

INFLUENCE OF WORKPLACE ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN NAIROBI CITY COUNTY

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ABSTRACT

Employee productivity is an important consideration for any organizations. The working environment involves several elements that influence on how the employees undertake their work. The recently formed county governments in Kenya have been facing the problem of poor service delivery which can be attributed to employee low productivity. As such, this study set out to understand the work environment and its influence on employee productivity among county governments in Kenya with the NCC being a case study. The general purpose of this study was to identify the influence of the work environment on employee productivity in relation to the NCC. The factors under investigation in this study were crucial to establish: the influence of workplace rewards, importance of training and development, influence supervisor support as well as how physical environment affects employee productivity. The study was anchored on two theories namely; Social exchange theory and affective event theory. The social exchange theory propose that social behavior is as result of exchange process and assume that different individuals make social choices depending on perceived benefits and costs of their decision while affective event theory is underline on a belief that human beings are emotional and that their behavior is guided by emotions and feelings. The study had a target population of 1872 and a sample size of 320 respondents of employees of NCC stationed at the headquarters. This sample was arrived at through stratified random process to allow all County Government employees under different departments to

have an equal opportunity to be part and parcel of the selected sample. The study relied on primary data collected by use of the structured questionnaires containing both open ended and closed ended questions. These tools were pre-tested to affirm their reliability and validity. Quantitative data was collected and analyzed using SPSS and presented through frequencies, standard deviation, mean scores and percentage and the information displayed by use of bar charts, graphs and pie charts. The response rate of the study was 71.1%. From the findings of this study it was conclusive that conducive work environment ensures the wellbeing of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity. Moreover, it was established that workplace reward, training and development, supervisor support as well as physical working environment had an influence on employees' productivity. Consequently, it was deemed necessary for the county government to set up a more comprehensive employee reward system and improve on supervisor feedback as well as enhance and integrate employees in decision-making. To further understand the interrelatedness of workplace environment and employees' productivity, the researcher recommends further studies in areas relating to employees' productivity, different leadership styles employed in different counties and the impact on the work culture and effects of recruitment and selection.

Key Words: *workplace environment, employee productivity, Nairobi City County*

INTRODUCTION

In the modern era, most organizations experience several challenges as a result of the dynamic state of the working environment. One of the major challenges for any business is to satisfy its employees so as to put up with the evolving and ever-changing environment in order to achieve organizational success and gain a competitive advantage. The employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential and the organization must satisfy the needs of its employees by providing good working conditions.

Organizations are thus forced to invest in various capacity development endeavors in order to be more cost effective, strive to innovative, and generally be more competitive than any of the other industry players (Awan & Tahir, 2015). Sources of competitive advantage for most of these organizations include: fiscal strengths, tangible resources like production facilities, firm's locational advantages, valuable intangible resources such as operational patents and technical knowhow, as well the workforce.

The workforce is arguably one of the most strategic of these resources upon which the organization could own. Maximizing human productivity is a difficult process for an organization, since this process encompasses getting the best performance from employees, organizational constraints notwithstanding. This is due to the fact that employees determine how efficiently the other resources within the organization can be utilized (Mokaya et al. 2013). This implies that an organization could be having exceptional resources yet still be uncompetitive without appropriate strategies in retaining most skilled employees and attracting the best talent. Great outcomes and improved productivity are assumed to result from a better workplace environment. This means, favorable physical environment within the office will eventually improve the productivity of the employees.

Tripathi (2014), define work environment as the one in which people work, including the physical setup, organizational philosophy, existing job profile as well the prevailing market condition where each of the aspect is interlinked and has an impact on employees' overall performance and productivity. The constitution of Kenya (2010) Article (41) Section 2 (b) states the right of every worker to a reasonable working condition. It is the quality of this working environment that may significantly influence employees' motivation levels, and subsequently their performance, hence their productivity. The objective of this research is to establish the influence of workplace environment on employees' productivity with an intention of evaluating the existing physical work environment and to identify the type of work environment that will improve workers' productivity.

STATEMENT OF THE PROBLEM

Most workplace environment in organizations tend to be unhealthy and unsafe. This involves unsuitable furniture, poorly designed offices, lack of ventilation, excessive noise, poor lighting, lack of protective equipment for human resource and inadequate safety measures. As such individuals working within that kind of environment are susceptible to occupational

disease and this influences their productivity. The environment in most government organizations and public companies according to Manu, (2015) are insecure and harmful to employees in terms of air quality, equipment and tools, furniture, security measures, lighting as well as workplace design. Consequently, employees who work under this kind of environment are subjected to job related diseases and their work productivity is likely to be influenced. Noble (2009) states that more attention should be paid in identifying and dealing with working environment because it influences on the quality of employees work. According to the Budget and Appropriation Committee report, (2018) indicated that Kenyan economy has consistently and persistently experienced budget deficits for a long time leading to budget cuts and this prevents the government to provide it employees with adequate and conducive workplace environment and this poses a challenge not only to the morale and productivity of the employees. There is important evidence that productivity advancement in government organizations in terms of quality services and timely delivery of services has not kept pace with the growth discovered in the non-governmental sector (Killefer & Mendonca, 2006). For this reason, in County Governments of Kenya, there has been a hue and cry from the general public over the quality of services ranging from poor garbage and solid waste management, pollution, water shortages and poor roads among others. The main reason cited is poor service delivery ascribed to the low employee productivity and NCC, registered the highest number of complaints of poor services offered to citizens in hospital, police service, environment and transport according to Auditor General report on Public Complaints of 2017. This stretch of low productivity was further corroborated by several articles have been written in relation to NCC performance. A Standard newspaper article dated 16th May indicated that the County was ranked worst in performance in a poll that rated service delivery in the three cities. Kara Group CEO, stated that service delivery situation in Nairobi appears to be deteriorating with each passing day in terms of garbage collection challenges, to hawkers taking over the streets and estates; mugging in the streets; dry water taps; traffic congestion, and the list keeps growing. Consequently, the government has continuously undertaken a number of measures to reform in order to achieve the Big 4 agenda and Vision 2030. These measures are however not available through a framework for guiding behavior and on how these results are attained or a sustained accountability to public resources and efficiency of service delivery. All these endeavors are curtailed due to inadequate workplace reward system, employee training and development opportunities, supervisor support, as well as a poor physical environment and this has led to an overall poor performance (GoK, 2005). Even though, Salary Remuneration Commission reviewed the salary of the Civil Servants upwards in July, 2017, it was anticipated that the prompt, quality of services, effectiveness and efficiency by employees would be irreproachable. This has challenged the researcher to examine the workplace environment and how it influences the employee productivity in NCC in order contribute to the existing body of research and to fill these missing gaps by understanding such factors that could enable the counties raise the employee's productivity so as to provide satisfactory services and in a better way.

GENERAL OBJECTIVE

The overall objective of this study is to examine the influence of workplace environment on employee productivity in Nairobi City County, Kenya.

SPECIFIC OBJECTIVES

1. To determine the influence of workplace rewards on employees' productivity in the Nairobi City County, Kenya.
2. To examine the influence of employee training and development on employees' productivity in the Nairobi City County, Kenya.
3. To assess the influence of supervisor support on employees' productivity in the Nairobi City County, Kenya.
4. To establish the influence of physical environment on employees' productivity in the Nairobi City County, Kenya.

THEORETICAL REVIEW

There are number of theories set forth to explain the existing relationship between the workplace environment and overall employee productivity. However, this study uses two theories to build on the previous works on the work environment and its influence on employees' productivity: Social Exchange Theory whose major proponents of the social exchange perspective within sociology include Homans, Blau and Emerson. The theory proposed that social behavior is viewed primarily in terms of the pursuit of rewards and the avoidance of punishment and other forms of cost (Zafirovski, 2005). Affective Events Theory developed by Weiss and Cropanzano (1996), later revised by Weiss and Beal, (2005). The theory argues that human beings are emotional and that their behavior is guided by emotions and feelings and therefore, what happens to people at work affects their feelings about their job, which in turn influences the behaviour and attitude at the workplace. Weiss and Beal, (2005) added that emotion-driven behaviours are decisions and judgments that serve as consequences of being in a specific affective state.

Social Exchange Theory

Social exchange theory is one of the most powerful models to understand workplace behavior. This theory is derived from the early works of the German Sociologist, George Simmel who emphasized on the importance of reciprocity in to day life and how all human interactions involved some forms of exchange. The theory was later advanced by the American Sociologist, George Homans in 1961 who contended that the expectation of a reward, such as social endorsement, better way of life or freedom is influential to workplace behavior (Levine and Kim, 2010).

Social exchange is the specific kind of behavior between two individuals, where, if one person behaves in a particular way he/she is punished or rewarded by the behavior of the other person and not just by some third party (Homans, 1961). Cost was perceived essential as opportunities foregone or alternative activities by those involved. Reinforcement principles

derived from the kind of behaviorism widespread in the early sixties (notably the work of B. F. Skinner) were applied by Homans to describe and illuminate the persistence of exchange relations. Behavior is thus a function of payoffs, whether these payoffs are from a nonhuman environment or provided by other humans. Emerson afterwards developed a psychological motive for the exchange based on these reinforcement principles (Cropanzano & Mitchell, 2005).

After Homans developed the theory, two different scholars; Peter Blau and Richard Emerson continued to write about it. According to Cropanzano and Mitchell (2005), Blau outlined his micro-exchange theory on the basis of costs and rewards, but took a distinctly more economic and utilitarian opinion of behavior rather than developing it upon reinforcement principles that were derived from experimental behavior examination. On the other hand, Richard focused on reinforcement principles which believe individual base their next social move on past experiences.

The fundamental assumption in the social exchange theory is that, different individuals make social choices depending on perceived benefits and costs of their decisions (Molm, 2003). This assumption indicates that people evaluate their social associations to control the costs that are involved in this kind of relationship and hence the benefits thereof. Consequently, their voluntary actions are driven by the benefits such actions are anticipated to bring and as a result, individuals usually initiate and endure societal relations with the hopes that such relations will be reciprocally advantageous (Zafirovski, 2005). Often, people assess relationships on the premise of costs and rewards to achieve those benefits. Moreover, human beings are self-interested and as a result people would attempt to capitalize on their benefits whilst minimizing costs. Thus, the fulfillment or otherwise of an individual with the relationship is reliant on the ratio of the returns to costs.

Social exchange theory is relevant to this study since employee perceptions on supervisor support and workplace reward on the ground that when employees believe that an organization is being supportive of them, they will, in turn, feel the need to be supportive of, and work hard, for the organization (Korsgaard et al., 2010). The social exchange theory therefore, is relevant for the study as it provides a basis for the work environment influence to employee job performance thus increased productivity.

Affective Events Theory

Affective Events Theory was developed by researches, Howard Weiss and Russell Cropanzano to explain responses to the affective events in the workplace, and the relationship between those work events and the employees' well-being (Phua, 2012). Weiss & Cropanzano suggested that events in most organizations are usually the proximal causes resulting from affective reactions. Occurrences and events that happens to people in work surroundings, frequently results to the individuals responding emotionally to them (events and occurrences) which in turn directly influence the attitudes and behaviors of individuals. Further, (Weiss & Cropanzano, 2013) described this, as the relationship of evaluative judgment and emotion that exists between one's behaviors to his or her experiences.

At the core of this theory is the assumption that an employees' affective responses to their workplace events primarily directs their subsequent attitudes and behaviors (Rosen et al., 2006). AET also emphasizes on the contribution of these affective workplace responses in the formation of job-related attitudes. Affect denotes to employees' moods and emotions, while attitude is regarded as a cognitive, and an evaluative judgment pegged on that affect. More empirical studies reinforced the basic tenets of AET. They have established that emotional experiences dictate how workplace events influences employees' job achievement as well as any counterproductive job-related behaviors (Mignonac & Herrbach, 2004; Wegge, 2006).

AET affirms that attributes of office environment are significantly related with emotional occasions or scenes and such influence loaded occasions are the direct reasons for full of feeling responses, which go about as middle people, causing influence driven conduct and frames of mind (Rosen et al., 2006). Positive workplace instances can make a positive emotional situation, consequently speaks to an open door for accomplishing working environment targets, though negative work occasions causing negative full of feeling states are seen to be a risk towards working environment targets and both occasions affect workplace behaviors.

Typically, individuals with a positive mood are highly likely to positively assess the environmental information, and they thus tend to perceive such events not as threats but rather opportunities. They also tend to have a positive impression towards people resulting to more optimistic decision making or behaviors (AshtonJames & Ashkanasy, 2005). However, individuals feeling pessimistic will in general have a progressively hostile temperament towards the present circumstances. They always regard these events as drawbacks or threats and have adverse perceptions towards people with a greater possibility to adopt a negative decisions and attitude (French, 2001). For instance, an employee that often receives positive feedback from his or her supervisor on their performance, that employee increasingly get excited and this translates to stronger motivation towards their work. Conversely, when an employee is repetitively given negative performance feedback, she or he may end up with some discontentment and resistance towards their work. That, will thus result in a very gloomy work attitude and this will result to a bad work output realized.

In general, a stable office environment will influence the manifestation of either positive or negative affective events. Therefore, undergoing any of these events will cause a matching affective state, and this process may influence one's personality (Golu, 2005). Affective situations, thereby result into an affect-driven performance, forming a definite type of job-related attitudes; the latter may be impacted by a stable working environment. Individuals' work attitudes can also dictate judgement-driven actions. Having a tense assignment (environment feature) can give rise to an employee being criticized by the superiors (negative event and these actions may cause sadness, anger or disappointments (affective states) which in turn contribute to the employee's job frustration (attitude) and yield a conflict between the superiors and their employees (affect-driven behavior) (Diener et al., 2003).

EMPIRICAL REVIEW

The empirical analysis gives a discourse on various studies in relation to working environment and how it impacts on employee productivity. In a review of Brenner, (2012) in a work place for steel case, he identified the employees perceive and needs to improve their productivity in the work environment as being; better lighting, creative methods for assessing space, personalization, more impromptu meeting for work well done and involvement in the decision that impact everyday lives at work. He at that point inferred that, an organization that wants to ensure employee productivity improvements will exploit those tools used for managing the work environment in which such employees work. These incorporate a successful workplace that is appealing, creative, comfortable, satisfactory and motivating to employees so as to give employees a feeling of pride and reason in what they do.

Influence of Workplace Rewards on Employees' Productivity

A study was conducted by Muchiri, (2016) to establish effects of rewards on employee performance in the hospitality industry in Kenya. The researcher adopted a descriptive survey design. The study had a population of 467, a target population of 100 and a sample size of 80. The data was then analyzed using Microsoft Excel and SPSS. The findings of the study established that intrinsic and extrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance. A study conducted was by Ali, (2015) to analyze the impact of rewards on the employee performance, by considering the case of Tesco in UK. The researcher used mixed design and collected both qualitative and quantitative data. The study deduced that there are different types of intrinsic and extrinsic variables that impact the employee performance. The intrinsic rewards include delegation, empowerment and appreciation whereas the extrinsic rewards include salary, promotion, bonus and fringe benefits.

Influence of Employee Training and Development on Employees' Productivity

Mohamud, (2014) carried out a study to investigate the effect of training on employee performance in public sector organizations in Kenya. The researcher employed descriptive survey research design and quantitative data analysis was done using Microsoft Office Excel 2007 and SPSS. The finds revealed that training has a significant impact on employee's performance and benefits both the individual employees and the organization at large. Another study on effects of training on employee performance in nations support office for African union mission in Somalia was conducted by Githinji, (2014). The researcher adopted survey research design and data was analyzed using SPSS. The study revealed that training imparts positively on job satisfaction by influencing the work activities.

Influence of Supervisor Support on Employees' Productivity

A study was carried out by Nespoli, (2017) to examine impact of supervisor support on employee job satisfaction among fundraising staff within higher education and the research used a primarily qualitative design. Qualitative study involved interviews with 16 fundraisers

working in higher education institutions. The findings related that supervisors' impacts on employee' job satisfaction, performance and intention to stay. Another study on the influence of supervisor employee relation on employees' performance in the hospitality industry was carried out in Tanzania by Majule, (2017). The researcher employed a cross sectional research design and the researcher used SPSS for the analysis of quantitative data. The study revealed that found that closely working of employees with their managers enhance relationships, which turn into improved productivity. The researcher further, found that factors which affects the employee's relations were supervision style and internal communication by managers, where the closely and friendly supervision is a likely to enhance worker's productivity or performance.

Influence of Physical Environment on Employees' Productivity

A study conducted by Duru and Shimawua, (2017) to explore the effect of work environment on employee productivity in city transport services in Nigeria, the researcher employed a survey design with his respondents comprised of executives, administrators and drivers in Edo City Transport Service of Benin City. The findings were that a decent working environment increase individual output therefore leading to growth of the organization. Further, in a survey conducted in Australian in 2016 indicated that 72% of workers said an obsolete innovation was harming their productivity and along these lines organization require workplace tools that help the employees to accomplish results that are explicit to their business

Awan and Tahir, (2015) conducted a study to find out the impact of workplace environment in relation to employee's productivity in Banks and Insurance company in Pakistan, a descriptive cross-sectional survey was done with a population of drawn from the banks and insurance industry. Data was then gathered from the both new joiners and experienced employees. The data was then analyzed using Microsoft Excel and SPSS. The findings of the study established that working environment is helpful increasing employees' level of productivity. In Kenya, some studies have been conducted to explore impacts of work environment on employee productivity in certain firms. Nazushi, (2015) studied firms in Kenya and sought to study the effect of workplace environment on mobile telecommunication employee's performance. Data collected was from the three major telecommunication companies in Kenya. The researcher employed a descriptive design. Findings in this study indicated that employees will always perform when they have a feeling that their immediate work environment state matches their obligations.

Employee Productivity

Employees productivity is dependent on a number of important factors that enhance the capabilities of employees. For example, (Raja, Furqan & Khan, 2013) asserted that employees with experience on the job will perform better due to their increased skills and competencies. Further, Training and Development plays a significant part towards the growth and development of employee productivity since training impacts productivity through acquisition of a plated learning and training an enhanced skills to execute duties (Noe,

Hollenbeck, Gerhart & Wright 2014). There are several factors that were also described by Stup (2013) towards the success of the employees' productivity. The factors are such as physical work environment, equipment, meaningful work, productivity expectations, and feedback on productivity, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

Franco et al (2015) defined employee productivity that relied on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the productivity of employees meet the required standards. Nadeem, Ahmad, Muhammad and Hamad (2014) scrutinized varied companies in Multan city, Pakistan to determine if they were significant influences from motivation on employee productivity. Conclusions from the studies agreed with the overall deduction that these workplace environment factors greatly dictated the employee productivity. Another study by Ibrahim and Brobbey (2015) was carried out to investigate the performance of employees in the financial sector in Ghana, and it revealed that, through recognition of the employee's, granting them leadership opportunities and constant interaction with their superiors, employees actually increased their motivation hence their productivity. Additionally, the study found out that motivation within an organisation enhanced individual productivity and this helped employees meet their set personal needs and in the long-run achieving the organisational goals. Incentives that yielded this kind of productivity came from enhanced management standards good work environment technological advancement as well as proper reward incentives (Ibrahim & Brobbey, 2015).

RESEARCH METHODOLOGY

Research Design

Research designs according to Osso and Onen, (2011) refer to the in general plan on how to answer the research question. This research adopted descriptive survey method as its research design. The main idea behind using this type of research is that it ensured complete description of the situation, making sure that there was minimum bias in the collection of data and reduce errors in the interpretation (Kothari, 2008).

Target Population

Orodho, (2013) defines target population as the set of elements that the researcher focuses upon and to which the results obtained by testing the sample should be generalized. The target population was all the NCC employees stationed at the county headquarters in Nairobi town. To determine the target population, consideration was made based on: the ease to which one can access and gather data; and the extent to which the matter under study tends to affect the targeted respondents (Shaw, 2012). The study focused on a population of 1872 employees of NCC who are directly influenced by the workplace environment at NCC. The population of this study consists of employees from its eleven departments.

Sampling Frame

According to Ralph, (2013) a sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population. The sampling frame constituted the employees of NCC drawn from its eleven departments. They were considered since they provided useful insights into the subject of work environment and employee productivity at the NCC.

Sampling Techniques and Sample Size

According to Japheth (2014), sampling technique is defined as picking the essential sample size in a way such that this selected sample is a representative of the whole population under the study. This study implemented probability sampling techniques since probability sample aims to achieve the element representativeness; the extent to which the sample accurately represents the entire population. This type of research is best used when the goal of the research is to study a particular subgroup within a greater population. This study adopted the stratified sampling technique where employees were categorized into the existing departments in the NCC namely; Office of the Governor, Finance and Economic Planning, Agriculture, Livestock and Fisheries, Energy, Transport and Infrastructure, Commerce, Trade, Industry and Tourism, Health and Sanitation, Public Service and Administration, Education and Technical Training, Youth, Culture, Gender, Social Services and Special Programs, Environment, Water and Sanitation. A sample as used here refers to a fraction or percentage of the total population that will respond to the research questions (Sathian, 2010). A sample size of 320 was considered and was calculated using Cochran Formula as follows:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$
$$n_0 = \frac{Z^2 pq}{e^2}$$

Where: n_0 = estimated sample size; z = The standard normal deviation of 1.96 which corresponds to 95 % confidence level; p = Proportion of male employees = 0.5; q = Proportion of female employees calculated as $1 - p$ ($1 - 0.5$); e =Margin of error=0.05 corresponding to 95 confidence level

$$n_0 = \frac{1.96^2(0.5)(0.5)}{0.05^2}$$
$$n_0 = 385$$

Therefore:

$$\frac{385}{1 + \frac{(385 - 1)}{1872}}$$
$$n = 320 \text{ employees}$$

The researcher administered the questionnaire to the 320 respondents by assuming there was uniform distribution of the respondents from each category. Through the use simple random

sampling, a corresponding percentage relative to the total sample was calculated from each department, that is $x/N*SP$. (where; x =staff in a department, N =Total staff population, SP =Sample Population).

Data Collection Methods and Procedures

The research was conducted through questionnaires. The main reason, as to why the researcher used questionnaires was because, they are easy to administer and it allowed respondents to maintain their anonymity and reconsider their responses. The researcher collected primary data using structured questionnaires that contained both open ended and closed ended questions based on the research questions, where the respondents were required to tick the most appropriate answers. The questionnaire was divided into six parts namely Parts A to E. Part A of the questionnaire consisted of general information about the respondents while Parts B- E comprised of information on various components of workplace environment and their perceived influence on employee productivity. The Likert scale was employed since it is deemed to be an excellent means of measuring the attitude of respondents towards an attribute, its user friendly and reduced uncertainty, confusion and misunderstanding. This research was subjected to a series of procedures which was followed to secure success in collection of data for the research process. The researcher initially sought necessary authorization to conduct the study from NACOSTI. Further, permission was typically obtained from the NCC Management in order to permit the researcher to collect data in the field. An introductory letter presenting the researcher was also used to facilitate the process. The researcher administered the questionnaires to the respondents of the study in hard copy form and picked up later after a day to increase the response rate.

Data Analysis and Presentation

The completed questionnaires were validated and edited for completeness and consistency. The data analysis involved analyzing the raw data into a manageable size that was used in creating summaries. After data cleaning, the data was coded and entered in the computer for analysis using SPSS to support the analysis. The data collected was analyzed by descriptive statistics using frequencies, and percentage complemented with standard deviations and mean for ease of understanding and interpretation to the findings. Inferential statistics used included Pearson's Correlation Coefficient that was used to determine the association between workplace environment on employee productivity. The correlation analysis was used to establish the relationship between two variables in a linear fashion. The multiple regression was used to establish the components of workplace environment predicting employee productivity. Simple descriptive statistics was employed to analyze quantitative data. After analysis, data was presented in tabular form using frequencies and percentages alongside inferential statistics. The study conducted a multiple regression analysis. The regression equation was:

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

Where: Y = Employee productivity; β_0 = It is the intercept of the regression model; β_1 , β_2 , β_3 , and β_4 = coefficients of the independent variables; ε = is the error term; X_1 = Workplace rewards; X_2 = Employee training and development; X_3 = Supervisor support; X_4 = Physical environment

RESEARCH RESULTS

The response rate of this study was high at 71.1%. As mentioned in the analysis, the rate means that the study findings are a representative of the population and as such valid. The results from this study is established that there is gender parity team in the county of Nairobi workforce. This meant that there was almost equal representation of the gender distribution; there were 56 percent male and 44 percent female. This indicated that the employment in Nairobi County does not discriminate in regards to gender. There were representatives from the lowest working age of below 30 years to the age of 51 years and above. A considerable number of employees was between the ages of 40 and 49. This shows that there is no bias towards any one age group and the responses are therefore valid as they reflect all working ages.

Demographic Characteristics

The gender indication showed 56% were male and 44% female, this demonstrated gender balance at NCC. Majority of the respondents were of an average age of between 40 and 49 years and the majority (67%) had worked for NCC for over 15 years and therefore the information obtained was appropriate. Academically, the majority were equipped with an undergraduate degree and this therefore meant they had the relevant knowledge, skills and capabilities to execute their duties.

Workplace Rewards

In regards to rewards, the Nairobi City County tends to rely on financial more than non-financial aspects. The feeling of the majority of the employees was that the compensation was not fair and thus did not commensurate to the work they do. Further analysis indicates that the County does not provide the motivating factor to an appreciable extent. From the empirical literature, it is a fact that motivated employees are more productive. As a result, productivity in this organization is low simply because the employees are not motivated. Therefore, lack of motivation for any reason should lead to low employee productivity and a good compensation package can end up motivating productivity of employees in the county.

Training and Development

Though not intense, NCC is cognizant of the value of training and developing the staff through up-skilling and sponsored staff to attend trainings from time to time, an attempt to help them optimize or acquire skills and knowledge in order to execute their work and this is shown by the respondents emphasizing that training has led to improved skills, competencies and capabilities of employees to perform their job. The findings reported in this study indicated that training and development and lack of it have an influences on employees'

productivity and it is also evident from the results that majority of the employees feel motivated to work after training. Overly, the analysis from this study was that, investment on training and developments seriously reap the benefits of increased employee productivity.

Supervisor Support

The study also established that leadership style and management had a role in modeling high productivity. However, the Nairobi City County employees expressed that they did not receive adequate support from their supervisors and were not involved in decision making. This is supported by 62% who said they are not allowed to make decisions pertaining to their job. If involved in the decision-making, according to the responses, this would have meant that they become more responsible towards those decisions hence improved productivity. This is because the County government employees would feel their worth is appreciated and in return will enhance their commitment towards their work.

Physical Work Environment

Most importantly, this study established that several work environment factors greatly influenced their productivity. Firstly, the results showed that, the most of employees are agreed with the important of the physical work environment factors such as office space, workplace furniture, proper tools and equipment, low noise levels as well as lighting and temperature contributed towards employee being comfortable and these aspects helped to improve employee productivity. The general feeling here was that, better physical work environment was a great encouragement for the employees to better their productivity.

Employee Productivity

The study endeared to examine the influence of workplace environment on employee productivity in Nairobi City County. The regression results revealed that workplace environment as identified in the study; workplace rewards, Employee training and development, supervisors support and physical environment combined could explain approximately 76.04% of the employee productivity. The other 23.96% may be attributed to other factors not explained by the model or the variables

INFERENCE STATISTICS

Inferential analysis was done to determine the relationship between workplace environment and employee productivity in Nairobi City County. This was done using correlation analysis and multiple regression analysis to test the influence among predictor variables. Correlation analysis was done to establish the relationship between workplace environment and employee productivity in Nairobi City County, Kenya. The findings are presented in the table 1.

From the correlation analysis results, there was strong positive correlation between work place rewards and employee productivity at the NCC as indicated by correlation coefficient 0.784. The relationship between work place rewards and employee productivity was statistically significant since the significance value (P value) 0.001 was less than 0.05. This

implies that improvement in the workplace environment would contribute to employee productivity. The findings concur to the study results of Omuya (2018) who conducted a study on the influence of compensation and rewards on employee performance in public universities in Kenya established that rewards motivate employees and contribute to employee performance. In this study, the majority of the respondents strongly agreed that good compensation and rewards motivate them to perform well.

The study established strong positive correlation between employee training and development and employee productivity as indicated by a correlation coefficient 0.721. The relationship was also statistically significant since the p-value 0.023 was less than 0.05. The findings imply that employee training and development is a key determinant of employee productivity at the Nairobi City County. The findings agree to the findings of Chebet, (2015) who conducted a study on the determinants of employees' performance in the county governments of Kenya concluded that employee training and development contributed greatly to employee performance as it enabled the employees to apply the skills gained in service delivery.

From the findings, supervisor support is also a key determinant of employee productivity. Based on the analysis results, there was strong positive correlation between supervisor support and employee productivity as indicated by a correlation coefficient of 0.685. The relationship was statistically significant since the significance value 0.037 is less than 0.05. This implies that improving supervisor support is one of the ways the Nairobi City County can use to enhance employee productivity. The findings are in agreement to the results of Mitalo, (2018) who conducted a study on the influence of employee compensation and supervisor support on the performance of employees in Kenyan Chartered Public Universities and established that the academic staff who were offered good support by the management and the supervisors performed better than those who were not accorded good support.

The findings were in agreement to Rousseau and Aubé, (2010) that supervisor support may significantly impact motivation and employee performance. The findings further show strong positive relationship between physical workplace environment and employee productivity as indicated by a correlation coefficient of 0.816. The relationship between physical environment and employee productivity was statistically significant as indicated by a significance value of 0.000. This implies that improving the physical environment at the Nairobi City County would improve employee productivity. The findings are in line with the findings of Samson and Waiganjo (2015) who studied the effects of workplace environment on the performance of commercial banks employees in Nakuru Town and found that work place physical environment contribute to employee performance. The respondents found that good furniture, adequate lighting, good ventilation facilities and workspace availability increases employees' motivation and productivity. Multiple regression model as follows;

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

Where: Y = Employee productivity; β_0 = It is the intercept of the regression model; β_1 , β_2 , β_3 , and β_4 = coefficients of the independent variables; ϵ = is the error term; X_1 = Workplace rewards; X_2 = Employee training and development; X_3 = Supervisor support; X_4 = Physical environment

Table 1: Correlations Coefficient

		Workplace Rewards	Employee Training	Supervisor Support	Physical Environment
Workplace Rewards	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	228			
Employee Training	Pearson Correlation	.989**	1		
	Sig. (2-tailed)	.740			
	N	228	228		
Supervisor Support	Pearson Correlation	.952**	.931**	1	
	Sig. (2-tailed)	.581	.602		
	N	228	228	228	
Physical Environment	Pearson Correlation	.446	.412	.484	1
	Sig. (2-tailed)	.316	.358	.271	
	N	228	228	228	228
Employee Productivity	Pearson Correlation	.784**	.721**	.685**	.816
	Sig. (2-tailed)	.001	.023	.037	.000
	N	228	228	228	228

The significance of the variables was tested at 95% confidence level. From the analysis results, all the significance values (P-values) were less than 0.05. This implies that workplace rewards, employee training and development, supervisor support, and physical environment had significant influence on employee productivity. The results in the coefficients' table 2 shows that if all the independent variables are held constant to 0, employee productivity at NCC would be 53.736.

The findings also show that a unit increase in employee rewards would lead to increase in employee productivity by a factor of 0.785, a unit increase in training and development would lead to an increase in employee productivity by a factor of 0.750. Also, a unit increase in supervisor support would lead to an increase in employee productivity by a factor of 0.714 while a unit increase in workplace environment would lead to an increase in employee productivity by a factor of 0.791. Based on the results the regression equation regression was:

$$Y = 53.736 + 0.785X_1 + 0.750X_2 + 0.714X_3 + 0.791X_4.$$

Table 2: Coefficients

Mode 1		Unstandardized Coefficients		Standardized T	Sig.
		B	Std. Error	Beta	
	(Constant)	53.736.68		79.024	.001
1	Workplace Rewards	.785	.096	.670	8.1 .010
	Employee Training and Development	.750	.183	.637	4.1 .026
	Supervisor Support	.714	.192	.630	3.7 .038
	Physical Environment	.791	.086.	.682	9.2 .000

a. Dependent Variable: Employee Productivity

R in the model summary table is the correlation coefficient which shows the relationship between workplace environment and employee productivity. The R value obtained 0.872 indicates that there exists strong positive relationship between the independent variables and dependent variable. The coefficient of determination (R^2) explains the extent to which the changes in the dependent variable can be explained by the changes in the predictor variables. It is usually expressed as a percentage to indicate the percentage variation in the dependent variable caused by changes in the independent variables.

Based on the findings, workplace rewards, employee training and development, supervisor support, and physical environment explains 76.04% of employee productivity at the Nairobi City County. This implies that work place environment factors are significant determinants of employee productivity and thus needs to be considered in any effort to boost employee productivity at NCC. The results are in line with Ajala (2012), who argued that a conducive working environment significantly improves the productivity of employees in the organization.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.7604	.681	.02186

a. Predictors: (Constant), Workplace Rewards, Employee Training and Development, Supervisor Support, Physical Environment.

ANOVA was computed to determine whether the model was significant. Based on the ANOVA statistics, the regression model was statistically significant since the value of significance (P value=0.001) was less than 0.05. This implies that the motivation as measured by workplace rewards, employee training and development, supervisor support, physical environment has explanatory power on employee productivity.

Table 4: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.204	2	54.317	81.3129	.001 ^b
	Residual	211.64	317	.668		
	Total	319.844	319			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Workplace Rewards, Employee Training and Development, Supervisor Support, Physical Environment.

CONCLUSIONS

The research is investigated the dimensions of workplace environment in terms of workplace rewards, employee training and development, supervisor support and physical environment. It has proved that workplace environment plays a vital role in motivating employees to perform their assigned work as follows;

Reward

Employees from NCC are unhappy with the current reward system and for this reason, they are demotivated and they expressed their value for rewards and as a motivator, and would increase their efforts in order to gain rewards. Majority the respondents felt that they would increase their work effort if a reward is provided by the employer. Therefore, there is a felt need for NCC to reconsider their reward system by enhancing and improving their reward system. From the study it can therefore, be concluded that a suitable reward package contributes to employee motivation and thus improved productivity since the employees feel appreciated and are fairly compensated for their work. This observation is in agreement with Muchiri, (2016) and Ali, (2015) who deduced that rewards given to employees had an impact on the performance levels of the employees.

Training and Development

Regarding the aspect of training and development and its influence on employee productivity, the findings indicate that indeed training and development enhances employee productivity and the employees of NCC appreciates the effort the county put through training and development in order to attain the desired skills and knowledge needed to perform their duties. The study concludes that training and development plays a significant role in the productivity of the employees since it led to improved skills, competencies and capabilities of employees to perform their job. This concur with Mohamud, (2014) who established that training has a significant impact on employee's performance and benefits both the individual employees and the organization at large. This is in line with, Mohamud, (2014) and Githinji, (2014) sentiments that training and development plays a significant role in improving employee's performance and job satisfaction.

Supervisor Support

From the findings, the researcher conclude that the supervisor support is helpful in increasing employees' level of productivity. Actually, what came out from the study is that supervisor support is the most important factor to determine employee productivity. However, the study revealed that NCC does not have proper supervisor support systems to meet up the employee expectations. The study therefore, revealed that there is need for maximum supervisor support and engagement of the employees in decision making in order to increase the employees' productivity. This was in agreement with Nespoli, (2017) and Majule, (2017) findings that supervisors' impacts on employees' job satisfaction, performance and intention to stay.

Physical Environment

The study findings made it possible to make conclusions that NCC employees are cognizant of the fact that their working environment is an essential element in improving their productivity. Throughout the research it was clear that the environmental working conditions in which employees find themselves greatly affect their productivity. It is important therefore, for NCC and any other organization's responsibility to offer a workplace environment that will be friendly to their employees so as to optimize their comfort and productivity on their jobs. The study revealed that a general inclination that the physical environment has a vital role for employees to achieve high productivity on any assigned job. This is in agreement with a study conducted by Awan and Tahir, (2015) in which he established that that working environment is helpful increasing employees' level of productivity.

RECOMMENDATIONS

Reward

To ensure sustained service delivery within the County government workforce, it is advised to introduce a proper reward system that will enable the employees to feel being valued for the work they execute. Such reward system encourages the employees to be punctual at their workplace and work even harder because their well-being is well taken into consideration by the management of the county government and by appreciating their input, they feel valued by the organizations which they serve.

Training and Development

The County government should continue to invest in employee training and development because this would encourage employees to have a belief that their future in the organization is certain. Such continuous improvement strategy on personal or even professional development plans will boost individual morale and in return translate to improved productivity. Further, by using (inhouse) training and development program, the County government has an opportunity to underpin its core value and mandates and in the long run this will be an important aspect in helping employees gain commitment.

Supervisor Support

To further diffuse the possibility of dissatisfaction with the management and leadership style, the County government could come up with a better and transformational leadership model that encompasses the ideals, inspiration, stimulation and individualized consideration. This will ensure there are proper ways and means to communicate county strategies and goals to the employees. This will in the long run help achieve the mission and vision because there will be unity of direction. Having a constructive two-way communication will mean that there is maximum contact between supervisors and their staff resulting in a clear understanding and enhanced personal (working) relationship. Additionally, having periodic meetings with the employees helps tackle any grievances to the management and could serve as a motivating factor and further bolster their relationship within the organization and improved productivity. They should also ensure that feedback is done periodically (annually or half yearly) and promptly whether results are positive or negative.

Physical Environment

To increase employee's productivity, the county governments could improve its working environment and ensuring its comfortable enough to support the employee's productivity. At the core of employees' productivity, work environment is pivotal and thus every resource required in making sure the environment is supportive to their productivity should be taken into consideration. This could be as basic as providing up to date working tools and equipment, adjustable or flexible furniture, ensuring the area is well aerated and enhancing the overall physical appeal of their office spaces.

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