaps

Authors	Focus	Results	Research Gap	How the gap was addressed
Saidu (2021)	Effect of the physical workspace on workers' productivity at the Central Bank of Nigeria.	The findings demonstrated that a sizable physical workspace increases worker productivity, as does an environment with easily accessible, suitable equipment.	The study focused on employee productivity in one branch (Jalingo Branch) of the Central Bank of Nigeria	The current study addressed employee performance as the dependent variable
McGuire and McLaren (2020)	The relationship between call center employees' dedication and the physical surroundings.	The statistical study confirmed that employee well-being serves as a moderator in the link between the physical environment and employee commitment.	The researcher focuses on employee commitment rather than staff performance.	The current study addressed work place environment practices and employee performance
Koskei (2021)	Relationship between government ministries' employees' performance and the psychological environment.	The study's findings revealed that a pleasant psychological environment has a significant influence on job performance.	The research used an explanatory research design, and this might have led to unconclusive or biased results.	The current study used a descriptive correlational research design
Oyewole and Popoola (2020)	Psychosocial factors' effects on the performance of library employees.	The findings revealed a significant relationship between library staff members' work performance and independent variables (self-perception, work-family conflict, job happiness, and workplace stress).	The study focused on education institutions only	The current study focused on Public Health Sector at Machakos County
Premarathne (2020)	Physical environment's influence on worker performance in Sri Lanka's apparel industry	The results of the study demonstrated that the physical environment and its auxiliary factors had a favorable and noteworthy effect on workers' performance at work.	The study assessed garment sector	The current study focused on Public Health Sector at Machakos County
Owino and Kibera (2020)	Effect of organizational culture on the growth of microfinance institutions	The findings indicate that hierarchy and tribe are the most prevalent cultural typologies. The findings indicate that a significant source of sustained competitive advantage is organizational culture.	The study's concentration on microfinance organizations, as opposed to the public health system, poses a contextual restriction.	The current study focused on Public Health Sector at Machakos County

ST. PAUL'S UNIVERSITY

2.5 Conceptual Framework

A conceptual framework outlines the key objectives of a research study, illustrates the anticipated relationships among the study variables, and explains how these variables interact to produce logical and meaningful conclusions.

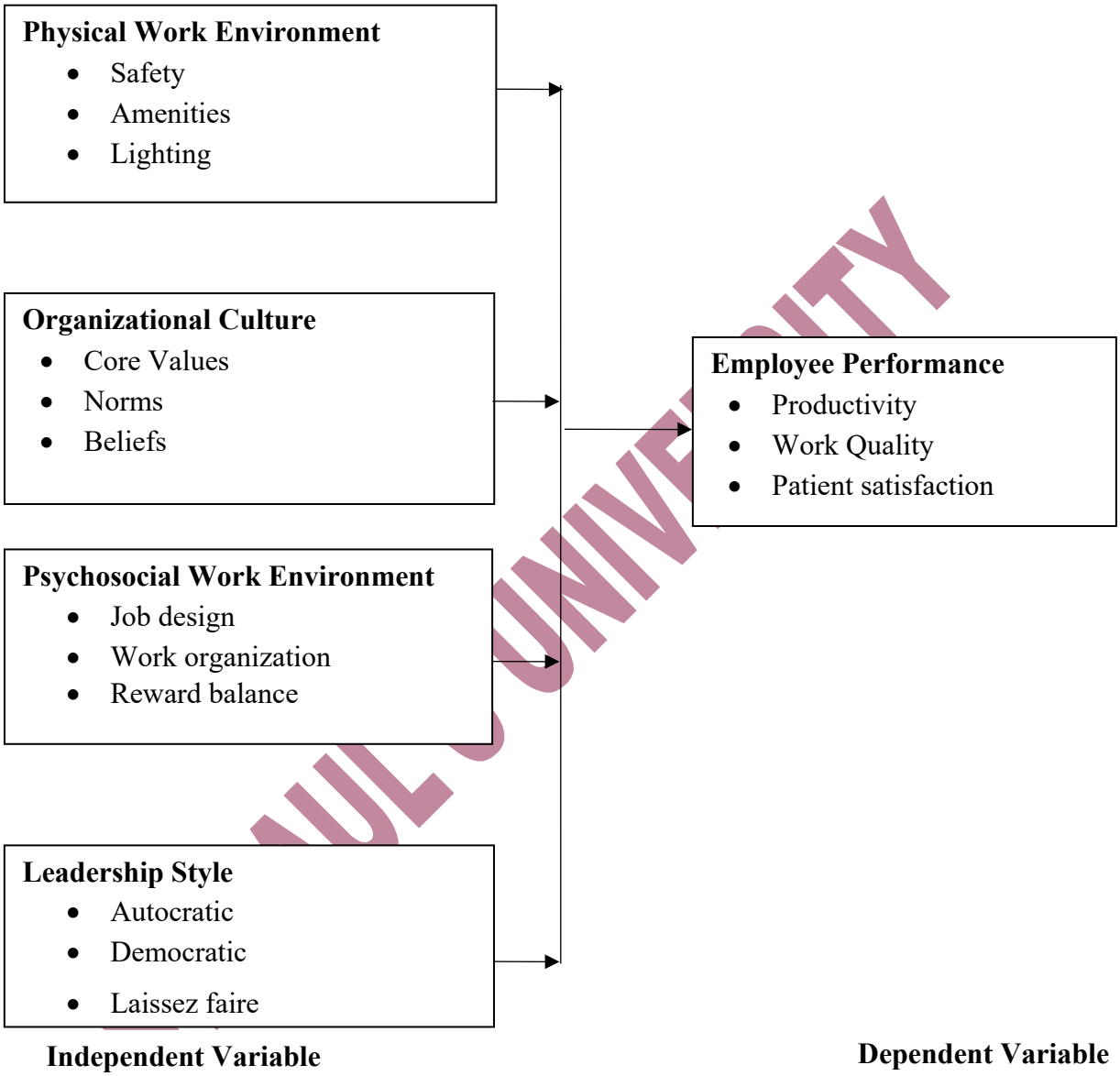


Figure 2. 1: Conceptual Framework

2.5.1 Physical Work Environment

The physical workspace encompasses components like ambient noise, office layouts that facilitate teamwork, ergonomic furnishings, lighting, indoor air quality, and other environmental practices that can impact comfort and working conditions. Arar and Oneren (2021) assert that the physical workspace significantly affects

workers' job satisfaction and productivity. The physical workspaces of the company are also areas that are organized or set up to support the company's objectives. According to Pusparani et al. (2023), a person's suitability for a job might be indicated by their physical workplace.

2.5.2 Organizational Culture

An organization's culture is a collective worldview that evolves over time and is hard to alter once it is established, according to Hardcopf et al. (2021). Organizational culture analysis has drawn a lot of attention in the scholarly literature because of its substantial influence on organizational performance and success (Carvalho et al., 2023). Expectations, experiences, philosophy, and values all influence an organization's culture. Organizational culture influences productivity and performance. It offers standards for punctuality, safety, product quality, and other environmental aspects.

2.5.3 Psychosocial Work Environment

The psychosocial dimension includes interpersonal connections, social dynamics, roles, support networks, and other psychosocial elements that may influence behaviour and development at work. In the workplace, the phrase psychosocial work environment explains how a person interacts with each component of the overall work environment (Thylefors, 2021). The elements include work responsibilities, corporate culture, interpersonal connections at work, and task design and content (Rugulies, 2020). The term "psychosocial" describes how people interact with their environment to experience development and shape who they are (Thylefors, 2021). The progression of cognitive and emotional development, along with overall well-being, is strongly associated with human connections.

2.5.4 Leadership Style

Leadership is a multifaceted process in which people motivate, direct, and organize others to accomplish common goals in a particular setting (Zhu, 2022). Recent research highlights that effective leadership develops from situational circumstances, organizational culture, and leader-follower interactions (Yayaha et al., 2022), contrary to earlier ideas that saw leadership as an intrinsic personal quality (Isiaka et al., 2017). Employee motivation, service delivery, and overall

ST. PAUL'S UNIVERSITY

organizational success are all significantly impacted by the leadership style employed in healthcare companies (Jimoh & Kee, 2022).

Effective leadership is essential for driving employee performance. By understanding the various leadership styles and their potential impact, organizations can select the most appropriate approach to motivate and empower their employees. To establish a comprehensive environment that encourages good performance, it's crucial to take into account additional elements like the company culture and work environment. The success of human resources and effective leadership styles are desperately needed in the globe today. A successful organization and the accomplishment of its goals can be achieved through an effective leadership style. Leadership is regarded as the newest and most modest method of managing employees and the firm.

2.5.5 Employee Performance

A worker's performance is determined by indicators like output quality, completion rate, and overall effectiveness, which show how well they execute their assigned tasks and responsibilities. Organizations understand that in order to maximize the potential of their human capital and ultimately help them achieve their goals, they must create an environment that supports and nurtures employee performance (Colquitt et al., 2021). Because it affects output, effectiveness, and efficiency, job performance is a critical component of an organization's success (Colquitt et al., 2021). It includes employee activities, behaviours and results that have a major influence on the attainment of organizational goals (Cameron & Quinn, 2021).

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methods, procedures, and strategies the researcher used to conduct the study. This study addressed validity and reliability, data collection techniques, research tools, target population, sampling strategy and sample size, research location, and research design.

3.2 Research Design

Research design refers to the overall framework or blueprint that guides the research process and outlines the procedures for achieving the study objectives (Wheeler, 2021). It provides a methodical approach to gathering, evaluating, and interpreting data to answer the research questions. A descriptive correlational research design was used in this study. According to Khan et al. (2023), descriptive correlational research seeks to describe existing conditions while examining the relationships among variables, thereby providing an accurate representation of the current state of the population under investigation. This study described behaviours, attitudes, attributes, and values using an approach that reduces bias while increasing the reliability of the information obtained (Khan, et. al., 2023).

3.3 Target Population

According to Spencer (2020), a population is the total set of components that a researcher seeks to examine in order to draw conclusions. The unit of analysis was Public Health Sector at Machakos County while the unit of observation was managerial staff from Machakos Level 5 and Level 4 hospitals, including hospital managers, medical superintendents, heads of sections, nursing officers and human resource officers, who were the respondents. The population, according to Spencer (2020), is the total number of instances or things from which an appropriate sample is selected for study. 1400 personnel selected from the management team, nursing and human resource departments were the study's target population in level 4 and 5 hospitals (Machakos Hospital Registry, 2025). This group of workers was selected because they are responsible for assessing workers' performance each fiscal year and, as a result, receive immediate input from workers on environmental elements that impact their work. Additionally, the group of nurses was selected because they

ST. PAUL'S UNIVERSITY

are most affected by understaffing and resignations, making them in a better position to provide input on how workplace conditions impact their performance.

Table 3.1

Target Population

Categories	Target population	Percentage (%)
Hospital Managers	4	0.4
Medical Superintendents	6	0.6
Head of Sections	390	28.0
Nursing Officers	1000	71.0
Total	**1400**	**100.0**

Source: (Machakos Level 5 Hospital Registry, 2025)

3.4 Sampling Design

3.4.1 Sampling Techniques

According to Khan et al. (2023), sampling technique is the process of developing methods for choosing subjects or individuals from a specific population to be included in the sample. The researcher used stratified sampling, which restricts possible samples from the less extreme by ensuring that all demographic groups are represented in the sample, to improve accuracy and efficiency (Lohr, 2021). Because the population has multiple strata, such as hospital managers, medical superintendents, heads of sections, and nursing officers, stratified sampling was employed.

3.4.2 Sampling Frame

A list or quasi-list of items from which a probability sample is taken is known as the sampling frame. Hospital managers, medical superintendents, heads of sections, and nursing officers at both hospital levels made up the sampling frame for this study (Machakos Level 5 Hospital Registry, 2025).

3.4.3 Sample Size

The sample size refers to the quantity of items selected from a population to serve as a representation of the entire population for drawing conclusions (Spencer, (2020). In this study, the sample size was calculated using the Taro Yamane formula. The formula can be expressed as $n = N/ 1+ N (e)^2$.

ST. PAUL'S UNIVERSITY

n = sample size

N = population size

e = margin of error (level of precision) = 0.05

$n = 1400/1+1400(e)^2$

n=1400/1401*0.0025

1400/3.5025

n=400

Table 3. 2

Sample Size Distribution

Categories	Target population	Sample size	Percentage%
Hospital Managers	4	1	0.4
Medical Superintendents	6	2	0.6
Head of Sections	390	111	28.0
Nursing Officers	1000	286	71.0
Total	**1400**	**400**	**100.0**

Source: (Machakos Level 5 Hospital Registry, 2025)

ST. PAUL'S UNIVERSITY

3.5 Data Collection Instruments

To collect important information, the researcher self-administered a standardized questionnaire. Due to its cost-effectiveness and ability to gather important data from a substantial portion of the target population, a structured questionnaire was used to permit the generalization of results. The questionnaire's design was centered on providing answers to research questions that further the study's objectives. Additionally, using Likert scale questioning techniques, respondents were asked to indicate how much they agreed with a statement or question. The questionnaire had five sections. Section I was used to gather general information. Sections II, III, IV, and V were used to gather information based on each research objective.

3.6 Data Collection Procedures

The researcher asked for authorization to gather data from studies conducted by the St. Paul's University School of Business and Leadership. Additionally, the researcher applied for a NACOSTI data collection permit using the data collection

authorisation letter. The researcher started gathering data after acquiring the two authorization letters. Prior to collecting data, the medical superintendents were contacted to obtain approval to visit the respective hospitals. The sampled hospitals received a letter asking them to reserve a time slot in advance for the data collection activity. Due to the hectic schedules, in order to cover the large study area and at the proper time (Khan & Best, 2012) that is characterised by primary schools, the researcher trained research assistants to assist in data collection. The researcher created rapport with the sampled participants to ensure that the purpose of the study was clearly understood. The questionnaires were administered on a drop-and-pick basis.

3.7 Validity and Reliability of Research Instruments

3.7.1 Validity of Research Instruments

Validity is the extent to which the collected data accurately reflects the variables in the research. This study evaluated construct validity, predictive validity, and content validity. Predictive validity refers to how effectively a scale or test score predicts criterion measure scores (Spencer, 2020). To increase content validity, the researcher carried out a thorough review of the literature and broad consultation. The study incorporated expert and supervisor perspectives to evaluate and enhance the instrument's predictive and construct validity.

According to Spencer et al. (2020), an instrument's validity is determined by how well it captures the abstract concept under study. One or more university supervisors who are subject matter experts in the pertinent disciplines discussed the questions and interview schedules in order to guarantee the instrument's content validity. In order to produce more accurate and significant data, the experts will thus peer-review the items and offer suggestions for changes (Spencer et al., 2020).

Validating instruments involves confirming that the tools and methodologies used to assess cybersecurity measure what they are intended to and provide reliable, consistent results. Principal component analysis is used in exploratory factor analysis (EFA) to demonstrate construct validity. Leech, Barrett, and Morgan (2015) define factor analysis as a technique for figuring out the study variables' significance. Items that are deemed to have fallen short of the goals are removed and excluded from the summary. The applicability of component analysis is further

ST. PAUL'S UNIVERSITY

supported by the KMO test for sample adequacy. According to Flick (2022), a KMO value evaluating sample adequacy of greater than 0.5 is considered adequate, whereas values less than 0.5 are considered insufficient. Content Validity Index (CVI) was adopted. The Content Validity Index (CVI) is a widely used psychometric metric that measures the extent to which subject matter experts agree that specific items in a survey, questionnaire, or test are relevant and representative of the construct being measured.

3.7.2 Reliability of Research Instrument

Creswell (2023) defines reliability as the degree to which a research tool consistently produces comparable data or results over several attempts. A reliability evaluation assesses the internal consistency of a survey; a tool is considered reliable if it can consistently measure a variable across time and produce consistent findings. It is essential to evaluate the calibre of the research tools being used during the course of a study. To achieve this, 10% of the sample participants took part in a pretest of the instrument, which allowed for validity and reliability checks of the questionnaire. By running a 10% pretest, the researcher can identify ambiguous questions, evaluate whether the participants interpret the prompt as intended, and catch logistical flaws in the interview format before investing time and resources into the broader sample group.

The Cronbach Alpha Coefficient test was used to evaluate the reliability of the research tools for each section. The correlation between the questions on the questionnaire was evaluated using the Cronbach Alpha Coefficient. Creswell (2023) and Khan et al. (2023) state that a threshold (cutoff) value of 0.7 and above is suitable.

ST. PAUL'S UNIVERSITY

3.8 Data Analysis and Presentation

Creswell (2023) describes data analysis as "the systematic organization, synthesis, and application of research data to test research hypotheses." Data analysis includes categorizing, arranging, altering, and summarizing the data as well as offering a logical explanation of them Creswell (2023). Creswell (2023) states that the goal of data analysis is to use suitable statistical approaches to organize, analyze, and interpret gathered data in order to find patterns, derive significant conclusions, and condense massive amounts of data into a manageable and intelligible format.

Quantitative data was analyzed using SPSS version 29 descriptive and inferential statistics were used to examine the gathered data. Descriptive analysis involved calculating frequencies and percentages for the demographic information of the respondents. Additionally, for independent and dependent variables, means and standard deviations were used. The inferential statistics that were employed include multiple regression analysis and correlation. This study employed the multiple regression model shown below. Multiple linear regression analysis was carried out using the following model.

$$Y = \beta 0 + \beta X_1 + \ \beta X_2 + \beta X_3 + \ \beta X_4 + \varepsilon$$

Whereby;

$\beta 0$ =is a constant term

Y= Employee Performance.

X_1 = Physical work environment

X_2 = Organizational culture

X_3 = Psychosocial work environment

X_4 = Leadership style

ε = is the error term

3.9 Diagnostic Tests

Determining whether or not the linear regression assumptions are satisfied is the goal of diagnostic testing. To make sure that the traditional linear regression model assumptions were not broken, diagnostic tests were carried out prior to equation estimation. To make sure that the regression analysis standards were not being broken, diagnostic tests such as multicollinearity, autocorrelation, heteroskedasticity, and normality were carried out.

3.9.1 Multicollinearity Test

The multicollinearity test assesses how well one independent variable may be reflected by the other independent variables. When one independent variable may be correctly represented by the other independent variables, this is known as multicollinearity (Creswell, 2023). Tolerance limitations and variance inflation factors (VIF) were also employed. VIF values can be used to quantify multicollinearity; values more than 10.00 indicate significant multicollinearity, while values less than 5.00 imply little concern. Any multicollinear variables were

ST. PAUL'S UNIVERSITY

eliminated from the study, and the collinear variable was substituted with a new measure.

3.9.2 Heteroskedasticity

When the variance of the residuals is uneven throughout a range of measured values, it is referred to as heteroskedasticity. Heteroskedasticity causes the residuals, or error term, to scatter unevenly when doing a regression analysis (Creswell, 2023). One of the most often used techniques for identifying heteroskedasticity is to plot a graph of the residuals. Visually, heteroskedasticity is present if the residual plot looks to have a fan or cone form.

3.9.3 Normality Test

A normality test is conducted to determine whether sample data are drawn from a population that follows a normal distribution (Khan et al., 2023). It assesses the assumption that the residuals of the dependent variable are normally distributed around the mean, which is a key requirement for many parametric statistical analyses. In this study, the Shapiro–Wilk test was employed to evaluate the normality of the data because it is sensitive to departures from normality resulting from skewness, kurtosis, or both. According to Creswell (2023), a Shapiro–Wilk significance value (p-value) greater than 0.05 indicates that the data do not significantly deviate from a normal distribution and can therefore be considered normally distributed.

3.10 Ethical Considerations

Ethics encompasses both the conduct of researchers during the course of their work as well as the standards of conduct. Creswell (2023) asserts that as researchers care about the well-being of others, they must be honest individuals who refrain from conducting research that could harm others or be used for personal benefit. A thorough description of the study's goals and methodology was provided to participants so they may choose whether or not to take part. This approach aligns with Pickard's (2013) emphasis on the importance of obtaining informed consent from participants, ensuring that they are completely aware of the study's goals prior to consenting to participate. As a result, participation in the study was entirely voluntary and no respondent was forced to do so. After obtaining Introduction letter from the university, the researcher obtained clearances and permits from ISERC

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

and the National Commission for Science, Technology, and Innovation (NACOSTI), among other relevant organizations and persons.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

The response rate, background data, descriptive and inferential conclusions, and more are covered in this chapter. The analyzed data was grouped under subjects that corresponded to the research objectives, and the results were displayed in tables.

4.2 Response Rate

Out of 362 of the 400 questionnaires issued to the study's sample size were completed and returned, resulting in a response rate of 90.5%, as shown in Table 4.1 above. According to Nachmias and Nachmias (2004), low response rates, which hardly ever exceed 50%, are a problem for survey research. They also suggest that a response rate of at least 50% is sufficient and provides a strong basis for data analysis.

Table 4.1

Response Rate

Response Status	Frequency (n)	Percentage (%)
Filled and returned	362	90.5
Unreturned	38	9.5
Total	**400**	**100**

Source: Research Data (2026)

ST. PAUL'S UNIVERSITY

4.3 Reliability Test Results

To determine the internal consistency and stability of the research instruments across the five study variables, a reliability analysis using Cronbach's Alpha (α) was carried out. Kothari (2012) advises that the Alpha value threshold be set at 0.7.

Table 4. 2

Reliability Test Results

Determinant	No of items	Cronbach's(α)	Verdict
Employee Performance	8	.920	Reliable
Physical Work Environment	6	.876	Reliable
Organizational Culture	6	.842	Reliable
Psychosocial Work Environment	6	.811	Reliable

Leadership Style	6	.800	Reliable

Source: Research Data (2026)

Employee Performance yielded the highest reliability coefficient (α=.920) across 8 test items, indicating an excellent level of consistency. This was followed by Physical Work Environment (α=.876) and Organizational Culture = (α=.842), both containing 6 items. The Psychosocial Work Environment construct demonstrated strong internal consistency with an alpha value of .811 for its 6 items, while Leadership Style presented the lowest, yet highly acceptable, reliability coefficient (α=.800) across 6 items. Because every single determinant returned an alpha value ranging between .800 and .920, the research instruments were deemed highly reliable for subsequent inferential statistical analysis, including correlation and regression modelling. High internal consistency was confirmed by the results, as shown in Table 4.2, which shows that all variables are above the generally recognized standard of70 recommended by Nunnally (1978).

4.4 Background Information

This study aimed to collect background information on the public health sector in Machakos County, including categorization, years of experience, education level, gender, and age.

4.4.1. Gender Distribution of the Respondents

The researcher's goal was to evaluate the gender distribution of the responses. Table 4.3 is a tabulation of the results.

Table 4. 3

Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	144	39.8
Female	218	60.2
Total	**362**	**100.0**

Source: Research Data (2026)

The study's findings showed that 60.2% of respondents were women and 39.8% of respondents were males. This suggests that women make up the majority of workers in Machakos County's public health sector.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

4.4.2 Age Brackets of the Respondents

The goal of the study was to determine the respondents' age distribution. Table 4.4 provides a summary of the findings.

Table 4. 4

Age Brackets of the Respondents

Age Brackets	Frequency	Percentage (%)
Below 25	72	19.9
25-35 years	72	19.9
36-45 years	144	39.8
Above 45 years	74	20.4
Total	**362**	**100.0**

Source: Research Data (2026)

The majority of responders (39.8%) were between the ages of 36 and 45. The percentage of people over 45 was 20.4%, while the percentage of people under 25 was 19.9%, which is similar to the percentage of people in the 25–35 age range. It follows that most of the workers in Machakos County's public health sector were older than 25.

4.4.3 Working Experience in the Public Health Sector

It was asked of the respondents how long they had been employed by the medical facility. The responses are shown in Table 4.5.

Table 4.5

Working Experience in the Public Health Sector at Machakos County

Work Experience	Frequency	Percentage (%)
Less than 1 year	36	9.9
1-3 years	144	39.8
3-5 years	73	20.2
More than 5 years	109	30.1
Total	**362**	**100.0**

Source: Research Data (2026)

Table 4.5 shows that 39.8% of the respondents had worked for their respective health institution for one to three years, 30.1% for more than five years, 20.2% for

ST. PAUL'S UNIVERSITY

three to five years, and 9.9% for nine years or less. These results suggest that the respondents were able to provide valuable information for the study because they had worked long enough and were aware of how workplace environmental practices affected employee performance in the Machakos County Public Health Sector.

4.4.4 Education Level

Respondents were asked to name their highest level of education. The results are shown in Table 4.6.

Table 4. 6

Education Level

Education Level	Frequency	Percentage (%)
Certificate/Diploma	217	60.0
Bachelor	108	29.8
Masters	37	10.2
Total	**362**	**100.0**

Source: Research Data (2026)

Findings indicate that 60% of the respondents had Certificate/Diploma, 29.8% had a university degree, and 10.2% had a master's degree. This suggests that the respondents were literate enough to interpret and respond to the objectives of the study conclusively.

4.5 Assumptions for Regression Analysis

4.5.1 Normality Test

The normality test determines if the data has a normal distribution, which is a necessary premise for many parametric statistical techniques, such as regression. To determine normalcy, the Shapiro-Wilk and Kolmogorov-Smirnov tests are used. The data is said to be regularly distributed if the Sig. value is higher than 0.05.

ST. PAUL'S UNIVERSITY

Table 4. 7

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**Df**	**Sig.**	**Statistic**	**df**	**Sig.**
Physical Work Environment	.064	288	.200*	.066	288	.101
Organizational Culture	.090	288	.106	.063	288	.100
Psychosocial Work Environment	.053	288	.061	.079	288	.080
Leadership Style	.040	288	.060	.041	288	.079
Employee Performance	.074	288	.067	.048	288	.081

a. Lilliefors Significance Correction

The results from Table 4.7 above show that the physical work environment, organizational culture, psychosocial work environment, leadership style, and employee performance all have Sig. values greater than 0.05 in both tests, indicating that the data for these variables have a normal distribution, allowing the use of parametric statistical techniques.

4.5.2 Homoscedasticity Test

The homoscedasticity test establishes if the variance of mistakes remains consistent across all levels of independent variables. Breusch-Pagan is widely used to test for heteroscedasticity, which implies non-constant variance. When the variance of mistakes is consistent, homoscedasticity is indicated by a Sig. value larger than 0.05.

Table 4. 8

Breusch-Pagan test

Chi-Square	**Df**	**Sig.**
2.353	1	.061

a. Dependent variable: Employee Performance

With a Sig. value of 0.061, the Chi-Square value is 2.353. It is possible to conclude that there is no substantial indication of heteroscedasticity in the data because the Sig. value is greater than 0.05. This suggests that the dependent variable, employee performance, is subject to the assumption of constant variance.

ST. PAUL'S UNIVERSITY

4.5.3 Multi-Collinearity Test

The multicollinearity test establishes whether the independent variables in a regression model have a substantial connection with one another. A strong correlation between predictors may lead to unreliable estimates. The Variance Inflation Factor (VIF) and Tolerance are commonly used to test for multicollinearity. A tolerance value of less than 0.1 or a VIF value more than 10 suggests possible multicollinearity.

Table 4. 9

Multicollinearity test

	Tolerance	**VIF**
Physical Work Environment	0.635	1.574
Organizational Culture	0.355	2.813
Psychosocial Work Environment	0.788	1.269
Leadership Style	0.342	2.926

The VIF and tolerance values range from 1.269 to 2.926 and 0.342 to 0.788, respectively, as shown in Table 4.9 above. Since all VIF values are less than 10 and tolerance values are greater than 0.1, it can be concluded that there is no significant multicollinearity among the independent variables.

4.6 Descriptive Statistics Results

This section describes the independent (physical work environment, organizational culture, psychosocial work environment, leadership style) and dependent (employee performance) factors of the research.

4.6.1 Influence of Physical Work Environment on Employee Performance

Respondents were asked to rate their agreement with the claims on the impact of the physical workplace on employee performance. Table 4.10 shows the outcomes.

ST. PAUL'S UNIVERSITY

Table 4. 10

Descriptive Statistics Results of Physical Work Environment

Statement Percentage (%)	SD (%)	D (%)	U (%)	A (%)	SA (%)	M	SD
The way the office furniture is arranged allows me to work effectively.	6% (21)	3% (10)	17% (61)	31% (111)	44% (159)	4.41	.58
I can work effectively because the office has enough workspace.	-	8% (29)	10% (36)	49% (178)	33% (119)	4.18	.75
Natural light and additional lighting at work help me work more productively and with less eye strain.	1% (4)	4% (14)	13% (47)	65% (235)	17% (62)	3.98	.72
Amenities in the workplace help me focus better.	7% (25)	28% (100)	35% (126)	24% (86)	7% (25)	3.94	.68
Noise levels in the office are low, which helps me do my work effectively.	3% (10)	44% (159)	17% (61)	19% (71)	17% (61)	4.14	.74
Offices have sound proof materials to avoid distractions from noise and that increases my performance.	1% (4)	4% (14)	13% (46)	65% (235)	17% (61)	3.88	.88
Overall Mean						**4.09**	**0.72**

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is the physical workplace. The goal of the investigation was to prove the assertion. As a result, the respondents had to score their answers on a Likert scale of 1 to 5, where 5 represented very agree, 4 represented agree, 3 represented undecided, 2 represented disagree, and 1 represented strongly disagree. According to the research in table 4.11 above, the majority of respondents with the highest scores (M=4.41, SD=0.58) concurred that I can work efficiently because of the arrangement of the office furniture. This was closely followed by I can work effectively because the office has enough workspace (M=4.18, SD=0.75). Additional respondents concurred that noise levels in the office are low, which helps them do their work effectively (M=4.14, SD=0.74), and natural light and additional lighting at work help them work more productively

ST. PAUL'S UNIVERSITY

and with less eye strain. (M=3.98,SD= 0.72). Amenities in the workplace help me focus better (M=3.94,SD=0.68).This finding agrees with Saidu (2021) findings show that having a large physical workplace improves employee productivity. When the right equipment is available in the workplace, employee productivity rises. An environment of open communication at work increases employee productivity, according to the study's findings (Saidu, 2021). The study did not conceptually explore how the physical workplace affects worker performance. Based on the data provided, the average mean score of 4.09 (with a standard deviation of 0.72) indicates that the physical work environment has a highly positive and strong influence on employee performance.

4.7 Influence of Organizational Culture on Employee Performance

The respondents were asked to rate their level of agreement with the organizational culture statements. Table 4.11 below shows the results.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Table 4.11

Descriptive Statistics Results of Organizational Culture

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	**(%)**	**(%)**	**(%)**	**(%)**	**(%)**		
The workplace values have contributed to organizational effectiveness by promoting positive behaviours	6% (21)	32% (114)	24% (86)	21% (76)	18% (65)	3.62	.82
The workplace values have impacted interactions with colleagues, approach to work, and commitment to the organization.	28% (101)	38% (136)	13% (47)	11% (39)	11% (39)	3.80	.64
The workplace norms have shaped the work environment and the way things are done.	7% (25)	11% (39)	18% (67)	50% (181)	14% (50)	4.00	.76
The workplace norms dictate acceptable and unacceptable behavior within the workplace.	4% (14)	17% (62)	1% (4)	49% (177)	29% (105)	3.91	.80
At my workplace beliefs have helped in creating a sense of shared identity and culture	-	19% (69)	22% (79)	33% (119)	25% (95)	3.85	.84
At my workplace beliefs have guided employees' actions and interactions, ensuring consistency and alignment with organizational goals.	1% (4)	4% (14)	13% (47)	65% (235)	17% (62)	4.20	.60
Overall Mean/Std. Dev.						**3.91**	**0.74**

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is organizational culture. The respondents were therefore required to rate their responses on a Likert scale of 1 to 5, with 5

ST. PAUL'S UNIVERSITY

denoting extremely agree, 4 denoting agree, 3 denoting undecided, 2 denoting disagree, and 1 denoting strongly disagree. According to the research in table 4.12 above, every respondent in the category agreed that: At my firm, beliefs have affected workers' interactions and activities, ensuring consistency and alignment with corporate goals (M=4.20, SD=0.60). The workplace norms have shaped the work environment and the way things are done (M=4.00, SD=0.76). The workplace norms dictate acceptable and unacceptable behavior within the workplace (M=3.91, SD=0.80). At my workplace beliefs have helped in creating a sense of shared identity and culture (M=3.85, SD=0.84), and the workplace values have impacted interactions with colleagues, approach to work, and commitment to the organization. (M=3.80, SD=0.64). The workplace values have contributed to organizational effectiveness by promoting positive behaviours (M=3.62, SD=0.82). The result is consistent with Ackon et al. (2024) revealed that, while clan and adhocracy cultures have no substantial effect on building project performance, market and hierarchy culture types do. In addition, the research found that, in contrast to other cultural clusters, the characteristics of external direction, stability, and control within a hybrid market-hierarchy culture were the strongest indicators of project success. An average mean score of M = 3.91 with a standard deviation of SD = 0.74 on a typical 5-point Likert scale indicates that organizational culture has a strong, positive influence on employee performance, with high consensus among respondents.

4.8 Influence of Psychosocial Environment on Employee Performance

Regarding the psychosocial environment and employee performance, the respondents were asked to indicate how much they agreed with the allegations. Table 4.12 displays the results.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Table 4. 12

Descriptive Statistics Results for Psychosocial Environment

Statement Percentage (%)	SD (%)	D (%)	U (%)	A (%)	SA (%)	M	SD
My manager supports open communication and allows me to air my grievances.	7% (25)	3% (10)	7% (25)	47% (170)	36% (132)	4.11	.69
At my workplace management provide feedback on my performance	6% (21)	21% (76)	25% (91)	28% (102)	20% (72)	4.16	.72
I am a good team player and collaborate effectively with other colleagues at my work place.	1% (4)	8% (29)	10% (36)	57% (206)	24% (87)	3.84	.70
I communicate effectively with my team members at my workplace	6% (21)	10% (35)	64% (234)	14% (51)	6% (21)	3.74	.72
At work, tasks and responsibilities are well-defined, allowing me to do my obligations as needed.	7% (25)	-	10% (36)	44% (160)	39% (141)	4.68	.53
At hospital we support each other as colleagues in managing workload and personal issues.	7% (25)	11% (39)	18% (67)	50% (181)	14% (50)	4.45	.62
Overall Mean/ Std. Dev.						**4.16**	**0.66**

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is the psychosocial environment. The respondents were therefore required to rate their responses on a Likert scale ranging from 1 to 5, with 5 denoting strong agreement, 4 denoting agreement, 3 denoting undecided, 2 denoting disagreement, and 1 denoting significant disagreement.

The majority of respondents concurred that tasks and responsibilities at work are clearly defined, enabling me to fulfill my obligations as needed (M=4.68, SD=.53). This was closely followed by the fact that coworkers at the hospital assist one another in handling personal matters and workload (M=4.45, SD=.62). At my

ST. PAUL'S UNIVERSITY

workplace management provide feedback on my performance (M=4.16, SD=.72). My manager supports open communication and allows me to air my grievances (M=4.11, SD=.69), and I am a good team player and collaborate effectively with other colleagues at my work place (M=3.84, SD=.70). Oyewole and Popoola (2020) found a significant relationship between the independent variables (self-perception, work-family conflict, job satisfaction, and workplace stress) and library personnel' performance. Stress, work-family conflict, job satisfaction, and self-concept have all been found to have a significant influence on library staff' performance in their roles. An average mean score of M = 4.16 with a standard deviation of SD = 0.66 indicates that the psychosocial environment has a highly positive and consistent impact on employee performance.

4.9 Influence of Leadership Style on Employee Performance

The respondents were asked to rate their level of agreement with the statements on leadership style and staff performance. The findings are shown in Table 4.13.

Table 4. 13

Descriptive Statistics Results of Leadership Style

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	**(%)**	**(%)**	**(%)**	**(%)**	**(%)**		
My supervisor shows concern for employee well-being, creating a positive environment.	7% (25)	3% (11)	7% (25)	47% (170)	36% (130)	4.41	.66
My supervisor inspires vision, fosters purpose, builds competence, and boosts innovation	6% (21)	21% (76)	25% (90)	35% (126)	20% (72)	4.11	.86
My supervisor involves employees in decisions, increasing engagement and job satisfaction.	1% (4)	8% (30)	10% (36)	57% (206)	24% (87)	3.96	.68
Delegation of responsibilities empowers me to perform better.	6% (21)	10% (36)	65% (235)	14% (50)	6% (21)	3.80	.66
My supervisor sets clear goals, encourages independence, and uses reward systems effectively.	7% (25)	-	10% (36)	44% (159)	39% (141)	3.35	.73
My supervisor focuses on developing and empowering employees, prioritizing their needs.	7% (25)	11% (39)	18% (65)	50% (181)	14% (50)	3.53	.82
Overall Mean/ Std. Dev.						**3.86**	**0.73**

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is leadership style. As a result, the

ST. PAUL'S UNIVERSITY

respondents had to score their answers on a Likert scale from 1 to 5, where 5 represented strong agreement, 4 represented agreement, 3 represented undecided, 2 represented disagreement, and 1 represented strong disagreement. Table 4.13's analysis reveals that most respondents concur that their supervisor fosters a pleasant work environment by showing care for the well-being of their employees (M=4.41, SD=0.66). My supervisor inspires vision, fosters purpose, builds competence, and boosts innovation (M=4.11, SD=0.86). My supervisor involves employees in decisions, increasing engagement and job satisfaction (M=3.96, SD= 0.68). Delegation of responsibilities empowers me to perform better (M=3.80, SD=0.66). My supervisor focuses on developing and empowering employees, prioritizing their needs (M=3.52, SD=.82). According to Ahmed, Hassan, and Ali (2024), Democratic Leadership (DL) and Transformational Leadership (TL) had a clear effect on worker performance, whereas Autocratic Leadership (AL) did not. The findings showed how crucial democratic decision-making and motivating leadership are to increasing worker motivation and output. The research claims that a number of leadership ideologies have an influence on worker performance. Based on standard statistical reporting, an average mean (M = 3.86) and standard deviation (SD = 0.73) on a typical 5-point Likert scale indicate that leadership style has a moderately strong, positive, and consistent influence on employee performance.

4.10 Employee Performance

Survey participants were asked to rate their level of agreement with the statements on employee performance. The findings are shown in Table 4.14.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Table 4. 14

Descriptive Statistics for Employee Performance

Statement Percentage (%)	SD (%)	D (%)	U (%)	A (%)	SA (%)	M	SD
Our organization assesses how employees perform the core functions and responsibilities of their role.	1% (4)	3% (11)	13% (47)	64% (231)	19% (69)	3.55	.69
Our organization evaluates how employees meet their set objectives, which should align with overall organizational goals.	7% (25)	31% (112)	17% (61)	26% (94)	19% (68)	3.87	.88
Our organization rewards efficiency with which an employee completes tasks and produces work, often measured by output per hour or time taken to complete tasks.	1% (4)	8% (29)	10% (36)	57% (206)	24% (87)	2.83	.95
My productivity at the hospital has improved due to good relationship with managers and co-workers	6% (22)	10% (36)	65% (235)	14% (51)	6% (22)	2.83	.95
Our organization evaluates the output, which can be measured through customer satisfaction or other quality indicators.	7% (25)	-	10% (36)	44% (159)	39% (141)	2.85	.96
Our organization recognizes and rewards strong performance can boost employee morale and engagement.	-	8% (29)	10% (36)	49% (178)	33% (119)	2.84	.93
Performance management ensures that individual contributions align with and support the organization's broader objectives.	1% (4)	4% (14)	13% (47)	65% (235)	17% (62)	2.84	.93
Our customers are satisfied with our services	7% (25)	27% (100)	35% (126)	24% (86)	7% (25)	3.25	.68
Overall Mean/Std. Dev.						**3.11**	**0.87**

ST. PAUL'S UNIVERSITY

Source: Research Data (2026)

The majority of respondents who earned the highest mean score of 3.87 and a standard deviation of 0.88 agreed that the firm evaluates how effectively employees achieve their goals, which should be consistent with the organization's overall objectives, according to the study in table 4.10. Those who agreed that the organization assesses how workers fulfill the fundamental responsibilities and duties of their jobs came in second with a mean score of 3.55 and a standard deviation of 0.69. The majority of respondents who earned the highest mean score of 3.87 and a standard deviation of 0.88 agreed that the firm evaluates how effectively employees achieve their goals, which should be consistent with the organization's overall objectives, according to the study in table 4.10. An Employee Performance average score of 3.11 with a Standard Deviation (SD) of 0.87 indicates that the typical employee rating sits slightly above the midpoint of your scale, with a moderate amount of variation among individual scores.

4.11 Correlation Analysis

This part of the study presents regression, analysis of variance, and coefficient of determination results.

4.11.1 Relationship between Independent Variables

This section shows the link between the independent and dependent variables.

ST. PAUL'S UNIVERSITY

Table 4. 15

Relationship between Independent Variables

Correlations

		Employee Performance	Physical work environment	Organizational culture	Psychosocial work environment	Leadership style
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	362				
Physical work environment	Pearson Correlation	.389**	1			
	Sig. (2-tailed)	.000				
	N	362	362			
Organizational culture	Pearson Correlation	.202**	.636**	1		
	Sig. (2-tailed)	.000	.000			
	N	362	362	362		
Psychosocial work environment	Pearson Correlation	.529**	.559**	.567**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	362	362	362	362	
Leadership style	Pearson Correlation	.648	.537**	.551**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	362	362	362	362	362

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

- **Correlation is significant at the 0.000 level (2-tailed).**

Source: Research Data (2026)

The findings in Table 4.15 demonstrate that there is a positive correlation (average strength of 38.9%) between employee performance in the Machakos County Public

Health Sector and the physical work environment at the significant 0.05 level. The same findings show a positive correlation of 20.2% between organizational culture and employee performance in Machakos County's public health sector at a significant 0.05 level. The results continue to show that employee performance in the public health sector at Machakos County is positively correlated with the psychosocial work environment at a significant 0.05 level, but with an average strength of 52.9%. The findings postulate that there is a strong positive correlation between leadership style and employee performance in the Public Health Sector at Machakos County at a significant 0.05 level; the strength is average at 64.8%.

4.11.2 Relationship between Workplace Environmental Practices and Employee Performance

This section shows the degree of relationship between dependent and independent variables.

Table 4. 16

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.481	.509

a. Predictors: (Constant), Physical Work Environment, Organizational Culture, Psychosocial Work Environment, Leadership Style

b. Dependent Variable: Employee Performance.

Source: Research Data (2026)

Referring to Table 4.16, the study establishes the R2 to be 0.487 implying that 48.7%, of employee performance in the Public Health Sector at Machakos County is explained by physical work environment, organizational culture, psychosocial work environment and leadership style leaving 51.3% unexplained. This suggests that the entire regression has a high degree of explanatory power. Therefore, in addition to the physical work environment, organizational culture, psychological work environment, and leadership style, future researchers should investigate additional aspects (51.3%) that impact employee performance in the public health

sector at Machakos County. These results also support the claim made by Hitt, Ireland, and Hoskisson (2013) that the physical workplace, organizational culture, psychosocial workplace, and leadership style provide the opportunity to explore competitive opportunities and then allocate resources to initiatives that will shape the competitive advantages the business will need to succeed in the future.

Table 4. 17

Relationship between Independent Variables

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.789	4	21.947	84.564	.000[b]
	Residual	92.654	357	.260		
	Total	180.443	361			

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Physical Work Environment, Organizational Culture, Psychosocial Work Environment, Leadership Style

Source: Research Data (2026)

The probability value of $p<0.00$ indicates that the regression relationship was very significant in predicting the effects of organizational culture, psychological work environment, physical work environment, and leadership style on employee performance in the public health sector in Machakos County.

Table 4. 18

Relationship between Workplace Environmental Practices and Employee Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.272	.247		-1.098	.273
	Physical work environment	.239	.064	.195	3.751	.000
	Organizational culture	-.436	.066	-.347	-6.596	.000
	Psychosocial work environment	.199	.091	.135	2.194	.029
	Leadership style	.849	.081	.631	10.432	.000

a. Dependent Variable: Employee Performance

Source: Research Data (2026)

The t-test was used to determine the significance of each predictor variable. In particular, leadership style has the most beneficial impact on employee

performance, followed by the physical work environment, psychological work environment, and organizational culture.

The results presented in Table 4.18 indicate that, when leadership style, physical work environment, psychosocial work environment, and organizational culture were considered simultaneously, the regression constant was −0.272. The findings further showed that a one-unit increase in the physical work environment, while holding the other independent variables constant, was associated with a 0.239-unit increase in employee performance in the public health sector in Machakos County. Similarly, a one-unit improvement in the psychosocial work environment resulted in a 0.199-unit increase in employee performance, whereas a one-unit increase in leadership style was associated with the greatest improvement in employee performance, with a coefficient of 0.849. In contrast, a one-unit increase in organizational culture was associated with a 0.436-unit decrease in employee performance, holding all other variables constant, as indicated by its negative regression coefficient ($\beta = -0.436$). The findings reveal that leadership style, physical work environment, psychosocial work environment, and organizational culture were individually statistically significantly related to employee performance (p-value <).

ST. PAUL'S UNIVERSITY

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study summary, conclusion, and suggestions based on the study's findings and interpretations. The researcher also offers recommendations for future research. The chapter concludes with recommendations for how the research findings may affect practice and policy.

5.2 Summary of the Findings

The study examined the effect of workplace environmental practices on employee performance in the Public Health Sector at Machakos County. The study was guided by the following variables as the research objectives: physical work environment, organizational culture, psychosocial work environment, leadership style and employee performance in the Public Health Sector at Machakos County. The research was guided by the balanced scorecard model, Maslow's Hierarchy of Needs Theory, Upper Echelons Theory, and Spillover Theory. The anchor theory was Upper Echelons Theory. The conceptual framework, which indicated the interrelationships between the independent and dependent parameters, was presented. The study employed a descriptive correlational research design because of its appropriateness to the researcher in obtaining content that explains the present situation by asking one about their views, attitudes, behaviour and values. The research tools were tested and retested to enhance their reliability. Validity was assured by seeking advice from university supervisors. Stratified random sampling was used to sample respondents. Data analysis was done using SPSS Software version 29 because of its effectiveness and efficiency in analyzing large amounts of data. Findings based on each objective are summarized in the subsequent subsections. The study's conclusions are summarized as follows:

ST. PAUL'S UNIVERSITY

5.2.1 Physical Work Environment

The results showed that the majority of respondents concurred that employee performance is significantly impacted by the physical environment. The study also discovered a statistically significant strong positive association between worker performance and the physical workplace. The study also showed that variations in employee performance are influenced by the physical environment. The result

therefore shows that worker performance in the public health sector in Machakos County depends on the physical workplace.

5.2.2 Organizational Culture

The second objective of the study was to ascertain the relationship between organizational culture and employee performance in the public health sector in Machakos County. According to the study, employee performance and company culture were positively and significantly correlated. Research has shown that corporate culture has a significant impact on worker performance, and practitioners generally concur.

5.2.3 Psychosocial Work Environment

The third objective of the study was to ascertain the relationship between psychological work environment and employee performance in the public health sector in Machakos County. The study demonstrated how the psychosocial work environment affects worker performance in Machakos County's public health sector by maintaining a strong, favourable, but relatively small impact on overall production.

5.2.4 Leadership Style

Determining the relationship between leadership style and employee performance in Machakos County's public health sector was the study's fourth goal. The study demonstrated how leadership style affects worker performance in Machakos County's public health sector. The results showed that most people agreed that leadership style has an impact on worker performance. Additionally, the results showed that employee performance and leadership style had a strong, statistically significant beneficial link. As a result, the study demonstrates how crucial leadership style is to raising staff performance.

5.3 Conclusions

The study comes to the conclusion that employee performance is positively and significantly impacted by a physical work environment that is safe, comfortable, and ergonomic. Key factors like lighting, temperature, noise control, and furniture layout directly affect productivity, job satisfaction, and employee well-being. Poorly designed workplaces increase errors and reduce productivity. Additionally,

ST. PAUL'S UNIVERSITY

the study indicates that company culture has a significant positive effect on worker performance, ultimately encouraging output, commitment, and long-term success. Strong cultures boost performance-driven behaviours, encourage innovation, and increase employee engagement. The result is consistent with Ackon et al. (2024) which revealed that, while clan and adhocracy cultures have no substantial effect on building project performance, market and hierarchy culture types do. In addition, the research found that, in contrast to other cultural clusters, the characteristics of external direction, stability, and control within a hybrid market-hierarchy culture were the strongest indicators of project success.

The study concluded that a positive psychosocial work environment characterized by high social support, role clarity, autonomy, and low stress significantly increases employee performance, productivity, and retention. Conversely, negative psychosocial factors like high job demands, bullying, and low support lead to higher production loss, increased absenteeism, and lower organizational performance. This finding agrees with Saidu's (2021) findings, which showed that having a large physical workplace improves employee productivity. When the right equipment is available in the workplace, employee productivity rises. An environment of open communication at work increases employee productivity, according to the study's findings (Saidu, 2021). Leadership styles directly impact employee performance, with transformational and democratic approaches yielding the highest positive results by fostering motivation, innovation, and engagement. Effective leadership, tailored to the situation, reduces turnover and increases productivity, while rigid, purely autocratic styles often lead to lower performance. According to Ahmed, Hassan, and Ali (2024), Democratic Leadership (DL) and Transformational Leadership (TL) had a clear effect on worker performance, whereas Autocratic Leadership (AL) did not. The findings showed how crucial democratic decision-making and motivating leadership are to increasing worker motivation and output. The research claims that a number of leadership ideologies have an influence on worker performance. The findings suggest that the Trait theory of leadership contributes to leadership styles by helping to identify, select, and develop specific personal characteristics that naturally shape how a leader behaves and interacts with their team

ST. PAUL'S UNIVERSITY

5.4 Recommendations

Public Health Sector at Machakos County should invest in ergonomic equipment and comfortable furniture to enhance productivity. Improving lighting and temperature control is essential to enhancing employee productivity and reducing fatigue. A safe working environment with adequate facilities not only boosts productivity but also improves employees' mental health. Public Health Sector at Machakos County should consciously build a culture that rewards performance and fosters a sense of purpose. Leadership must foster a collaborative environment and promote innovation. Clear communication of organizational goals, values, and expectations improves performance. Providing opportunities for employee development supports a positive culture that drives high performance.

Leaders in the Public Health Sector at Machakos County should adopt coaching, mentoring, and training to foster growth and improve performance. Clear communication and feedback from leaders significantly boost employee performance. Companies should empower employees through a mix of support, clear direction, and independence, rather than focusing solely on control. Public Health Sector at Machakos County should invest in management programs that promote supportive, transformational, or participative leadership styles, as these directly translate to higher employee output. The management of the Public Health Sector at Machakos County should encourage the use of 360-degree reviews to assess how leadership behaviours impact team morale and performance, and provide targeted coaching to managers with low scores.

5.5 Suggestion for Further Studies

The adjusted R-square degree of variation was 0.481, according to the overall model summary. This suggests that 48.1% of the study variables were addressed. As a result, the researcher suggests that additional research investigate the remaining 51% of the elements that affect employee performance in addition to organizational culture, psychological work environment, physical work environment, and leadership style.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

REFERENCES

Abdulkhaliq, S. S., & Mohammadali, Z. M. (2019). The Impact of Job Satisfaction on Employees Performance: A Case Study of Al Hayat Company—Pepsi Employees in Erbil, Kurdistan Region—Iraq. *Management and Economics Review*, *4*(3), 163-176. https://doi.org/10.24818/mer/2019.12-07

Ackon, F., Kheni, N., Mensah, J. & Barajei, C. (2024). Effects of Organizational Culture Types on Construction Project Performance: A Competing Values Framework Approach in Ghanaian Perspective. *African Journal of Empirical Research, 5*(1), 1850-1858. 10.51867/ajernet.5.4.154.

Agbozo, G., Owusu, I., & Atakorah, Y. (2020). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management, 5*(1), 12-18.

Ahmed, H., Mohamud, I., Hassan, M., A. & Ali M. (2024). Impact of Leadership Styles on Employee Performance in Hormuud Telecom, *Mogadishu, Somalia International Journal of Organizational Leadership, 13*(2), 632-647.

Akacho, E.N. (2014). *Factors influencing the provision of Health care service delivery in Kenya* (Unpublished Master's Thesis), University of Nairobi.

Al-Anzi, N. M. (2021). *Workplace Environment and its Impact on Employee Performance*. New Delhi: New Age Limited.

Alias, N. E., Othman, R., Romaiha, N. R., & Hakim-Abu, A. N. H. (2022). The Effects of Organizational Culture on Employee Engagement: A Malaysian Manufacturing Company's Perspective. *International Journal of Academic Research in Business and Social Sciences, 12*(7), 1733 – 1745.

Al-Qudah A. A., Al-Okaily M. & Alqudah H. (2022). The relationship between social entrepreneurship and sustainable development from economic growth perspective: 15 'RCEP' countries. *Journal of Sustainable Finance & Investment, 12*(1), 44–61.

Arar, T., & Öneren, M. (2021). Role of Emotional Intelligence and Work-Life Balance in Relationship between Workplace Happiness and Perceived Performance in Academic Setting. *Ege Academic Review, 21*(4), 391-406. https://doi.org/10.21121/eab.1015653.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Audiana, A. (2022). The mediating role of perceived organizational support in the relationship between high performance work system and employee well-being at XYZ Hospital, South Jakarta. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal), 5*(2), 8679–8689.

Bell, E. E. (2021). Investigating, across generations, how employees see their workplace. *Performance Improvement, 47*(9), 35-45.

Caillier, J. G. (2021). Factors Affecting Job Performance in Public Agencies. *Public Performance and Management Review, 34*(2), 139-165.

Cameron, K.S. & Quinn, R.E. (2021). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*: Jossey-Bass. 3rd edition.

Carvalho, P., & Alves, H. (2023). Customer value co-creation in the hospitality and tourism industry: a systematic literature review. *International Journal of Contemporary Hospitality Management*, *35*(1), 250-273.

Chen, S. T., & Haga, K. Y. A. (2022). The influence of differential leadership and proactive personality on employee in-role performance: An integrated model. *Frontiers in Psychology*, *13*, 978495.

Cheng Y, et al. (2022) Phase transition and remodeling complex assembly are important for SS18-SSX oncogenic activity in synovial sarcomas. *Nat Commun* 13(1):2724

Chotikamankong, K. (2019). Using WBL as ODI to improve work environment and well-being of employee. *International Research E-Journal on Business and Economics, 3*(1), 1-17

Colquitt, Jasson, A., Dame, & Lepine, J. A. (2021). *Organizational Behavior Improving Performance and Commitment in the Workplace*. McGraw-Hill.

Creswell, J.W. & Creswell, J.D. (2023). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. Sage Publications Ltd.

Darvishmotevali, M. & Ali, F. (2020). Job insecurity, subjective well-being and job performance: the moderating role of psychological capital, *International Journal of Hospitality Management,* 87(1), 102-262.

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. Berlin Springer Science & Business Media.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Dianovi, A., Siregar, D., Mawaddah, I., & Suryaningsih, S. (2022). Guidance and Counselling in Education. *World Psychology,1*(2), 27–35. https://doi.org/10.55849/wp.v1i2.95

Faez, F., Hamdan, A., & Abdulrasool, F. (2023). The impact of workplace environment on the employee's performance. In *Emerging trends and innovation in business and finance*. Singapore: Springer Nature Singapore.

Gamage, A. & Wickramaratne, W.P.R. (2021). Quality of life and quality of work life as determinants of employee productivity: self-reports of tea harvesters in Sri Lanka. *Emerging Markets Journal*, *11*(1), pp.55-56. https://emaj.pitt.edu/ojs/index.php/emaj/article/view/217/407.

Gensler, E. (2016). *Workplace Survey Reveals Workplace Secrets of the Most Creative and Innovative Companies*.

Hackman, J.R. & Oldham, G.R. (1976). Motivation through the Design of Work: Test of a Theory. *Organizational Behavior and Human Performance*, *16*(2), 250-279.

Hambrick, D.C. & Mason, P.A. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers. *Academy of Management Review, 9* (2), 193-206.

Hambrick, D.C. (2007). Upper Echelons Theory: An Update. *Academy of Management Review, 32* (2), 334-343.

Hambrick, D.C. (2018). Upper Echelons Theory. *The Palgrave Encyclopedia of Strategic Management,* 1782-1785.

Hardcopf, R., Liu, G. J., & Shah, R. (2021). Lean production and operational performance: The influence of organizational culture. *International Journal of Production Economics*, *235*, 108060.

Herzberg, F. (1959). *The Motivation to Work.* John Wiley & Sons, New York.

Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland, OH: World Pub. Co.

Herzberg, F. I., Mausner, B., & Snyderman, B. (1959). *The motivation to work* (2nd ed.). New York: John Wiley.

Jiang, Z. Q., Xie, W. J., Zhou, W. X., &Sornette, D. (2019). Multifractal analysis of financial markets: A review. *Reports on Progress in Physics*, *82*(12), 125901.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Jufrizen, J. & Rahmadhani, K. N. (2020). 'Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Dengan Lingkungan KerjaSebagai Variabel Moderasi', *Jurnal Riset Manajemen dan Bisnis Dewantara, 3*(1), 66–79. Doi: 10.26533/jmd.v3i1.561.

Kagwi, C. W. (2020). Influence of Physical Workplace Factors on the Employees' Performance in Organizations (A Case of Huduma Centre - Nyeri County). *Human Resource and Leadership Journal, 3*(1), 47–61. https://doi.org/10.47941/hrlj.235

Kaplan, R. S. & Norton, D.P. (1996). *Strategic Learning: The Balanced Scorecard. Strategy & Leadership, 24,* 18-24.https://doi.org/10.1108/eb054566

Kaplan, R.S. & Norton, D.P. (1993). Putting the balanced scorecard to work. *Harvard Business Review, 7*(2). 134.

Karanja, A. W. (2020). Organizational Change and Employee Performance. *European Journal of Business and Management, 4*(13), 41-64.

Kargeti, N. (2023). Leadership reliability and its influence on organizational efficiency. *European Journal of Leadership Studies*, *11*(3), 34–49. https://doi.org/10.5678/ejls.v11i3.2023

Kasmir. M. (2019). *ManajelmelnSumbelr Daya Manusia (Telolri dan Praktik) (Eldisikel5).*PT.RajaGrafindol Pelrsada.

Kebe, I. A., Kahl, C., & Liu, Y. (2024). Charting Success: The Influence of Leadership Styles on Driving Sustainable Employee Performance in the Sierra Leonean Banking Sector. *Sustainability, 16*(21), 9600. https://doi.org/10.3390/su16219600

Kenya Government Delivery Unit (2024). The delivery unit report

Khan, J., Raman, A., Sambamoorthy, N. & Prashanth, K. (2023). *Research Methodology (Methods, Approaches and Techniques).* 10.59646/rmmethods/040.

Kleiner, S., & Rothbard, N. P. (2019). Creating a Positive Work Environment: Strategies and Outcomes. *Journal of Applied Psychology*, 104(5), 789-804.

Koskei, S., Musebe, R., &Mbaraka, R. (2021). The Effect of Psychological Climate on Employee Performance in Government Ministries, Nandi County, Kenya. *Journal of Economics, Management Sciences & Procurement*, *1*, 1-18.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Kumari, K., Singh, R., & Sharma, P. (2022). Linking personality traits to performance in challenging workplaces. *Global Journal of Management*, 45(6), 88–102. https://doi.org/10.5678/gjm.v45i6.2022.

Lee WL, Chong AL, and Ramayah T (2018). Organizational culture and performance of Malaysian manufacturing firms. *International Journal of Advanced and Applied Sciences, 5*(12), 59-66.

Lohr, S. L. (2021). *Sampling: design and analysis*. Chapman and Hall/CRC.

Mabona, J. F., Dalena, R.M., Van Rooyen, P. J. J., & Wilma ten, H. (2019). Work environment in the South African military health service experienced by nurses: A qualitative study, International *Journal of Africa Nursing Sciences*, *11*(1), 100171, ISSN 2214-1391, https://doi.org/10.1016/j.ijans.2019.100171.

Madsen, D. Ø. (2025). Balanced Scorecard: History, Implementation, and Impact. *Encyclopedia*, *5*(1), 39. https://doi.org/10.3390/encyclopedia5010039

Maqsoom, A., Aslam, B., Khalil, U., Mehmood, M. A., Ashraf, H., & Siddique, A. (2022). An integrated approach based earthquake risk assessment of a seismically active and rapidly urbanizing area in Northern Pakistan. *Geocarto International*, *37*(27), 16043-16073.

March, J.G. (1993). *Organizations*. Blackwell.

Ministry of Health (2023). Occupational Exposure to Blood and Body Fluids and HIV Post-exposure Prophylaxis in Health Care Facilities in Kenya 2021 – 2024. Nairobi: MOH

Muhizan, T. & Sopiah, M. (2022). The Influence of Leadership Style on Employee Performance: A Systematic Literature Review *International Journal of Entrepreneurship and Business Management, 2*(3), 456-495.

Mwangi, P. (2022). *Evaluating the Food Handlers' Hygiene Practices as Determinants of Customer Choice at Selected African Indigenous Restaurants in Nairobi City County, Kenya.* (Unpublished PhD Thesis University of Nairobi).

Nadya, N., Ameer, A., & Zaamil, Z. (2022). Emotional Intelligence and Conflict Management Capabilities in Prisoners in Prisons. *World Psychology*, *1*(2), 54–70. https://doi.org/10.55849/wp.v1i2.94

ST. PAUL'S UNIVERSITY

Ochieng, O. P. (2024). *Exploring Distributed Pedagogical Leadership Practice in Preservice Primary Teacher Education Programs in Kenya* (Doctoral dissertation, University of Szeged (Hungary).

Omar, A. R. C., Ishak, S., & Jusoh, M. A. (2020). The impact of Covid-19 Movement Control Order on SMEs' businesses and survival strategies. *Geografia-Malaysian Journal of Society and Space*, *16*(2), 90-103.

Ouppara, N. S., & Victoria, M. (2012). Quality of Work Life Practices in a Multinational Company. *Social and behaviour science, 14*(9), 52-73.

Owino, J. & Kibera, F. (2020). The Influence of Organizational Culture and Market Orientation on Performance of Microfinance Institutions in Kenya. *International Journal of Business and Management,10*(2), 204-234. 10.5539/ijbm.v10n8p204.

Oyewole, G. O. & Popoola, S. O. (2020). *Work Performance and Psychosocial Factors in the Elgon Tea Factory in Transnzoia County, Kenya.* (Unpublished Thesis), University of Nairobi.

Pimpong, M. (2023). "Work Environmental Practices and its Impact on Employee Productivity: The Mediating Role of Employee Commitment." *E-Journal of Humanities, Arts and Social Sciences,* 4(8), 916-935. https://doi.org/10.38159/ehass.2023482

Premarathne, W.D.M.T.H. (2020). The effect of the physical workplace on productivity. One example is Sri Lanka's apparel industry. *IOSR Journal of Business and Management, 22*(8), 34-38.

Presbitero, A., Roxas, B. & Chadee, D. (2019), Looking beyond HRM practices in enhancing employee retention in BPOs: Focus on employee–organisation value fit. *International Journal of Human Resource Management, 27*(6), 635-652. https://doi.org/10.1080/09585192.2015.1035306

Pusparani, R., Moko, W., & Prabandari, S. P. (2023). The Role of Organizational Learning Capability as the Mediator between Entrepreneurial Orientation and Organizational Performance in Public Organization. *Rima*, *9*(3).

ST. PAUL'S UNIVERSITY

Rahmah, A., Rouns, E., & Luck, A. (2022). The Effect of Self-Development Program for Improving Independence in Defective Students in SLB N 1 Lima Kaum Batusangkar. *World Psychology, 1*(2), 46–53. https://doi.org/10.55849/wp.v1i2.96 .

Rohmalimna, A., Yeau, O., & Sie, P. (2022). The Role of Parental Parenting in the Formation of the Child's Self-Concept. *World Psychology, 1*(2), 36–45. https://doi.org/10.55849/wp.v1i2.99.

Rotimi, E. O. O., Topple, C., & Hopkins, J. (2021). Towards a conceptual framework of sustainable practices of post-consumer textile waste at garment end of lifecycle: A systematic literature review approach. *Sustainability*, *13*(5), 2965.

Rugulies, R. (2020). What is a psychosocial work environment?. *Scandinavian journal of work, environment & health*, *45*(1), 1-6.

Rusmiati, E., Harjadi, D., & Fitriani, L. K. (2021). Analysis of the impact of risk and workload on motivation and impact on employee performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, *5*(2).

Saidu, S. O. (2021). *Leadership strategies used to reduce turnover in turnaround settings* (Doctoral dissertation, Walden University).

Satyendra, N. B., & Prasad, N. N. (2019). Functional sorting and prioritization of approval queues using multi objective optimization techniques. In *2019 IEEE International Conference on Electrical, Computer and Communication Technologies (ICECCT)* (pp. 1-5). IEEE.

Schmitz, J., & Leoni, G. (2019). Accounting and auditing at the time of block chain technology: a research agenda. *Australian Accounting Review*, *29*(2), 331-342.

Schneider, B. (1987). The people make the place. *Personnel psychology*, *40*(3), 437-453.

Seddon, P. B., Calvert, C., & Yang, S. (2010). A multi-project model of key factors affecting organizational benefits from enterprise systems. *MIS quarterly*, 305-328.

Shaari, R., Sarip, A., & Ramadhinda, S. (2022). A Study of the Influence of Physical Work Environments on Employee Performance. *International Journal of Academic Research in Business and Social Sciences, 12*(12), 1734 – 1742.

Silitonga, E. W., & Sadeli, J. (2020). Factors contributing to employee performance. In *Contemporary Research on Business and Management: Proceedings of the International Seminar of Contemporary Research on Business and Management (ISCRBM 2019), 27-29 November, 2019, Jakarta, Indonesia* (p. 15). CRC Press.

Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, *1*(2), 72-83.

Skaggs, M. L. (2019). The great divide: The perceptions and dynamics of the faculty and staff professional relationship. *Int. J. Eng. Technol*. *7*(3), 56–59.

Spencer, R., Pryce, J. M., & Walsh, J. (2020). Philosophical approaches to qualitative research. In P. Leavy (Ed.), The Oxford handbook of qualitative research (2nd ed., pp. 113–142). *Oxford University Press.* https://doi.org/10.1093/oxfordhb/9780190847388.013.13

Stepanek, Martin MA; Jahanshahi, Kaveh PhD; Millard, Francois FSA. Individual, Workplace, and Combined Effects Modeling of Employee Productivity Loss. *Journal of Occupational and Environmental Medicine 61*(6), 469-478.| DOI: 10.1097/JOM.0000000000001573.

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *The Journal of psychology*, *25*(1), 35-71.

Sunday, E. G., & Madu, D. J. E. (2024). Effect Of work environment on employee performance in Ibom Air, Uyo, Akwa Ibom State. *Advance Journal of Management and Social Sciences*, *8*(6), 166–185. Retrieved from https://aspjournals.org/Journals/index.php/ajmss/article/view/908

Taiwo, A.S. (2019). *A Study of a Selected Sector of the Oil and Gas Industry in Lagos,Nigeria: How ENVIRONMENTAL PRACTICES Affect Employee Efficiency.* Unpublished Thesis.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Thylefors, I. (2021). Psychosocial work environment. In M. Bohgard, S. Karlsson, E. Loven, L. – A. Mikaelsson, L. Martensson, A. L. Osvalder, L. Rose, & P. Ulfvengren (Ed.), *Work and Technology on Human Terms (pp. 21-67). Prevent.* https://lms.onhumanterms.org/file/coursedocs/18/kap%20

Vroom, V. H., & Jago, A. G. (1995). Situation effects and levels of analysis in the study of leader participation. *The Leadership Quarterly*, *6*(2), 169-181.

Wandari, N., & Mujiati, N. W. (2021). Job Satisfaction Mediates the Effect of the Work Environment on Employee Productivity (Case Study on Kober Mie Setan Restaurant Denpasar). *American Journal of Humanities and Social Sciences Research (AJHSSR), 1*(3), 316–322

Wang, Keh-Luh, Chi Chiang, and Chiu-Mei Tung. (2021). "Integrating Human Resource Management and Knowledge Management: From the Viewpoint of Core Employees and Organizational Performance." *International Journal of Organizational Innovation (Online) 5*(1), 109-120.

Wanjala. G. & Mwashigadi, L. J. (2021). Impact of Socio-Psychological Work Environment on Teachers' Job Commitment in Public Primary Schools in Mwatate Sub-County, Kenya. *In International Journal of Humanities Social Sciences, 5*(5):19-28.

Waqar, H., Mahmood, A., & Ali, M. (2023). High-Performance Work Systems and Coping Strategies in Regulating Burnout and Safety Workarounds in the Healthcare Sector. *SAGE open nursing*, *9*, 23779608231162058. https://doi.org/10.1177/23779608231162058

Werdhiastutie, A., Suhariadi, F., & Partiwi, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. Budapest International *Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 3*(2), 747-752. https://doi.org/10.33258/birci.v3i2.886.

Wheeler, B. (2021). The Oxford handbook of qualitative research (2nd ed.) (Leavy, Ed.). Approaches: *An Interdisciplinary Journal of Music Therapy*. 14. 10.56883/aijmt.2022.118.

Xiaojun, L. & Mary. E.G. (2020). How Emotional Labor and Ethical Leadership Affect Job Engagement for Chinese Public Servants. *Public Personnel Management, 43*(1) 3–24.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Yaghoobi, T. &Haddadi, F., (2016). Organizational performance measurement by a framework integrating BSC and AHP. *International Journal of Productivity and Performance Management, 65*(7), 959-976.

Yu, S. J., Yin, Y. G., & Liu, J. F. (2013). Silver nanoparticles in the environment. *Environmental Science: Processes & Impacts*, *15*(1), 78-92.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

APPENDICES

Appendix I: Questionnaire

Section 1: General Information

1. Specify your gender

a) Female ( ) b) Male ( )

2. Kindly indicate your age?

a) Below 25 years [ ]

b) 25-35 years [ ]

c) 36-45 years [ ]

d). Over 45 years [ ]

3. Kindly indicate your highest level of academic qualification.

a) Certificate/Diploma [ ] b) Bachelor's Degree [ ]

d) Masters [ ] c). PhD. [ ]

d). Other (specify). . .. .

.. ..

. .. .

4. How many years have you worked at your current workstation?

a) Less than 1 Year [ ] b) 1-3 Years [ ]

c) 3-5 Years [ ] d) More than 5 years

5. What is your current job designation?... . . . .

. . . .

. . . .

. **Section 11: Physical Environment**

6. On a scale of 1 to 5, indicate how much you agree with the following assertions about how the physical environment at work affects employee performance:1= $StronglyDisagree$, 2 =$Disagree$, 3 = $Neutral$, 4 =$Agree$, 5 =$Strongly\ Agree$

S/ No.	Statement	5	4	3	2	1
1	The way the office furniture is arranged allows me to work effectively.					
2	I can work effectively because the office has enough					

ST. PAUL'S UNIVERSITY

	workspace.					
3	Natural light and additional lighting at work help me work more productively and with less eye strain.					
4	Amenities in the workplace helps me focus better.					
5	Noise levels in the office are low, which helps me do my work effectively.					
6	Offices have sound proof materials to avoid distractions from noise and that increases my performance.					

Section III: Organizational Culture

7. On a scale of 1 to 5, indicate how much you agree with the following claims about how organizational culture affects worker performance at your place of employment: 1= $StronglyDisagree$, 2 = $Disagree$, 3 = $Neutral$, 4 = $Agree$, 5 = $StronglyAgree$

S/No	Statement	1	2	3	4	5
1.	The workplace values have contributed to organizational effectiveness by promoting positive behaviours					
2.	The workplace values have impacted interactions with colleagues, approach to work, and commitment to the organization.					
3.	The workplace norms have shaped the work environment and the way things are done.					
4.	The workplace norms dictates acceptable and unacceptable behavior within the workplace.					
5.	At my workplace beliefs have helped in creating a sense of shared identity and culture					
6.	At my workplace beliefs have guided employees' actions and interactions, ensuring consistency and alignment with organizational goals.					

ST. PAUL'S UNIVERSITY

Section IV: Psychosocial Environment

7.Rate the extent to which you agree with the following statements concerning influence of Psychosocial environment on employee performance at your workplace on a scale of 1 – 5 where:-1= $StronglyDisagree$, 2 = $Disagree$, 3 = $Neutral$, 4 = $Agree$, 5 = $Strongly\ \ Agree$

S/No.	Statement	1	2	3	4	5
1.	My manager supports open communication and allows me to air my grievances.					
2.	At my workplace management provide feedback on my performance					
3.	I am a good team player and collaborate effectively with other colleagues at my work place					
4.	I communicate effectively with my team members at my workplace					
5.	At work, tasks and responsibilities are well-defined, allowing me to do my obligations as needed.					
6.	At hospital we support each other as colleagues in managing workload and personal issues.					

Section V: Leadership Style

8. On a scale of 1 to 5, indicate how much you agree with the following claims about how leadership style affects worker performance at your workplace:1= $StronglyDisagree$, 2 = $Disagree$, 3 = $Neutral$, 4 = $Agree$, 5 = $Strongly\ Agree$

S/No.	Statement	5	4	3	2	1
1.	My supervisor shows concern for employee well-being, creating a positive environment.					
2.	My supervisor inspires vision, fosters purpose, builds competence, and boosts innovation					
3.	My supervisor involves employees in decisions, increasing engagement and job satisfaction.					
4.	Delegation of responsibilities empowers me to					

ST. PAUL'S UNIVERSITY

	perform better.					
5.	My supervisor sets clear goals, encourages independence, and uses reward systems effectively.					
6.	My supervisor focuses on developing and empowering employees, prioritizing their needs.					

Section VI: Employee Performance

9. On a scale of 1 to 5, indicate how much you agree with the following assertions about employee performance at work: - 1 = *StronglyDisagree, 2 = Disagree, 3 = Neutral, 4 = Agee, 5 = Strongly agree*

S/No.	Statement	5	4	3	2	1
1.	Our organization assesses how employees perform the core functions and responsibilities of their role.					
2.	Our organization evaluates how employees meet their set objectives, which should align with overall organizational goals.					
3.	Our organization rewards efficiency with which an employee completes tasks and produces work, often measured by output per hour or time taken to complete tasks.					
4.	My productivity at the hospital has improved due to good relationship with managers and co-workers					
5.	Our organization evaluates the output, which can be measured through customer satisfaction or other quality indicators.					
6.	Our organization recognizes and rewards strong performance can boost employee morale and engagement.					
7.	Performance management ensures that individual contributions align with and support the organization's broader objectives.					
8.	Our customers are satisfied with our services					

ST. PAUL'S UNIVERSITY

THANK YOU

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

Appendix II: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **688992**

Date of Issue: **18/April/2026**

RESEARCH LICENSE



This is to Certify that Ms.. CATHERINE NZISA WAMBUA of St. Paul's University, Kenya, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: WORKPLACE ENVIRONMENTAL PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC HEALTH SECTOR IN MACHAKOS COUNTY, KENYA for the period ending : 18/April/2027.

License No: **NACOSTI/P/26/4188249**

688992

Applicant Identification Number

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

St. Paul's University Repository

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix III: ISERC Approval Letter

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/724/2026 **Date: 10th April 2026**

TO: Catherine Wambua
St. Paul's University

Dear Catherine,

==========

REF: Workplace Environmental Practices and Employee Performance in Public Health Sector in Machakos County, Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 734, for the period between 10th April 2026 – 10th April 2027 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
i. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours
ii. Clearance for export of biological specimens must be obtained from relevant institutions.

St. Paul's University Repository

iii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
iv. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
v. Should there be any publications from your research, note that you are supposed to anonymize the particulars of the respondents, the identifiers and the name of institution (s) where you collected data.
vi. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring. Kindly provide a closure report after the research.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) if you are collecting data in the country - https://research-portal.nacosti.go.ke **or obtain other clearances needed in the country where you will collect your data from.**

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

