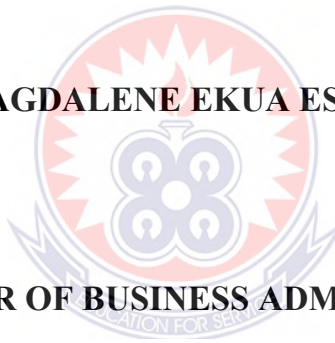


UNIVERSITY OF EDUCATION, WINNEBA

**WORK ENVIRONMENT AND ITS IMPACT ON EMPLOYEE
PERFORMANCE: EVIDENCE FROM NATIONAL SPORTS
AUTHORITY, ACCRA**

MAGDALENE EKUA ESSANDOH

MASTER OF BUSINESS ADMINISTRATION



UNIVERSITY OF EDUCATION, WINNEBA

**WORK ENVIRONMENT AND ITS IMPACT ON EMPLOYEE
PERFORMANCE: EVIDENCE FROM NATIONAL SPORTS
AUTHORITY, ACCRA**

**MAGDALENE EKUA ESSANDOH
(202140852)**



**A Dissertation in the Department of Management Sciences,
School of Business, submitted to the School of
Graduate Studies in partial fulfilment
of the requirements for the award of the degree of
Master of Business Administration
(Human Resource Management)
in the University of Education, Winneba**

DECEMBER, 2022

DECLARATION

Student's Declaration

I, MAGDALENE EKUA ESSANDOH, declare that except for the reference to other research books and websites which have been duly cited, this project work is the result of my efforts and that it has neither wholly nor partially been presented or produced elsewhere.

Signature:

Date:

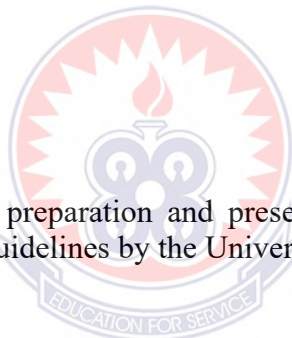
Supervisor's Declaration

I, hereby declare that the preparation and presentation of this project work were supervised per laid down guidelines by the University of Education Winneba.

Name of Supervisor: DR. BERNARD B. B. BINGAB

Signature:

Date:



DEDICATION

This work is dedicated to my lovely husband, Mr Gerald Nii Ankrah, my Children, Aleona Naa Amanuah Ankrah, Raphael Nii Adamah Ankrah, Gerald Nii Ayi Ankrah and all my siblings. Without your support, I wouldn't have come this far.



ACKNOWLEDGEMENTS

I wish to register my immeasurable thanks to the Almighty God who is the source of wisdom and knowledge, for seeing me through the time of admission to the completion of my programme.

A special thanks to my supervisor, Dr Bernard B.B. Bingab, who supervised this work in a critical but objective and constructive manner. I thank him very much for guiding me through the whole process with great care from his comments, assistance and advice. It has been a privilege of knowing and working with him.

Finally, I am grateful to my family for their support throughout my education.



TABLE OF CONTENTS

Content	Page
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	3
1.3 Objectives of the Study	6
1.4 Research Questions	6
1.5 Significance of the Study	6
1.7 Limitations of the Study	7
1.8 Organisation of the Study	7
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Theoretical Review	8
2.2 Overview of Work Environment and Employee Performance	10
2.3 Classification of Work Environment	12
2.3 Work Environmental Factors	13
2.2.1 Physical Work Environment Factors	14
2.2.2 Ventilation Intensity and Lighting	15
2.2.3 Office Layout and Design	16
2.2.4 Noise Intensity	17

2.3	Psychosocial Factors	18
2.3.1	Role Congruity	18
2.3.2	Supervisor Support	19
2.3.3	Leadership Style	21
2.4	Work Environment and Employee Performance	22
2.5	Chapter Summary	25
CHAPTER THREE: RESEARCH METHODOLOGY		26
3.0	Introduction	26
3.1	Research Approach	26
3.2	Research Design	27
3.3	Population of the Study	27
3.4	Sample Size and Sampling Procedure	28
3.5	Source of Data	29
3.6	Primary Research Data	29
3.7	Secondary Research Data	29
3.8	Research Instrument	30
3.10	Data Analysis	31
3.11	Profile of Study Area	31
3.12	Validity and Reliability	32
3.13	Ethical Issues	33
CHAPTER FOUR: ANALYSIS AND PRESENTATION OF FINDINGS		34
4.1	Introduction	34
4.2	Profile of Respondents	34
4.3	Examining the Work Environment of National Sports Authority	37
4.4	Effect of Work Environment on Employees' Performance	45

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	65
5.0 Introduction	65
5.1 Summary of Findings	65
5.2 Conclusion	68
5.3 Recommendations	69
5.4 Suggestions for Further Studies	69
REFERENCES	71
APPENDIX: QUESTIONNAIRE	80



LIST OF TABLES

Table	Page
4.1: Years of Working Experience of Respondents	35
4.2: Descriptive Statistics on the Major Work Environments of the National Sports Authority	38
4.3: Descriptive Statistics on Assessing the Performance of Workers	44
4.4: Model Summary	46
4.5: ANOVA	46
4.6: Significant Variables and their Coefficients	48
4.7: Model Summary	50
4.8: ANOVA	50
4.9: Coefficients Tables	51
4.10: Model Summary	52
4.11: ANOVA	52
4.12: Coefficients Tables	53
4.13: Model Summary	54
4.14: ANOVA	54
4.15: Coefficients Table	55
4.16: Model Summary	57
4.17: ANOVA	57
4.18: Coefficients Tables	58
4.19: Model Summary	60
4.20: ANOVA	60
4.21: Model Summary	61
4.22: ANOVA	62
4.23: Model Summary	62
4.24: ANOVA	63
4.25: Model Summary	64
4.26: ANOVA	64



LIST OF FIGURES

Figure	Page
4.1: Sex of respondents	35
4.2: Position of respondents	36
4.3: Department of the respondents in the Authority	36
4.4: Years of experience of respondents	37



ABSTRACT

Employee welfare at the work place has become an important topic for discussion in human resource development literature. There is a teaming effort by both public and private organisations to improve the quality of their work environment. However, literature and a cursory observation of the general work environment show a state of poor work environment which cause constant employee agitations. Consequently, this study sought to investigate *the work environment and its impact on employee performance: using the National Sports Authority, Accra, as a case*. A survey research design was used to assess the relationship between work environment and employee performance. A stratified random sampling technique was adopted to select 100 employees for this study. Respondents for this study were made up of both Senior staff and Junior staff of the NSA. A response rate of 78% was achieved. The data collected from the employees was analyzed using multiple regression and descriptive statistics. The study revealed that each of the components that define the work environment was statistically significant to the performance of the National Sports Authority. However, the social work environment of employees of the Authority was the most conducive work environment at National Sports Authority and the psychological environment was the least conducive. The study recommends that the Authorities must improve upon its psychological environment to improve upon the psychological health of its employees to accomplish the organization's mission and vision.



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The work environment has grown more competitive in recent years due to a lack of quality human resources (Samson & Swanson, 2015). Although an organisation's customers are its most important asset, its human resources are also thought of as its most essential, precious and expensive resources. While they continue to be the organisation's most valuable asset, their effectiveness depends in large part on what drives them. Money alone cannot motivate workers, hence corporations all around the world have committed significant financial resources to enhance other motivational variables like the work environment (Mathews & Khann, 2015). This is because people risk their lives working a significant portion of their lives for their employers (Weerarathna & Geeganage, 2014). Employees may not always deliver their best work because of the lengthy hours they put in at their jobs. This is because a variety of factors, including the quality of the workspace, the equipment available, and ventilation among others, affect both the level and quality of performance (Samson & Swanson, 2015).

The term work environment has been defined in a variety of settings. It is generally understood to refer to the setting in which individuals collaborate to accomplish the goals of an organisation (Awan and Tahir 2015). The term "work environment" can also apply to an employee's mental state, both good and bad, as well as their immediate surrounds, behavioural norms, regulations, and rules, as well as their culture, resources, and working relationships (Abd Hamid & Hassan, 2015; Heath, 2006). Programs, procedures, structures, and technologies interact with workers and

have a direct or indirect impact on how well they perform (Awan & Tahir, 2015). These are social factors such as supervisory support and job aid as well as physical factors which include the level of noise, office layout and design, lighting, furniture and ventilation (Naharuddin & Sadegi, 2013; Arsalani et al., 2011).

Again, a proper work environment reduces absenteeism in the workforce and increases employees' performance and productivity at the workplace (Boles et al., 2004). Favourable work environments factors such as good leadership and good ventilation also guarantee the wellbeing of employees which helps them to involve more in their roles with all energy, hence, improving their performance (Taiwo, 2010). While issues of workplace quality and performance have received attention on the global stage, it is not surprising there are similar growing interests in African countries (Bushiri, 2014). According to Marpady et al. (2009), employee performance is the extent to which an employee's work output and outcomes meet the expected result. Scholars have found that employees work hard when they are well motivated, and provided with the relevant tools and support from management. Several measures such as work quality, efficiency, output and innovation have been used to measure the performance of employees (Marpady et al., 2009).

The new challenge for organisations is to create a work environment that attracts, keeps, and motivates the workforce to maximize their work quality, efficiency and innovation at the workplace (Marpady et al., 2009). Managers must understand how to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential in their organisation (Sehgal, 2012). Employees who can reach their potential at the workplace work hard to improve work quality, reduce errors and improve efficiency. Issues of employee

work environment have received magnanimous attention among various stakeholders such as labour unions and pressure groups in Ghana (Sehgal, 2012).

Civil society groups and international organisations demand the implementation of a disability-friendly work environment and proper and cordial work relations among others. A quick view of Human Resource practices at National Sports Authority shows that work environment issues in the Ghanaian business environment are however not different from the workplace practices at NSA. A careful look at the Human Resource (HR) policies shows management has implemented several policies including a disability-friendly work environment, quality surrounding, modern office layout and designs and proper ventilation. However, there appears to be a lack of consistency and regular maintenance of the work environment, causing several challenges during the working period (Sehgal, 2012).

1.2 Statement of the Problem

In recent years, employees' comfort in the workplace represents an important factor to boost performance of employees (Leblebici, 2012). However, in practice, the work environment of many industries is unsafe and unhealthy due to poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures and lack of personal protective equipment (Chandrasekar, 2011). Even though several studies (Afenyo, 2012; Abd Hamid & Hassan, 2015) have been done to investigate the effect of an unsafe work environment on employee performance these studies are yet to identify how each of the work environment practices affects the performance of employees. Some authors (Taiwo, 2010; Samson & Swanson, 2015; Awan & Tahir, 2015) have argued that the performance of employees is not about the existence of a good environment but how

effective they are. Because of this Tetteh et al. (2012) advocated for further studies to examine the effectiveness of work environment practices in enhancing employee performance.

Over the years, employee performance has fallen because the work environment has become unfavourable, leading to employee engagement and disengagement (Leblebici, 2012). Studies have attributed the downturn of employees to several factors such as motivation (Khan et al., 2011); leadership style (Ojo, 2010) and resources (Kavanaugh & Ninemejer, 2011). Minimal studies have examined how the work environment influences the performance of employees (Dar, 2010; Gutnick, 2007; Haggins, 2011). Other studies examining the effect of the work environment on employee performance have also yielded inconclusive results regarding whether physical factors or psychosocial factors have a significant influence on the performance of employees (Janakiraman et al., 2011).

There is a need for further investigations to examine these important work environment practices and how each of these practices influences employee performance (Boyce et al., 2013). The increasing concern for a quality work environment has further been compounded due to changes in several factors such as social environment, information technology and the flexible ways of organising work processes (Bushiri, 2014; Hasun & Makhbul, 2005; Sehgal, 2012). With the advent of technology, organisations are faced with a new trend of challenges to find alternative ways to create a quality workplace using quality plants and machinery, ergonomics designs and technological equipment such as efficient lighting and computers (Lebleici, 2012) to promote employee satisfaction (Wells, 2000). Leblebici (2012) further noted that organisations have been exposed to technological and ergonomics

advancements which have affected their work environment concerning poor safety, health conditions and discomfort issues such as improper lighting, poor ventilation and excessive noise. Many organisations' employees mostly encounter physical workplace factors that affect their level of engagement and commitment to the organisation (Leblebici, 2012). Human resource studies must identify contemporary workplace issues and their relationship with the performance of employees, hence this study.

In this regard, this study investigates contemporary work environment practices that affect employee performance at National Sports Authority. Samson and Swanson (2015) revealed that non-teaching staff in the educational sector in African countries have also expressed concerns about their work environment because the work environment promotes their well-being and performance. From a quick view, the researcher is yet to identify a study on work environment practices and employee performance at the National Sports Authority. Over the years, the management of the NSA has attempted to develop effective workplace practices to boost the performance of employees. However, there appear to be negative sentiments among a section of employees regarding the effort of management to provide effective sanitary conditions and physical structures. These sentiments have cumulated into a syndrome where some employees leave their work to other office facilities to access physical facilities that are non-existent at their facilities. This study, therefore, seeks to examine how the work environment practices of the Authority have impacted the performance of employees.

1.3 Objectives of the Study

The Objective of the study are to:

1. Examine the work environment of the National Sports Authority.
2. Assess the performance of workers of National Sports Authority.
3. Determine the effect of the work environment on the performance of employees of National Sports Authority.

1.4 Research Questions

The following research questions guided the study.

1. What is the work environment of the National Sports Authority?
2. What is the performance of workers of National Sports Authority?
3. What is the effect of the work environment on the performance of employees of National Sports Authority?

1.5 Significance of the Study

The study is important in providing a better understanding of the relationship between the working environment and employee performance in government organisations which will serve as a guide to evaluate how the working environment affects the performance of government employees. In addition, the study makes room for employees to voice their level of work affection which helps in formulating training needs (Newstrom & Davis, 1993). From a more perspective view, the outcome of the research would be used to alert the management of National Sports Authority of employees' level of satisfaction or dissatisfaction regarding specific work environment features. Moreover, the study would serve as background information for similar research in the future.

1.6 Scope of the study

This study sought to investigate the effect of work environment on employee performance. The study seeks to find out whether work environment factors: and physical and psycho-social factors influence the performance of employees. The population of this research comprised all the employees of the National Sports Authority. One hundred questionnaires were administered to the employees of the Authority through the Human Resources Department. Respondents were made up of the management of the Authority, department heads, and senior and junior staff including both permanent and contract staff.

1.7 Limitations of the Study

One of the limitations that came across during the data collection exercise was that some respondents were unwilling to fill out the questionnaires. Also, the inadequacy of time was another problem. Besides, the primary data was administered and collected during working hours which conflicted with the work schedule of respondents. Moreover, fear of victimization on part of the respondents was another problem. Some respondents were reluctant in probing into vital issues because they were afraid of being victimized by their superiors.

1.8 Organisation of the Study

The study was organized into five chapters. The first chapter introduced the study with the background, the problem statement, objectives, research questions, scope of the study, limitations and the organization of the study. The second chapter dealt with the review of related literature. The third chapter described the methodology of the study with the fourth chapter analysing and presented data. The fifth chapter which is the final chapter contained the summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature on the concepts of a work environment, work environment factors, and employee performance. The research's guiding theory, Herzberg's motivation theory, is also covered in this chapter. The chapter further discusses the classification of work and environments and finally, an analysis of the relationships between work environment and employee performance is provided.

2.1 Theoretical Review

The Herzberg Hygiene/Motivation Theory serves as the theoretical basis for this investigation. The Motivator-hygiene Theory, commonly known as the Two-Factor Theory, was first put forth by Frederick Herzberg in 1968. According to the Herzberg Two Factor Theory, every employee in an organization has the same set of demands, which enables the organization to forecast the elements that must be present at work (Yusoff et al., 2013). According to the motivation-hygiene theory, people labour for their self-interest and get joyful when their task is completed. According to the idea, two groups of variables influence an employee's working attitudes and level of performance and are known as Motivation-Hygiene Factors (Robbinson, 2009). In many cases, the motivators are categorized as satisfiers whereas the hygienic elements are often referred to as dissatisfiers (Bradley, 2003). Herzberg's theory's main contention is that by satisfying workers' lower-level demands (extrinsic, hygienic aspects), you are not encouraging them to work more; rather, you are just keeping them from being dissatisfied (Yusoff et al., 2013). Higher-level needs

(Intrinsic or motivational elements) must be met and catered for in the organization, to motivate personnel (Yusoff et al., 2013).

The main distinction between motivator and hygiene elements is that, while the former contributes to an employee's positive contentment, the latter shields them from experiencing any unhappiness. Herzberg contends that removing the source of unhappiness (via hygiene factors) will not lead to employee contentment but rather to a neutral state. According to Herzberg's Motivation-Hygiene Theory, elements in the workplace such as recognition, job responsibility and advancement, and demanding work that provides positive fulfilment are motivators (satisfiers). The motivational variables give the work more significance because they are intrinsic to the tasks at hand. On the other hand, the "dissatisfiers" in terms of hygiene are things like supervision, coworker interactions, and the working environment.

Locke and Lathan (1990) added that hygiene factors include; pay and salaries, company policies and administrative policies, physical working conditions, status, interpersonal relations and job security. The Herzberg theory's contribution to this study is that a variety of factors influence employee performance. Management must supply both physical and non-physical stimuli to encourage employees and thus increase performance since motivation is one of the major factors determining employee productivity. To boost employee performance, organizations must provide both intrinsic and motivational aspects (Robbinson, 2009). When the working environment is enhanced and employees are satisfied with both intrinsic and motivational aspects, it lowers complaints and absenteeism while raising productivity (Roelofsen, 2002).

The theory further contributes to an insight into the study of employees by espousing the *dissatisfiers* and *satisfiers* effect on the work environment on employee individual performance (Samson & Swanson, 2015). Herzberg's theory has some criticisms. One important criticism of this theory is that the theory omitted other behavioural criteria such as performance, absenteeism and labour turnover (Afenyo, 2012). Oldham and Hackman (1976) also noted that the theory does not allow for individual differences such as particular personality traits, which would impact an individual's unique responses to motivating or hygiene factors. Because of this, the study sought to test the effect of respondents' characteristics on the relationship between work environment practices and employee performance.

2.2 Overview of Work Environment and Employee Performance

The work environment has generally garnered significant attention from researchers, leading to a variety of definitions for the concept of "work environment". Scholars have offered a variety of descriptions of the concept of the workplace over the years. According to Bushiri (2014), the work environment is the result of the interactions between employees and the workplace setting. Similar to Bushiri (2014), Haynes (2008) defined the workplace environment as the immediate surroundings that meet an employee's intrinsic, extrinsic, and social demands as well as the motivation for them to remain with the company. Rezaul (2014) defined the work environment of employees as the surroundings of an occupation, including inside, outside, at a desk, and in a cubicle. The definitions given above seem to agree that the workplace consists of two components: the people who work there, and its surroundings.

Aside from the two key components already mentioned, Opperman (2002) identified three other key aspects of the workplace environment: the technical environment, the human environment, and the organizational environment. Opperman explained that the technical environment comprises the tools, equipment, technological infrastructure and other physical elements. Human environment refers to peers, team and workgroup relationships, leadership and management interactional issues. Good workplace relationships also give other people a sense of identity, support, and companionship (Bowler & Brass, 2006). Trust issues at work also affect employees' work behaviours for improved performance (Dar, 2010). Opperman went on to say that trust in the policies, practices, and philosophies of the workplace system boost employee performance. It is noteworthy to observe from the definitions above that there is no agreement on the precise meaning of work environment practice. However, major elements like the relationship between work and the environment continue to be relevant in the description of the work environment.

The inconsistent description of the work environment affords the researcher to adopt the definition of Gunaseelan and Ollukkaran (2012), who defined work environment as the processes, systems, structures, tools or conditions in the work that impact positively or negatively on employee performance. They also stated that other elements of the work environment that may affect employee performance include policies, rules, culture, resources, working relationships, work location, and elements of the internal and external environment. Recognizing that the human component and the organization are synonymous is essential to comprehending the fundamental role of the work environment in the organization (McGuire & McLaren, 2009). Thus, the

importance of the organizational work environment and how it affects employees' performance and productivity (Heath, 2006).

2.3 Classification of Work Environment

The workplace can take many different forms. As demonstrated by the Holland Codes put forth by Holland (2015), a psychologist interested in matching people with work environments that suit their personalities, several attempts have been made to arrange the various categories. Holland's method for identifying different work environments focused on the type of work being done. He categorized them into six namely; realistic, social, entrepreneurial, artistic, investigative, and traditional work is more hands-on in realistic environments, whereas thinking and theoretical discussions are given top attention in investigative environments. More self-initiative is required in entrepreneurial situations to start and innovate ventures. Traditional workplaces follow predetermined procedures and standards, such as databasing consumer information, whereas creative workplaces encourage innovation and the creation of artistic works. As observed in customer service and teaching, social work contexts entail a high level of interaction (Dwyer et al, 1991).

Another way to look at work environments is to assess the physical surroundings, differentiating between offices, warehouses, retail stores, scientific research facilities, fieldwork sites, and so forth. These work environments may be suited to different kinds of personalities and career goals. The physical environment can also have an impact on suitability for work; some people do not enjoy the rigid and controlled climate of a lab, for instance, or prefer working outdoors. Concerns about conditions in different types of the work environment may be an issue for some job seekers with worries about their ability to thrive in physically demanding or boring environments

(Salin, 2003). To differentiate between various work environments, one can also utilize the social and psychological climate as a parameter. While some businesses may have extremely rigid hierarchies, others may be more flexible and egalitarian. Workers may be expected to concentrate on their duties without criticizing their employers or superiors, or they may be encouraged to participate, provide feedback, and alter their environment. While certain workplace cultures might turn toxic due to tolerance for harassment or fierce competition, others are friendlier and more laid back.

Woodward and Psych (2000) classify work environments as the physical environment and social environment and administrative environment. The physical environment is made up of things like workload, technology and equipment, the availability of supplies, shift timings, working hours, and others. Additional components of the social environment include interpersonal relationships, several teams, management style and support, status at work, autonomy, decision-making, culture, and climate. The administrative environment, which is the final category, includes the organizational structure, organizational goals, policies for promotions, leave, transfers, and performance evaluation.

2.3 Work Environmental Factors

Recent studies on the specific elements that characterize the workplace are inconsistent (Bushiri, 2014; Boyce et al., 2013). For instance, research has shown certain typical elements of the workplace such as lighting, noise, communication, and psychological support, affect workers' productivity (Boyce et al., 2013). Other studies have also concluded that certain aspects of employees' work, both inside and outside the organization, may influence an employee's performance favourably or

unfavourably (Roelofsen, 2002; Abd Hamid & Hassan, 2015). According to Abdullah et al. (2010), workplace factors also involve employees' authority, autonomy, relationship with supervisors and coworkers, skill and other working conditions. Similarly, Sekar et al. (2012) emphasized that other workplace elements like coworkers, the environment, and tools for the job all have a crucial role in how well employees perform. Mehboob and Bhutto's (2012) investigations generally discovered that a comprehensive notion of work environment elements includes physical, psychological, and social components of working conditions. Physical and psychosocial variables make up the two primary categories of the work environment (Arsalani et al., 2011). These elements have been discovered to affect workers' performance (Boyce et al., 2013; Kohun, 2002; Leblebici, 2012). The study, therefore, discusses the physical and psychosocial factors as the two main constructs for the study.

2.2.1 Physical Work Environment Factors

Samson and Swanson (2015) define the physical work environment as the layout and design of an office space. According to Muthiah and Santosh (2017), two key aspects of the physical work environment are the level of individual motivation and the infrastructure in the workplace. In a contemporary business working environment, the physical environment has expanded to include building design, workplace layout, furniture and equipment design, set-up, space, temperature, ventilation, lighting, noise, vibration and air quality (Sarode & Shirsath, 2014; Stup, 2003) spatial layout and functionality of the surroundings (Kohun, 2002). A cursory look at the literature reveals that office layout and design, ventilation intensity and lighting and noise intensity remain common among the physical workplace factors.

2.2.2 Ventilation Intensity and Lighting

Another important physical workplace factor is the lighting and ventilation systems in the organization. In every entity, the ventilation systems in the office have to meet some requirements to enhance work performance. Sehgal (2012) claims that current research has demonstrated that light has effects beyond simply assisting workers with their visual orientation. To establish a healthy atmospheric working environment, Doman (2009) observed that an office's indoor air must be pure and that the space's temperature, humidity, and air velocity all need to be at the proper levels. According to Lan and Lian (2010), employees in offices feel slightly uncomfortable and less motivated in both the coolest and warmest temperatures and they also experience their workload as more difficult affecting their productivity.

A combination of artificial indoor and outdoor lights will create a sense of activity and influence workers' moods. The *Hawthorne effect* is one of the best illustrations of how lighting may increase productivity (Lan & Lian, 2010). The Hawthorne effect experiment looked at how physical fitness affected output and performance. Hawthorne placed the individual in a social context, demonstrating how the environment, the people in it, and a person's intrinsic qualities all have an impact on how well an employee performs (Lan & Lian, 2010). For instance, studies have found that temperature influences office employees and their performance in the office (Hasun & Makhbul, 2005; Sehgal, 2012). Consequently, Moloney (2012) found that 3 to 18 per cent of employees increase their productivity between 0.2 and 3 per cent in offices with the natural daylighting system. This also explains why it causes eye strain for workers to do tasks in low or dim light, which results in headaches and

irritability. This discomfort has a significant negative impact on productivity, which lowers employee performance as a whole (Gutnick, 2007).

2.2.3 Office Layout and Design

Office space/design is one of the leading physical aspects that influence employee performance (Chandrasekar, 2011). Office layout can be described as the spatial arrangement of furniture and equipment (Keeling & Kallaus, 1996) such as desks, chairs, filing system, shelves, and drawers and have a specific role to play in the proper functioning of the office and performance of staff. Challenger (2000) added that symbols in the office connote meanings and images about organisations and how employees are to be engaged in the organisation. Dorman (2008) notes that even informal seating arrangements, such as chairs placed at right angles facilitate social interaction, whereas formal seating arrangements such as chairs placed back-to-back discourage social interaction. Other ergonomic facilities such as; adjustable office furniture, desks and chairs allow employees to work comfortably throughout the day (Burke & Ng, 2000). This is particularly important for those employees who tend to work for long hours on the same station and comfort is paramount for optimum performance (Gutnick, 2007).

According to Al-Anzi (2009), a good office design layout encourages employees to work by making sure employees have all that they need to work. Becker (2002) added that other minor workplace features such as the size of individual workplace furniture surfaces also affect employee performance and they go beyond just office design alone. A work environment that has appropriate workspace and design, correct, updated and well-working equipment to work will have a much more positive attitude about work than those who are dealing with frustrating and broken equipment and

furniture (McGuire & McLaren, 2009). However, in the absence of relevant ergonomics, office furniture can lead to physical and psychosocial health complications for the employees, which will adversely affect performance. In effect, if all factors surrounding the employee are ergonomically good, the employee will be comfortable, encouraged and motivated to work and improve performance.

2.2.4 Noise Intensity

One of the most often overlooked workplace environmental pollutants with potentially wide-ranging effects is noise (Sehgal, 2012). In general, office noise is an unpleasant sound or sound phenomenon that, depending on its intensity, generates an uncomfortable sensation as well as affects one's physical and mental health, which in turn lowers performance (Sundstrom et al., 1994). Not only noise emanating from within the environment but also, but noise can also be a physical agent from the environment; from the natural or anthropogenic origin and may be present only in the workplace or outside the work environment (Samson & Swanson, 2015). However, Sundstrom et al. (1994) asserted that noise in the workplace, predominantly from others talking, is cited as being distracting by over 75% of workplace users.

There are many different sources of noise pollution, such as motor vehicle traffic, workplace environments, working sites, or even the noise of multiple conversations occurring at once (Sehgal, 2012). There are also African settings where people can set off loudspeakers to disturb the neighbourhood for fun or in the name of religion. But Sundstrom et al. (1994) claimed that while one workplace might classify a sound as noise, another might not assign the same volume of the sound. In effect, Sehgal (2012) observed that physical work environment factors such as noise can cause stress, headache, and fatigue which prevents employees from discharging their

required duties in the workplace. Even though studies are very limited on the effect of work environment practice and the performance of education staff, Samson and Swanson (2014) noted that workplace noise is a pervasive problem in working environments with an obvious risk of hearing damage, poor concentration, performance, behaviour and general well-being.

2.3 Psychosocial Factors

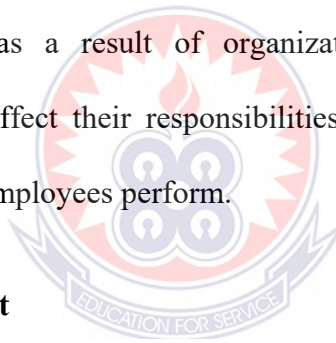
The psychosocial aspects of the workplace are the second component in this study and are thought to be one of the most crucial challenges in current and future organizations and society. The term “psychosocial factors” often refers to the connections between the environment, organizational structure, working circumstances, work functions, work content, effort, and the personal and family characteristics of the workers (Vischer, 2008). Samson and Swanson (2015) found workplace psychosocial factors to include social support; role ambiguity and working conditions. Following the finding of Warr (2002), the study reviews the literature on supervisor support, role congruity, and leadership styles as psychosocial workplace factors.

2.3.1 Role Congruity

The first indicator of the psychosocial factor of the work environment is role congruity. In every organisation, new and existing employees begin to form personal expectations regarding the roles and the reward that they will receive. Most of the time, organizations’ expectations of their workers are perceptions that they are unaware of unless those workers are actively involved. Role expectations are often outlined in formal documents like job designs, job descriptions, and role requirements from the standpoint of the organization. The job description represents a written form

of a statement that explains the scope, duties and responsibilities associated with the job that the employee is expected to perform.

A job description aids in ensuring effective performance and offers a clear explanation of the position's responsibilities and expected results to all parties concerned (Kavanaugh & Ninemeier, 2011). Job descriptions are subject to frequent modifications and shifts as a result of social, economic, and political upheaval. Arnold (2007) noted environmental changes that have a direct impact on job descriptions (roles) and worker performance, such as organizational reorganization, expansion, cuts, and reassignments. Due to the environment's changes, organizations must assist in identifying any potential overlaps or gaps between jobs. The health of employees will suffer as a result of organizations failing to recognize how environmental changes affect their responsibilities, which will eventually have an impact on how well the employees perform.



2.3.2 Supervisor Support

The second indicator of psychosocial factors in the work environment is supervisor support. Supervisors' support in every working environment helps develop a working environment that leads to increased employee productivity (Awan & Tahir, 2015). Supervisor support is defined as the degree of support and help that supervisors give to their employees to perform their work duties (Janakiraman, et al., 2011).

Work environment factors like authority, autonomy, and most importantly relationship with supervisors must be taken into consideration (Abdullah et al. 2010). In every organisation, a supervisor must be a first-level manager and a leader who is

experienced, a role model and can solve leader-employee and firm-level problems (Nijman, 2004).

According to Bauer and Green (1998), for employees to function at their highest level, leadership and employees must each play their respective responsibilities through mutual understanding to enhance effective work performance. Employees carry out their roles by using their skills, knowledge, and talents, and supervisors provide assistance, guidance, standards and expectations, feedback, rewards, and task support. More importantly, when leadership support fails in organisations, there is a high tendency that, employees will find it very difficult to manage their workload, duties and responsibilities. Literature is however consistent that the productivity of employees will increase by keeping working conditions and working environment up to a certain threshold level and subsequently will decrease if workload increases from above a certain threshold level (Ali et al., 2013).

As part of the task support roles provided by supervisors, supervisors must also train employees, and coach, and mentor new and old staff (Rabey, 2007). In effect, when supervisors and employees decide to show full commitment to the cause of the work and the organisation, it will eventually lead to positive results and performance from the employees. Haggins (2011) concludes that any social support which is part of the work environment represents the key to increasing organisational commitment and also improving job performance.

2.3.3 Leadership Style

The study also examines the third psychological workplace aspect, which is leadership style. Generally speaking, different nations, businesses, sectors, and personalities have different management and leadership styles. Leadership represents an interaction between leaders and employees where the leaders control and direct the employees in an attempt to influence and direct their actions towards a specific end and/to achieve high performance (Northouse et al., 2010). Three criteria are crucial for defining the kind of leadership style that a leader would use (Kavanaugh & Ninemeier, 2011). These elements may include the characteristics of the leaders, the characteristics of the subordinates, and the environment of the organization. A more detailed explanation would be that a person's leadership style is influenced by their personality, knowledge, values, and experiences from their background.

There are differences in leadership styles and the type of leadership style determines the level of interaction between the leader and the employee at the workplace. Taylerson (2012) asserted that when the organisation is beamed with the right positive atmosphere and leadership, the workplace becomes enjoyable with less stress, which in turn provides a good attitude and performance from the employees. Consistent with earlier assertions, employees on the other hand also have different personalities, backgrounds, expectations and experiences that will determine the type of leadership style that will help them perform better. For instance, employees who are more knowledgeable and experienced will best fit a democratic leadership style, while staff with diverse experiences and expectations will best fit an autocratic style of leadership.

In some organisations, other factors such as organisational climate, organisational values, the composition of the workgroup and type of work can also influence the type of leadership style that the leader must adopt to gain high employee performance (Chen & Silverthorne, 2005). In effect, leaders in any organisation must balance their preferences that best fit their staff or subordinates and can also spur the highest level of performance from the employees. The next session of the study discusses the relationship between the workplace and employee performance. The study's next session discusses the relationship between the workplace and employee performance.

2.4 Work Environment and Employee Performance

Awan and Tahir (2015) investigated the impact of the working environment on employee productivity at banks and insurance companies in Pakistan. The primary objective was to measure the impact of the work environment on employees' productivity at particular banks and insurance companies in Pakistan. The researcher used closed-ended questionnaires and used different statistical methods to analyse the research data. The study found that work environment factors such as; supervisory support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, and adequate workload have a positive impact on employees' level of productivity in the organisations.

An empirical study by Samson and Swanson (2015) investigated the effect of the work environment on the performance of Bank employees in Nakuru Town in Kenya. The study sought to establish the extent to which physical workplace factors, psychosocial factors and work-life balance factors affect performance. The study employed 736 non-managerial banking staff using stratified random sampling with probabilities proportional to the size. The study found that physical workplace factor

aspects did not have a significant effect on employee performance while the psychosocial and work-life balance factors significantly affect employee performance.

An empirical study by Abd Hamid and Hassan (2015) examined the relationship between work environments and civil servants' job performance. The findings found that two major elements in the workplace; work environment and job performance have a weak association. The finding of this study is very critical since it can help employers in improving worker satisfaction especially through adjusting the work environments which as a result will increase the level of their job performance.

A study by Ajala (2012) investigated the influence of the work environment on workers' welfare, performance and productivity. The study analysed the influence of the work environment on workers' welfare and productivity in government parastatals in Ondo State, Nigeria. The random sampling technique was used to select 350 respondents. The results of the study showed that workplace lighting programmes, noise features and good communication networks in the workplace affect workers' welfare, health, morale, efficiency, and productivity. The study was consistent with the study by Matthews and Khann (2015) who concluded that adequate lighting systems, noise, furniture, as well as temperature can impact employees both physically and psychosocially. Similarly, Hameed and Amjad (2009) came to the same conclusion that doing routine job activities in dim lighting systems results in headaches, irritation, and eyestrain.

Tetteh et al. (2012) looked at the work environment and productivity of a Kumasi Produce Buying Company's employees. The investigation was conducted using a descriptive sample survey. The study's respondents were chosen using a simple random sampling technique. According to the study, the Produce Buying Company's working environment has an impact on its employee. The study was consistent with Chandraseker (2011) who confirmed that unsafe and unhealthy work environments in terms of poor ventilation, inappropriate lighting, and excessive noise, among others, affect workers' productivity and health. Hameed and Amjad (2009) surveyed 31 bank branches and also found that comfortable and ergonomic office design motivated the employees and increased their performance levels to the highest levels.

An empirical study by Ali et al. (2013) in Mogadishu and Somalia, investigated the relationship between working conditions: Working hours and Workload on employee productivity and whether there is a relationship between working conditions and employee productivity in the Mogadishu manufacturing industry. Using purposive sampling, the researcher selected 150 workers of the company as respondents. The study found that there is a positive relationship between working conditions and employees' productivity, working hours, and workload leading to a high level of employee performance and productivity. This is consistent with the study by Taiwo (2010) who found that 70.49 per cent of study respondents, agreed that, a conducive and better working environment are the factors that can lead to high employee performance.

2.5 Chapter Summary

Chapter two of the study discussed the theoretical foundation and the concepts regarding the relationship between Work environment factors and employee performance. Essentially, Herzberg's motivation-hygiene/two-factor theory provides the background for the understanding of the concept of work environment and performance. Interestingly, both physical and psychosocial factors such as supervisor support, leadership styles, role congruity, office design and layout, ventilation and lighting are essential workplace factors that motivate employees. Consequently, employees who are motivated experience improvement in their performance level. The next chapter of the study discusses the methods for achieving the empirical basis for this theoretical and empirical perspective on National Sports Authority.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter of the research details the research methodology adopted in this study. It contains the research design, population, sample size and sampling technique, and sampling procedure and explains the method and procedures for data collection, analysis and interpretation of the research findings. The chapter also discusses why these elements in the research methodology were used.

3.1 Research Approach

The research approach deals with the framework for the data collection and analysis, the structure that guides the execution of the empirical data to its conclusion, in a logical sequence to the initial research questions of the study (Bryman, 2007). According to Creswell (2011), there are three main types of research approaches namely, qualitative, quantitative and mixed methods. The research approach used was quantitative. This choice is increasingly advocated within business and management research (Curran & Blackburn, 2001). Cohen (1994) defines quantitative research as social research that employed empirical methods and empirical statements. The rationale for a quantitative approach is influenced by the choice of survey design, research paradigm and the theoretical perspective of the researcher. The quantitative approach is also flexible, and cost-effective and also allows for replication of the research procedure thus enhancing the validity of findings. This research approach is considered appropriate because it enables the researcher to generate data through standardized collection procedures based on highly structured research instrument(s) and well-defined study concepts and related variables.

3.2 Research Design

According to Cooper and Schinder (2014), a research design can be defined as a plan for selecting sources and the type of information used to answer the research questions. The research design for this study was the survey research design to assess the relationship between work environment and employee performance at NSA headquarters. This is therefore quantitative in outlook. This design was selected because Robson (2005) explained that survey research comprises a cross-sectional design with which data are collected predominantly by questionnaire or by a structured interview on more than one case (usually quite a lot more than one) and at a single point in time to collect a body of quantitative or quantifiable data in connection with two or more variables (usually many, more than two) which are then examined to detect patterns of association. The strategy for the research is a case study and the choice of method is a mono method. Thus, it is a mono method because only the quantitative method was used to collect and analyze the data.

3.3 Population of the Study

The population of this research comprised all the employees of National Sports Authority Accra. The National Sports Authority headquarters which has total staff strength of 255 employees was used as the case study. Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. The population is a set of all units that the research covers, or to which it can be generalized (Neumann, 2006). The term “units” is employed because it is not necessarily people who are being sampled-the researcher may want to sample from a universe of nations, regions, schools, and among others (Bryman, 2007).

3.4 Sample Size and Sampling Procedure

The process of selecting a portion of the population to represent the entire population is known as sampling (Polit & Hungler, 1999). A sample is referred to as the percentage or fraction of the population that answers the research question (Grooves et al., 2011). It can be said that the reason for undertaking surveys is to enable the researcher to generalize from the sample to the population so that the hypothesis regarding attitudes, and behaviour among others can be made (Babbie, 2010). The size of the sample is largely determined by calculating what could be achieved with the resources available during the limited duration of the study. Since sampling is a subset of the population of interest to the researcher, the sample for the study was 100 employees of Authority.

After determining the sample size, the stratified random sampling technique was used to select the respondents for this research. This was used because it ensured that all the strata of the population were fairly represented and all cases within each stratum had an equal chance of being selected. This made it possible to answer the research questions and achieve the objectives of the study. In this case, the departments of the Authority were divided into three strata, namely central administration, decentralized administration and other agencies/organizations of the NSA. For two of these strata, 34 employees each were selected using simple random sampling. In the remaining strata, 33 employees were selected using the same simple random sampling technique applied in the first two strata.

3.5 Source of Data

For this study, both primary and secondary sources were used. This study employed the survey approach. To ensure that the findings and results would be generalized, the survey approach was used in this study. Information was gathered from all relevant secondary (journals, magazines, books, websites, etc.) and primary sources (questionnaires).

3.6 Primary Research Data

The main research collection tool of the primary data was done through administering a survey questionnaire to the employees of the National Sports Authority. There were both closed-ended and open-ended questions in the study. Open-ended questions allowed for more flexibility on the part of respondents, while closed-ended questions were used primarily to collect factual data, such as gender and age, as well as information on attitudes and opinions. Closed-ended questions were used because they allowed answers within a limited set. According to a study by McDonald (2005), open-ended questions better capture respondents' perspectives because it is impossible to anticipate all possible types of responses. They also allow for the collection of subjective data. Additionally, it is simpler to produce statistical analysis on a bigger sample size when using closed-ended questions. This enables the researcher to have a high degree of control over the questionnaire (McDonald, 2005).

3.7 Secondary Research Data

Secondary data was also used as well. Secondary data is information that has already been gathered for another purpose. The secondary data sources include but are not limited to, books, published articles, internet sources, and reports related to the

subject areas as well. Typically, these sources were used in the literature review chapters to create the justifications for the empirical investigation.

3.8 Research Instrument

A questionnaire was utilized to conduct the study. A questionnaire is a list of questions that are written down and to which respondents must respond (Fagarasanu & Kumar, 2002). One of a questionnaire's main objectives is to get accurate data with maximum validity and reliability, as well as to gather information relevant to the survey's objectives. Questionnaires are ubiquitous and are employed more frequently than other methods (Cooper & Schindler, 1998). In the questionnaire, respondents are required to read questions, interpret what is expected and write down or record answers independently (Fagarasanu & Kumar, 2002). The Likert scale was employed since it is deemed to be an excellent means of measuring the attitude of respondents towards an attribute. The Likert scale is user-friendly and reduces uncertainty, confusion and misunderstanding (Aliaga & Gunderson, 2000).

3.9.1 Administration of the Research Instrument

The research was carried out by the use of a questionnaire. There are three ways of collecting data: observation, direct communication (through interviews and questionnaires), and through use of secondary data (Babbie, 2010). Two of the three categories of collecting data (direct communication and use of secondary data) were used for this project. The researcher administered the questionnaires to the employees of the National Sports Authority. Responses were judged to be unacceptable when respondents' scoring did not differ. For instance, when respondents answered all questions with the same response, such responses were struck out and rejected so as not to affect the validity of the study. Again, where respondents failed to answer all

the questions, (less than 10%), their responses were equally rejected and were not part of the data analysis. Fortunately, the researcher was able to retrieve all questionnaires administered.

3.10 Data Analysis

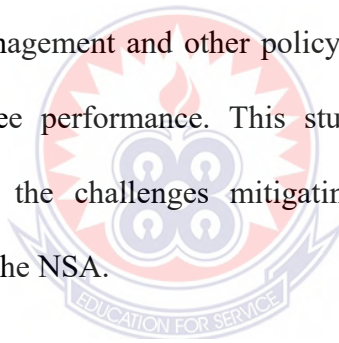
The research was carried out by the use of a questionnaire. The raw data obtained from a study is useless unless it is transformed into information for decision-making (Emery & Cooper, 2003). The data analysis involved reducing the raw data to a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyse the data for the study. The data was edited to detect and correct, possible errors and omissions that were likely to occur, to ensure consistency across respondents. The data was then coded to enable the responses to be grouped into a limited number of categories. The SPSS software was used for this analysis. Data were presented in tabular form, graphical and narrative forms. In analysing the data, multiple regression and descriptive statistical tools such as bar graphs complemented with mean and standard deviations were used.

3.11 Profile of Study Area

This study covered the effects of the work environment on the performance of employees in government organizations specifically employees of the National Sports Authority. The National Sports Authority is one of the Agencies under the Ministry of Youth and Sports established by an Act of Parliament (ACT 934, 2016) as a public institution in Ghana. The main aim of the Authority is to develop, organize, promote and manage competitive and social sports with the view of promoting health fitness, recreation, national cohesion and professionalism that ensures sustainable wealth creation, vigorous infrastructure development and proactive management which leads

to sports excellence and international recognition. The functions of the NSA are currently carried out by Seven (7) Departments and thirty-two (32) National Associations which operate within the guidelines spelt out in LI 1088 of SMCD 54, 1976. The staff of the National Sports Authority headquarters is estimated to be Two hundred and fifty-five (255) which is made up of Junior and senior staff.

The researcher chose National Sports Authority because a cursory observation of the work environment indicates some conditions which affect employee performance. Despite the regulatory framework and measures to improve the work environment at the Authority, there appear to be challenges with the implementation of work environment practices at the Authority. This study is very relevant in this context because it enlightens management and other policymakers on the effect of the work environment on employee performance. This study is important in this context because it helps assess the challenges mitigating the implementation of work environment practices at the NSA.



3.12 Validity and Reliability

Every research study must be valid and reliable especially, when designing a study, analyzing results and judging the quality of the study. To ensure the validity of the questionnaire instrument the questionnaire was submitted to the project supervisor for vetting, correction and approval before distribution. The researcher reviewed other relevant literature based on research questions, findings and researcher's judgments. To ensure study reliability, a reliability test using Cronbach's coefficient alpha was used to determine the internal consistency and reliability of the multiple-item scales used in the study (Cronbach, 1951). The study employs an alpha coefficient of 0.70 as the cut-off point to determine the internal consistency and reliability of the multiple-

item scales. The researcher emphasizes validity and reliability to minimize logical errors and biases in the study, especially when concluding the data findings.

3.13 Ethical Issues

A lot of ethical issues were taken into consideration before, during and after the study. All articles, journals, and books among others that were used in this study had been properly referenced. Before the researcher administered the questionnaires and interviews to the Authority staff, an informal meeting was held with the management of the Authority for permission to be granted. More importantly, the purpose for which the research was conducted was explained to respondents before they were handed the questionnaire to fill out. The identity of the individual respondents to the questionnaire was another ethical issue that was critically considered in this study. Ample time was given to respondents who participated in this survey to respond to the questions. This was to avoid errors and inaccuracies and misrepresentation of the study findings. Again, the researcher assured all respondents of the confidentiality of their responses as the information they provided was solely used for academic purposes. The purpose was to make the respondents feel more comfortable and confident to provide all the valuable information required.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The chapter has statistically assessed the effects of the work environment on the performance of employees of the National Sports Authority, Accra, to meet the study objective. The chapter also sheds light on how certain NSA employees' performance is affected by their work environment. Before the above, the study examines the work environment of the National Sports Authority, Accra.

4.2 Profile of Respondents

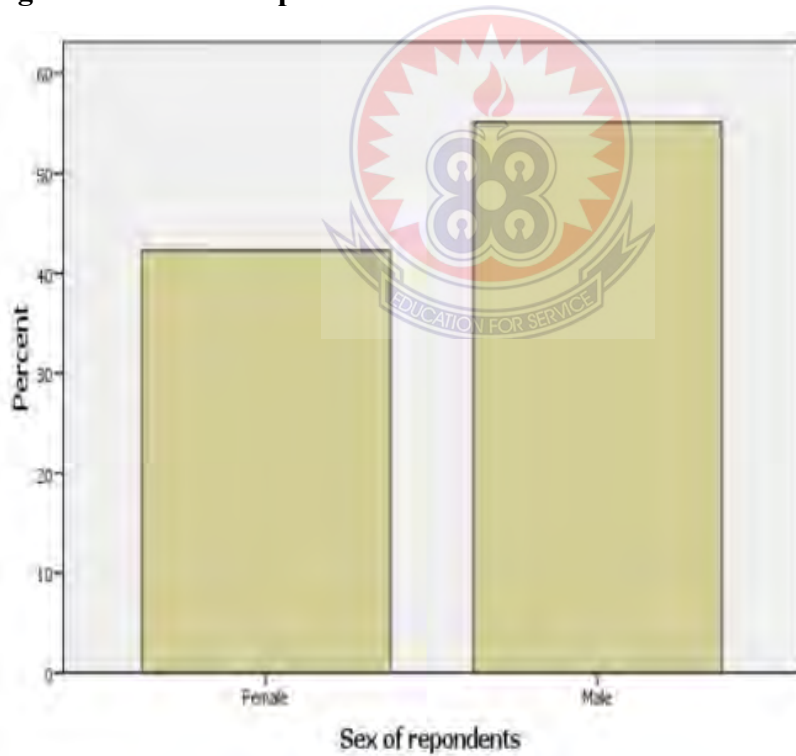
For the 100 questionnaires distributed to NSA workers, a response rate of 78% was attained. According to the analysis, 33 respondents were female and 43 were male, representing 42.30% and 55.1% of the total respondents, respectively. Only two respondents or 2.6 per cent of the total refused to disclose their sex. Because there were so many different roles held by the respondents, senior staff and junior staff categories were created. 57.9% of the total respondents were junior employees, and 42.1 % were senior employees. In terms of their years of experience, 35.1 % had one to five, 19.5 % had six to ten, 19.5 % had twenty-one to twenty-five, and 16.9 % had sixteen to twenty.

Only 9.0 % had between eleven and fifteen years of experience. Since the Authority's departments were many, they were classified under four main categories: central administration, decentralized departments, and other Authority associations/federations. 31.6 % came from the central administration, 36.8 % from decentralized departments, and 31.6 % came from respondents from other associations/federations.

Table 4.1: Years of Working Experience of Respondents

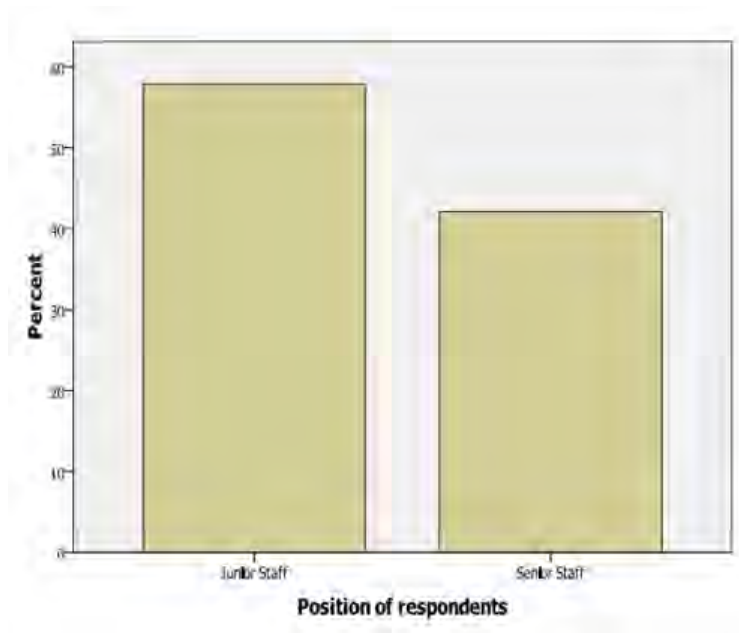
	Year of Working Experience	Frequency	Valid Percent	Cumulative Percent
Valid	(1- 5) years	27	35.1	35.1
	(6 - 10)years	15	19.5	54.5
	(11 - 15)years	7	9.0	63.6
	(16 - 20)years	13	16.9	80.6
	(21 -25)years	15	19.5	100.0
	Total	77	100.0	
Missing	NAP	1		
		1		
Total		78		

Source: Field Data (2022)

Figure 4.1: Sex of respondents

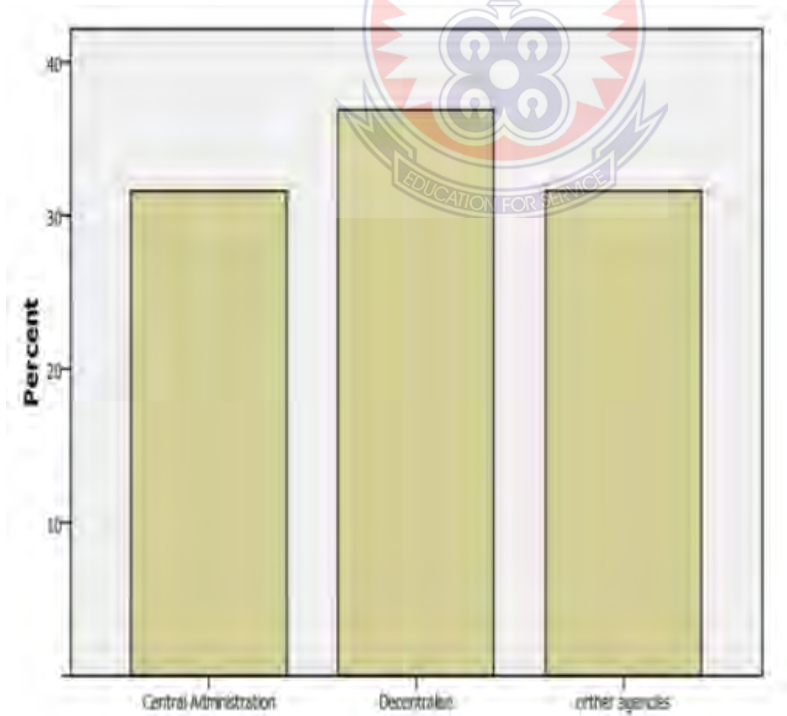
Source: Field Data (2022)

Figure 4.2: Position of respondents



Source: Field Data (2022)

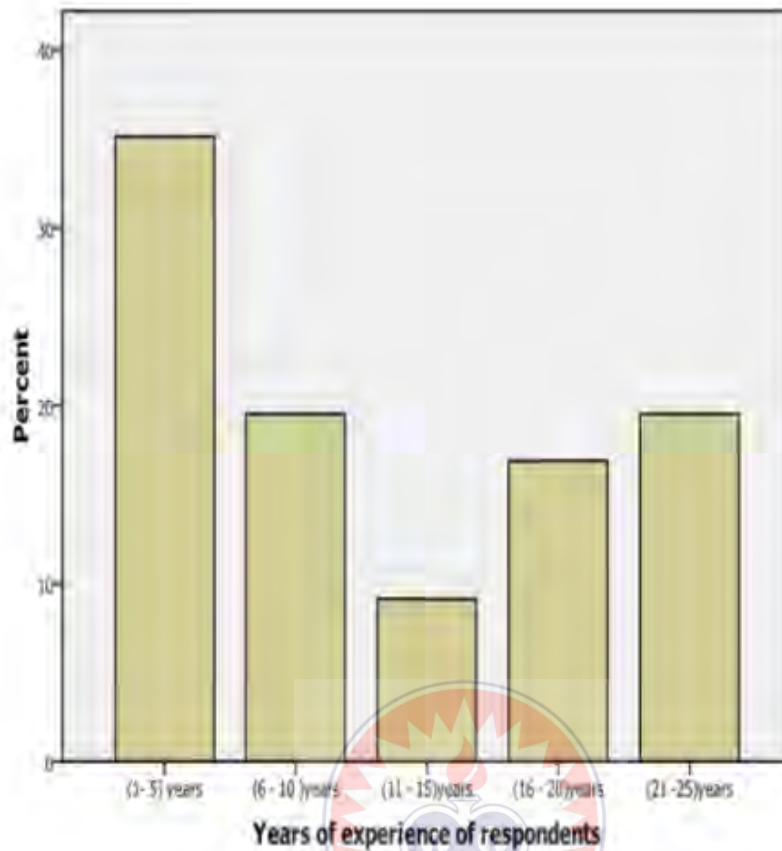
Figure 4.3: Department of the respondents in the Authority



Department of the respondent in the Authority

Source: Field Data (2022)

Figure 4.4: Years of experience of respondents



Source: Field Data (2022)

4.3 Examining the Work Environment of National Sports Authority

Table 4.2 presents the major work environment of the National Sports Authority arranged in descending order with the most conducive environment appearing first and the least conducive appearing last.

Table 4.2: Descriptive Statistics on the Major Work Environments of the National Sports Authority

Types of Environments	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Social Work Environment of Employees of National Sports Authority	78	2.30	4.60	3.6248	.49538	.245
Administrative Work Environment of Employees of National Sports Authority	78	1.75	4.33	3.2637	.51998	.270
Physical Work Environment of Employees of National Sports Authority	78	1.60	4.38	3.1620	.47037	.221
Psychological Work Environment of Employees of National Sports Authority	78	1.20	4.00	2.7545	.59468	.354
Valid N (listwise)	78					

Source: Field Data (2022)

Table 4.2 reveals three (3) major work environments at the National Sports Authority with the social work environment emerging as the most conducive work environment with the highest mean of 3.6248 and associated deviation of 0.49538. According to the respondents, the administrative work environment and physical work environment were the next most conducive work environment at the Authority with means of 3.2637 and 3.1620 respectively. Their corresponding standard deviations are 0.51998 and 0.47037 accordingly. The psychological work environment was the least conducive work environment in National Sports Authority with a mean of 2.7545 and a standard deviation of 0.59468. This confirms previous studies by Woodward and Psych (2000) which classified work environment as social work environment, physical work environment and administrative work environment.

Lin et al. (2020) claim that the work environment includes the physical location as well as the immediate surroundings, behavioural procedures, policies, rules, culture, resources, working relationships, and work location and that all of these factors have an effect on how employees perform their duties (Hamidi et al., 2020). Others include the amount of noise, computers, workstations, and office supplies. The physical design of the workplace affects how employees behave at these establishments (Lin et al., 2020). An environment that is favourable to work assures employees' health, which invariably allows them to exert themselves fully in their duties and may result in increased production (Weber et al., 2022). The organization of the workplace has the potential to influence how hard employees work (Bergefurt et al., 2022).

4.3.1 Determinants of the Physical Work Environment of National Sports

Authority

The majority of the respondents believed that having well-designed offices and workspaces for employees was the most important sub-work environment (element of work environment) that could aid the Authority in creating a conducive physical work environment. This was supported by the highest mean of 3.5000, and the corresponding standard deviation of 1.31456. However, they argued that they had very little access to coaching or on-the-job training to improve their performance.

4.3.2 Determinants of the Psychological Work Environment of National Sports

Authority

The respondents believed that the Authority's workplace had a psychologically supportive atmosphere since staff members were not forced to focus exclusively on their tasks without occasionally offering helpful criticism to their superiors or

employers. The highest mean was 3.3467, and the associated standard deviation was 1.13296, as support. Despite this, they claimed that their income, which had a mean of 2.2267 and a standard deviation of 1.12194, had a very small impact on their psychological well-being.

In connection with the analyses above, Flovik et al. (2019) opine that a psychological work environment is all the conditions that occur related to work relationships, both relationships with superiors and relationships with subordinates of colleagues, or relationships with subordinates. Hasanah (2022) postulates that the work environment partially negatively affects the employee turnover intention variable whereas the psychological work environment is related to the work environment variable; the higher the comfort of the work environment felt by employees, the employee turnover intention decreases. According to Labrague (2021), the psychological work environment has a negative and significant influence on employee turnover intention. A better psychological work environment will give you the desire to get out of a lower work. Norful et al. (2021) explain that, in work, there will always be two sides, positive and negative. It depends on how we respond. The high expectations of the organization, often make the workload excessive, and in the accumulation of time, physical abilities decrease, causing the birth of work stress. Likewise, with the work environment, warm relationships with co-workers or conflicts can cause ups and downs in performance.

Companies should reflect conditions that support cooperation between superiors, subordinates, and those who have the same position in the company (Flovik et al., 2019). Lin et al. (2020) postulate that conditions that should be created are a family atmosphere, good communication, and self-control. A working environment

condition can be said to be good if the work environment is healthy, comfortable, safe, and pleasant for employees in completing their work (Hamidi et al., 2020). According to research conducted by Samson and Swanson (2015), the psychic work environment is shown by the relationship with colleagues, fluency in the delivery of tasks, and cooperation that are in good condition so it influences work stress. Working environment variables have a negative influence, which means a better work environment can reduce employee work stress.

4.3.3 Determinants of the Social Work Environment of National Sports Authority

According to the respondents, the key sub-work environment (components of work environment) that aids the Authority in fostering a friendly and supportive workplace is when employees get along well with their co-workers. This was supported by the social work environment category with the highest mean of 4.3944 and a corresponding standard deviation of 0.68617. However, they asserted that they have very rigid chains of command which affect their social work environment negatively. This was proven with the least mean of 3.0141 and a standard deviation of 1.07561.

One important factor that can affect labour productivity is the environment of social work (Ghosh, 2020). Research conducted by Kalliath et al. (2020) revealed that creating an environment of social work to make employees productive is important to increase the advantage of the organization. Agreed with research conducted by Berta et al. (2018) that expresses that factor of the work environment social and good communication at work affects welfare worker, health, morale, efficiency, and productivity. So, the work environment social played an important role in the production process, social work environment takes by employees or employees at all levels of management to increase labour productivity employees.

Based on the research done that is empirical of the social work environment to labour productivity employees, labour productivity employees are influenced positively by the work environment social. This is following research conducted by Berta et al. (2018) who found that factors of work environment social and good communication at work affect welfare workers, health, morale, efficiency, and productivity. One of the keys to the success of an enterprise is how to make the social work environment better, so can increase labour productivity among employees. Next creating an environment for social work to make employees productive is important to increase the advantages of the organization (Ghosh.2020). Research conducted by Marmo and Berkman (2018) found that to increase productivity work employees need to develop and provide a social work environment.

4.3.4 Determinants of the Administrative Work Environment of National Sports

Authority

The respondents believed that the National Sports Authority's administrative work environment was conducive since every employee had the necessary skills to carry out their duties and had the chance to advance. These were guaranteed by the highest means of 3.8000 and 3.7143, respectively. Their corresponding standard deviations were 0.91049 and 1.09204. Despite all of this, they vehemently disagreed that they had a say in how much they were paid and that this creates a hostile work environment for administrative staff. This was represented by the least mean of 1.9429 and a standard deviation of 0.94617.

Commenting on the analysis, Woodward & Psych (2000) classify work environments as physical environments and social environments and administrative environments. The Administrative Environment, which is the final category, includes the

organizational structure, organizational goals, policies for promotions, leave, transfers, and performance evaluation (Flovik et al., 2019). Numerous administrations have found that performance and reward systems were driving sources for staff productivity that is inclined with organizational behaviour. The performance of administrative staff has been associated with leadership and reward because there was a positive relationship between performance (Lin et al., 2020).

Research has shown with the periodic and consistency that human resource is the backbone of all organizations because it has a vital position play (Berta et al., 2018). Another research asserted that a compensation management system for staff was therefore the most important human resource management initiative in achieving the objectives (Norful et al., 2021). The vicinity of the staff is a serious part that can influence the work performance of the staff. The current level of job performance among administrative staff is above a moderate level. This is an indication that the administrative staff performance is efficient in the organization.

The National Sports Authority's employees were extremely devoted to their employer as a result of the positive work environment there. Additionally, they had a great deal of satisfaction in their work at the NSA. These make the employees more diligent, which in turn results in great performance among the Authority's employees. However, there is some proof of absenteeism. This may be explained by the motivation level of the employees which was not high at the time of the study and the stressful nature of the work they do in the Authority. Refer to table 4.3 below for the relevant mean values of the variables (elements of work environments in NSA) expressed in descending order of importance to the National Sports Authority.

Table 4.3: Descriptive Statistics on Assessing the Performance of Workers

Performance Variables	N	Minimum	Maximum	Mean	Std. Deviation	Variance
The workers in the Authority are very much committed to their employer.	78	1.00	5.00	4.4872	5.39298	2.084
I am very much satisfied with my job here.	76	1.00	5.00	3.7500	1.13284	1.283
The workers in the Authority are very hardworking.	75	1.00	5.00	3.6933	.85382	.729
The performance of workers in the Authority is high.	78	1.00	5.00	3.6538	.93735	.879
Workers are proud of what they do in the Authority.	77	1.00	5.00	3.5974	.78237	.612
What you do in the National Sports Authority can help you to reach your full potential.	77	1.00	5.00	3.5455	1.08270	1.172
Communication within the Authority is good.	75	1.00	5.00	3.3733	1.13630	1.291
Employees enjoy what they do in the Authority.	74	1.00	5.00	3.3378	.92569	.857
The health of the employees in the Authority is good and their morale is high.	78	1.00	5.00	3.2564	.97282	.946
The workers in the Authority are always happy.	78	1.00	5.00	3.2436	.94231	.888
Employees stay with Authority for a long time before they leave.	76	1.00	5.00	3.1974	1.05855	1.121
It is not stressful to work in the Authority at all.	76	1.00	5.00	2.9474	1.14187	1.304
The motivation level of employees in the Authority is high.	77	1.00	5.00	2.7143	1.03691	1.075
There is no absenteeism in the Authority.	77	1.00	5.00	2.4675	1.03345	1.068
Valid N (list-wise)	66					

Source: Field Data (2022)

4.4 Effect of Work Environment on Employees' Performance

Analysis of variance (ANOVA) of .000e is used to report the significance of the work environment at the National Sports Authority. This demonstrates how the National Sports Authority's work environment has a significant impact on how well its employees perform. This makes the model a very good model). At the end of the analysis, we had a statistically significant model ($F(5, 42) = 10.549, p < 0.05$). This means that the work environment at National Sports Authority was statistically significant to the performance of employees at NSA. The Adjusted R Square value was 0.504. This tells us that the work environment at NSA accounts for 50.4% of the variance in the performance of their employees. According to this, the factors that make up the work environment can account for a percentage of the variation in employees' performance. The performance of Authority employees has a close correlation with their work environment (strong positive). For an explanation of the analysis, please read the table below.

Hamidi et al. (2020) posit that many enterprises limit their productivity enhancement of employees to the acquisition of skills. The type of work environment in which employees operate determines how such enterprises prosper. A conducive work environment ensures the well-being of employees which invariably will enable them to exert themselves in their roles with all vigour that may translate to higher productivity (Weber et al., 2022). Employees could be influenced to put in their best through how well their work environment is structured (Lin et al., 2020). Norful et al. (2021) stated that dedicated employees who are highly motivated in terms of a conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset

available to an organization; they provide the intellectual capital that for many organizations has become their most critical asset.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
5	.746 ^e	.557	.504	.51274

e. Predictors: (Constant), My supervisors have a good relationship with me and they are friendly, there is effective communication in the National Sports Authority, the layout of the offices and workspaces here are good, there is a lack of ventilation here, My performance matches with my pay.

Table 4.5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	13.867	5	2.773	10.549	.000 ^e
	Residual	11.042	42	.263		
	Total	24.909	47			

Source: Field Data (2022)

f. Predictors: (Constant), my supervisors have a good relationship with me and they are friendly, there is effective communication in the National Sports Authority. The layout of the offices and workspaces here is good, there is a lack of ventilation here, but my performance matches my pay. Dependent Variable: Employees Performance of National Sports Authority.

4.5.1 Significant Variables of Work Environment and their Coefficient

The significant variables are shown below. All the beta coefficients of the predictor variables reported in the regression co-efficient tables were statistically significant. The Standardized Beta Coefficients give a measure of the contribution of each

variable to the performance of the employees at NSA. The correlation coefficients were calculated individually and the result of one does not affect the other. A large value of the standardized beta coefficient indicates that a unit change in a given variable has a large effect on the performance of employees. The Significant (p) values associated with the beta give a rough indication of the impact of each variable – a small p-value suggests that a variable is having a large impact on the performance of the employees. The beta as well indicates the degree of relationship between the variables and the performance of the employees. Thus, the negative beta figures indicate a negative relationship and the positive beta indicates a positive relationship between the variables and the performance of the employees. The beta coefficient can take on any value between -1 and +1. It can be observed from the coefficient tables below that some of the relationships the betas of the variables have a positive relationship with the performance of the employees while others have a negative relationship.

According to Hamidi et al. (2020), many businesses only consider skill development when enhancing employee productivity. The success of these businesses depends on the type of workplace that employees are in. A positive work atmosphere guarantees employees' health, which invariably allows them to exert themselves in their duties with all of their vigour, potentially leading to increased production (Weber et al., 2022). The organization of the workplace may have an impact on how hard employees work (Lin et al., 2020).

In the view of Samson and Swanson (2015), dedicated workers who are highly motivated by a positive work environment devote their time and energy to pursuing organizational goals. These workers are increasingly recognized as an organization's

most valuable resource because they contribute the intellectual capital that many businesses now consider to be their most important resource.

Table 4.6: Significant Variables and their Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
5	(Constant)	2.066	.617		3.346	.002	.820	3.312
	My supervisors have a good relationship with me and they are friendly	.304	.126	.272	2.409	.020	.049	.558
	There is effective communication in the National Sports Authority	.299	.076	.433	3.947	.000	.146	.453
	The layout of the offices and workspaces here is good	-.257	.079	-.350	-3.248	.002	-.417	-.097
	There is a lack of ventilation here	-.162	.060	-.293	-2.696	.010	-.283	-.041
	My performance matches my pay	.159	.062	.275	2.559	.014	.034	.285

a. Dependent Variable: Employees Performance of National Sports Authority

Source: Field Data (2022)

An empirical study by Abd Hamid and Hassan (2015) examined the relationship between work environments and civil servants' job performance. The findings found that two major elements in the workplace; work environment and job performance have a weak association. The finding of this study is very critical since it can help employers in improving worker satisfaction especially through adjusting the work environments which as a result will increase the level of their job performance. A study by Ajala (2012) investigated the influence of the work environment on workers' welfare, performance and productivity. The study analysed the influence of the work environment on workers' welfare and productivity in government parastatals in Ondo

State, Nigeria. The random sampling technique was used to select 350 respondents. The results of the study showed that workplace lighting programmes, noise features and good communication networks in the workplace affect workers' welfare, health, morale, efficiency, and productivity. The study was consistent with the study by Mattews and Khann (2015) who concluded that adequate lighting systems, noise, furniture, as well as temperature can impact employees both physically and psychosocially. Similarly, Hameed and Amjad (2009) came to the same conclusion that doing routine job activities in dim lighting systems results in headaches, irritation, and eyestrain.

4.5.2 Effect of Physical Work Environment on Employee Performance at the National Sports Authority

Physical Work Environment was statistically significant to the performance of NSA employees that were studied, that is ($F(1,56) = 5.198, p < 0.05$). In this case, the Adjusted R Square value of 0.069 tells us that Physical Work Environment accounts for 6.9% of the variance in the performance of NSA employees. The adjusted R square is an indication of the proportion of the variance in performance of NSA employees that can be explained by the variables that define the Physical Work Environment.

The analysis of variance (ANOVA) reports the significance of the Physical Work Environment at 0.026^a. This means that the Physical Work Environment as a constituent of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Physical Work Environment and the performance of NSA employees is not very strong (weak positive), though perhaps it could be improved by adding other instrumental variables.

The arrangement and style of office space are considered to be the physical work environment by Samson and Swanson (2015). According to Bergefurt et al. (2022), the physical location as well as the immediate surroundings, behavioural procedures, policies, rules, culture, resources, working relationships, and work location are all included in this environment and all have an impact on how employees carry out their duties. Others include office space, computers, workstations, office equipment, and noise levels. The physical layout of the workplace has an impact on how employees in these establishments behave (Lin et al., 2020). Refer to the tables below for the relevant regression result in respect of the Physical Work Environment.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 ^a	.085	.069	.68885

a. Predictors: (Constant), Coaching or on-the-job training is available to us to enhance our performance on the job

Table 4.8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.466	1	2.466	5.198	.026 ^a
	Residual	26.573	56	.475		
	Total	29.039	57			

a. Predictors: (Constant), Coaching or on-the-job training is available to us to enhance our performance on the job

b. Dependent Variable: Employees Performance of National Sports Authority

Source: Field Data (2022)

Table 4.9: Coefficients Tables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.802	.271		10.332	.000	2.258	3.345
	Coaching or on-the-job training is available to us to enhance our performance on the job	.169	.074	.291	2.280	.026	.021	.318

Source: Field Data (2022)

4.5.3 Effect of Psychological Work Environment on Employee Performance at the National Sports Authority

Psychological Work Environment was statistically significant to the performance of NSA employees that were studied, that is ($F(2,72) = 9.185, p < 0.05$). In this case, the Adjusted R Square value of 0.181 tells us that Psychological Work Environment accounts for 18.1% of the variance in the performance of NSA employees. The adjusted R square is an indication of the proportion of the variance in performance of NSA employees that can be explained by the variables that define the Psychological Work Environment. The analysis of variance (ANOVA) reports the significance of the Psychological Work Environment at 0.000^b. This means that the Psychological Work Environment as a component of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Psychological Work Environment and the performance of NSA employees is not very strong (weak positive).

According to Hasanah (2022), the psychological work environment is related to the work environment variable, whereas the work environment somewhat negatively influences employee turnover intention factors. Employee turnover intention will drop the more comfortable employees feel in their working environment. Labrague (2021)

asserts that the psychological work environment has a negative and considerable impact on the intention of employees to leave their jobs. Better psychological working conditions will make you want to leave a lower job. According to Norful et al. (2021), there are always two sides to every story, both positive and negative, in the workplace. Depending on how we react, Because of the organization's high standards, the workload is frequently too heavy, and as time passes, physical capabilities deteriorate, leading to a rise in work-related stress. Similar to personal relationships, workplace connections and disputes can influence performance. Refer to the tables below for the relevant regression result in respect of the Psychological Work Environment.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.451 ^b	.203	.181	.62000

b. Predictors: (Constant), My performance matches with my pay, There is excessive noise here

Table 4.11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	7.062	2	3.531	9.185	.000 ^b
	Residual	27.677	72	.384		
	Total	34.739	74			

b. Predictors: (Constant), My performance matches my pay, there is excessive noise here

c. Dependent Variable: Employees' Performance of National Sports Authority

d. Work Environment.

Table 4.12: Coefficients Tables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
2 (Constant)	3.381	.215		15.691	.000	2.951	3.811
My performance matches my pay	.189	.057	.353	3.328	.001	.076	.303
There is excessive noise here	-.208	.067	-.326	-3.079	.003	-.342	-.073

e. Source: Field Data (2022)

4.5.4 Effect of Social Work Environment on Employee Performance at the National Sports Authority

Social Work Environment was statistically significant to the performance of NSA employees that were studied, that is ($F(3,67) = 12.202, p < 0.05$). In this case, the Adjusted R Square value of 0.324 tells us that Social Work Environment accounts for 32.4% of the variance in the performance of NSA employees. The adjusted R square is an indication of the proportion of the variance in performance of NSA employees that can be explained by the variables that define the Social Work Environment. The analysis of variance (ANOVA) reports the significance of the Social Work Environment at 0.000°. This means that the Social Work Environment as a subset of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Social Work Environment and the performance of NSA employees is strong (strong positive). Refer to the tables below for the relevant regression result in respect of the Social Work Environment.

According to empirical studies on the social work environment and employee labour productivity, the social work environment has a favourable impact on employee labour productivity. According to research by Berta et al. (2018), social and excellent communication variables in the workplace have an impact on welfare workers' health, morale, efficiency, and production. How improve the social work environment so that employees can produce more work is one of the keys to a business's success. Next, fostering a productive work environment for employees is crucial to boosting the organization's benefits (Ghosh.2020). According to research by Kalliath et al. (2020), fostering a socially responsible workplace is crucial to maximizing an organization's competitive advantage. Marmo and Berkman (2018) research revealed that to boost productivity, workers must create and sustain a social work environment.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.594 ^c	.353	.324	.57662

c. Predictors: (Constant), There is effective communication at the National Sports Authority, my supervisors have a good relationship with me and they are friendly, I have the autonomy to perform my duties.

Table 4.14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	12.171	3	4.057	12.202	.000 ^c
	Residual	22.277	67	.332		
	Total	34.448	70			

c. Predictors: (Constant), There is effective communication in the National Sports Authority, my supervisors have a good relationship with me and they are friendly, I have the autonomy to perform my duties

d. Dependent Variable: Employees' Performance at the National Sports Authority

Table 4.15: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
3	(Constant)	.657	.488		1.347	.183	-.317	1.631
	There is effective communication in the National Sports Authority	.179	.076	.254	2.337	.022	.026	.331
	My supervisors have a good relationship with me and they are friendly	.358	.108	.339	3.332	.001	.144	.573
	I have the autonomy to perform my duties	.165	.069	.254	2.406	.019	.028	.302

Source: Field Data (2022)

Higher production is generally the outcome of employees being able to perform their duties with all of their vigours in a healthy work environment (Weber et al., 2022).

The layout of a workplace may have an impact on how hard workers work. According to Samson and Swanson (2015), devoted workers who are strongly motivated by a positive work environment spend their time and effort to achieve organizational goals. This personnel are increasingly recognized as an organization's most important resource since they provide the intellectual capital that many businesses today see as their most valuable resource (Lin et al., 2020).

The layout of a workplace could influence how diligently employees work. According to Samson and Swanson (2015), devoted workers who are strongly motivated by a positive work environment spend their time and effort to achieve organizational goals.

This personnel are increasingly recognized as an organization's most important resource since they provide the intellectual capital that many businesses today see as their most valuable resource (Lin et al., 2020). As a result, the production process was greatly influenced by the work environment, which is a measure adopted by employees or employees at all levels of management to increase labour productivity.

4.5.5 Effect of Administrative Work Environment on Employee Performance at the National Sports Authority

Administrative Work Environment was statistically significant to the performance of NSA employees that were studied, that is ($F(2,67) = 13.240, p < 0.05$). In this case, the Adjusted R Square value of 0.262 tells us that Administrative Work Environment accounts for 26.2% of the variance in the performance of NSA employees. The adjusted R square is an indication of the proportion of the variance in performance of NSA employees that can be explained by the variables that define the Administrative Work Environment. The analysis of variance (ANOVA) reports the significance of the Administrative Work Environment at 0.000^b. This means that the Administrative Work Environment as a subset of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Administrative Work Environment and the performance of NSA employees is strong (strong positive).

Flovik et al. (2019) postulate that the administrative environment covers the goals and organizational structure as well as the policies for transfers, leave, promotions, and performance evaluation. Many administrations have discovered that employee productivity that is inclined toward organizational behaviour is driven by performance and incentive systems. Due to the strong correlation between performance and

reward, administrative staff performance has been linked to leadership (Lin et al., 2020). Research has repeatedly and consistently demonstrated that human resources, which have a crucial role to play, are the foundation of all companies (Berta et al., 2018). According to another study, a staff compensation management system is the most crucial human resource management effort for accomplishing goals (Norful et al., 2021). The staff's environment has a significant impact on how well they perform at work. Administrative workers are currently performing their jobs at a level above average. This is a sign of the effectiveness of the administrative employees within the company. Refer to the table below for the relevant regression results in respect of the Administrative Work Environment.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.532 ^b	.283	.262	.57846

b. Predictors: (Constant), There are career development opportunities in the Authority, I like the employee performance appraisal system here.

Table 4.17: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	8.861	2	4.430	13.240	.000 ^b
	Residual	22.419	67	.335		
	Total	31.280	69			

b. Predictors: (Constant), There are career development opportunities in the National Sports Authority, I like the employee performance appraisal system here

c. Dependent Variable: Employees Performance of National Sports Authority

Table 4.18: Coefficients Tables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
2 (Constant)	1.652	.346		4.775	.000	.961	2.342
There are career development opportunities in the Authority	.268	.076	.368	3.501	.001	.115	.420
I like the employee performance appraisal system here	.244	.079	.323	3.069	.003	.085	.403

Source: Field Data (2022)

4.5.6 Effect of the Work Environment on the Performance of Male Employees of National Sports Authority

The work environment was statistically significant to the performance of male employees of NSA who were studied, that is ($F(3,44) = 5.226, p < 0.05$). In this case, the Adjusted R Square value of 0.212 tells us that Work Environment accounts for 21.2% of the variance in the performance of male employees of NSA. The analysis of variance (ANOVA) reports the significance of the Work Environment in respect of the performance of male employees at 0.004^c. This means that Work Environment has a significant impact on the performance of male employees of the NSA. The relationship between the Work Environment and the performance of male employees of NSA is strong (strong positive). Refer to the tables below for the relevant regression result in respect of the Work Environment in respect of the performance of male employees.

The atmosphere of the work environment is a significant aspect that might impact worker productivity (Ghosh, 2020). According to research by Kalliath et al. (2020), fostering a socially responsible workplace is crucial to maximizing an organization's competitive advantage. I concur with research by Berta et al. (2018) that demonstrates how social and effective communication in the workplace affects welfare workers' health, morale, efficiency, and production. As a result, the production process was greatly influenced by the work environment, which is a measure adopted by employees or employees at all levels of management to increase labour productivity.

Hamidi et al. (2020) claim that many companies simply take skill development into account when boosting worker productivity. The environment that employees work in determines how successful these companies are. A healthy work environment ensures that personnel can do their jobs with all of their vitality, which invariably results in higher production (Weber et al., 2022). The way a workplace is set up may affect how diligently employees work. Samson and Swanson (2015) hold the opinion that committed employees who are highly motivated by a favourable work environment devote their time and energy to working toward organizational goals. Because they supply the intellectual capital that many firms today view as their most valuable resource, these employees are increasingly acknowledged as an organization's most valuable resource (Lin et al., 2020). Therefore, the work environment, which is taken by employees or employees at all levels of management to boost labour productivity, played a significant part in the production process.

Table 4.19: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.513 ^c	.263	.212	.43418
c. Predictors: (Constant), Employees are involved in goal setting, there is excessive noise here, I like the employee performance appraisal system here				
d. Dependent Variable: Performance of Male Respondents Only				

Table 4.20: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	2.955	3	.985	5.226	.004 ^c
	Residual	8.295	44	.189		
	Total	11.250	47			
c. Predictors: (Constant), Employees are involved in goal setting, there is excessive noise here, I like the employee performance appraisal system here						
d. Dependent Variable: Performance of Male Respondents Only Source: Field Data (2022)						

4.5.7 Effect of the Work Environment on the Performance of Female Employees of National Sports Authority

Work Environment was statistically significant to the performance of female employees of NSA who were studied, that is ($F(1,46) = 5.204, p < 0.05$). In this case, the Adjusted R Square value of 0.082 tells us that Work Environment accounts for 21.2% of the variance in the performance of female employees of NSA. The analysis of variance (ANOVA) reports the significance of the Work Environment in respect of the performance of female employees at 0.027^a. This means that Work Environment has a significant impact on the performance of female employees of the NSA. The relationship between the Work Environment and the performance of female employees of NSA is not very strong (weak positive). Refer to the tables below for

the relevant regression result in respect of Work Environment in respect of the performance of female employees.

Higher production is generally the outcome of employees being able to perform their duties with all of their vigours in a healthy work environment (Weber et al., 2022). The layout of a workplace may have an impact on how hard workers work. According to Samson and Swanson (2015), devoted workers who are strongly motivated by a positive work environment spend their time and effort to achieve organizational goals. This personnel are increasingly recognized as an organization's most important resource since they provide the intellectual capital that many businesses today see as their most valuable resource (Lin et al., 2020). Your urge to leave a lower work environment will increase in a superior psychological work environment (Norful et al., 2021). The high expectations of the organization frequently result in an excessive workload, and as time passes, physical capabilities deteriorate, giving rise to job stress (Hasanah, 2022). Similar to personal relationships, workplace connections and disputes can influence performance. So, the working environment, which is adopted by workers or workers at all levels of management to increase labour productivity, played a vital role in the production process.

Table 4.21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 ^a	0.102	0.082	0.46306

a. Predictors: (Constant), Employees are involved in goal setting

Table 4.22: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.116	1	1.116	5.204	.027 ^a
	Residual	9.863	46	0.214		
	Total	10.979	47			

- a. Predictors: (Constant), Employees are involved in goal setting
b. Dependent Variable: Performance of Female Respondents Only

Source: Field Data (2022)

4.5.8 Effect of the Work Environment on the Performance of Senior Staff of National Sports Authority

Work Environment was statistically significant to the performance of the senior staff of NSA who were studied, that is ($F(2,44) = 7.514, p < 0.05$). In this case, the Adjusted R Square value of 0.221 tells us that Work Environment accounts for 22.1% of the variance in the performance of the senior staff of NSA. The analysis of variance (ANOVA) reports the significance of the Work Environment in respect of the performance of senior staff at 0.002^b. This means that Work Environment has a significant impact on the performance of the senior staff of the NSA. The relationship between the Work Environment and the performance of the senior staff of NSA is strong (strong positive). Refer to the tables below for the relevant regression result in respect of the Work Environment in respect of the performance of senior staff.

Table 4.23: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.505 ^b	.255	.221	.43790

- b. Predictors: (Constant), Over here employees are involved in decision making, What I do here is in line with what I was employed to do (role congruity)

Table 4.24: ANOVA

2	Regression	2.882	2	1.441	7.514	.002^b
	Residual	8.437	44	0.192		
	Total	11.319	46			

b. Predictors: (Constant), Over here employees are involved in decision-making, What I do here is in line with what I was employed to do (role congruity)

c. Dependent Variable: Respondents Who are Senior Staff
Source: Field Data (2022)

4.5.9 Effect of the Work Environment on the Performance of Junior Staff of

National Sports Authority

Work Environment was statistically significant to the performance of the junior staff of NSA who were studied, that is ($F(5,22) = 10.928, p < 0.05$). In this case, the Adjusted R Square value of 0.648 tells us that Work Environment accounts for 64.8% of the variance in the performance of the junior staff of NSA. The analysis of variance (ANOVA) reports the significance of the Work Environment in respect of the performance of junior staff at 0.000^e. This means that Work Environment has a significant impact on the performance of the junior staff of the NSA. The relationship between the Work Environment and the performance of the junior staff of NSA is very strong (strong positive).

Kalliath et al. (2020) postulate that employees could be influenced to put in their best through how well their work environment is structured. Agreeably, Lin et al. (2020) explain that committed employees who are highly motivated in terms of a conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to an organization; they provide the intellectual capital that for many organizations has become their most critical asset.

Refer to the tables below for the relevant regression result in respect of the Work Environment in respect of the performance of junior staff.

Table 4.25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
5	.844 ^e	.713	.648	.54237

e. Predictors: (Constant), My performance matches with my pay, there is not enough light here, there is effective communication in the National Sports Authority, The Level of salary here is good, My work is such that I can balance work and family

Table 4.26: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	16.074	5	3.215	10.928	.000 ^e
	Residual	6.472	22	.294		
	Total	22.545	27			

e. Predictors: (Constant), My performance matches with my pay, There is not enough light here, There is effective communication in the National Sports Authority, The Level of salary here is good, My work is such that I can balance work and family f. Dependent Variable: Performance of Junior Staff National Sports Authority

Source: Field Data (2022)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarises the study and particularly concludes the main findings of the study. The chapter further makes a recommendation for using the research findings from the data gathered. Additionally, suggestions for further studies are outlined in this chapter.

5.1 Summary of Findings

The Work Environment of National Sports Authority

The first research questions this study sought to answer was: how is the work environment of the National Sports Authority? The study found that the National Sports Authority's social work environment emerged as the most hospitable work environment, with the highest mean of 3.6248 and an associated standard deviation of 0.49538. The National Sports Authority's psychological workplace had the least supportive conditions, with a mean of 2.7545 and a standard deviation of 0.59468. The main sub-work-environment that helps the Authority to create a conducive physical work environment was when employees have offices and workspaces that are well designed. The level of salary had a very negligible impact on their psychological well-being with a mean of 2.2267 and a standard deviation of 1.12194. To create a conducive social work environment, co-workers of the employees must display good relationships and must be friendly. Rigid chains of command affect the social work environment negatively. Employees do not have a hand in how much they were paid and this makes the administrative work environment unfriendly.

The Performance of Workers at National Sports Authority

The second research question stated in this study was: what is the performance of workers of National Sports Authority? The findings showed that, because of the positive work atmosphere at the National Sports Authority, the employees there were very dedicated to their employer and happy with their jobs, which motivated them to work hard and produce high-quality work. There was evidence of absenteeism, which was caused by the employees' low levels of motivation and the stressful nature of their employment.

Effect of Work Environment on Employees' Performance

Lastly, the third research question guiding the study was: what is the effect of the work environment on the performance of employees of National Sports Authority? The result revealed that the work environment at National Sports Authority was statistically significant to the performance of employees at NSA at 0.000^c. The relationship between the work environment and the performance of the employees of Authority is very strong (strong positive).

Physical Work Environment was statistically significant to the performance of NSA employees at 0.026^a. This means that the Physical Work Environment as a constituent of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Physical Work Environment and the performance of NSA employees is not very strong (weak positive)

Psychological Work Environment was statistically significant to the performance of National Sports Authority employees at 0.000^b. This means that the Psychological Work Environment as a component of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the

Psychological Work Environment and the performance of NSA employees is not very strong (weak positive).

Social Work Environment was statistically significant to the performance of NSA employees at 0.000^c. This means that the Social Work Environment as a subset of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Social Work Environment and the performance of NSA employees is strong (strong positive). Administrative Work Environment was statistically significant to the performance of NSA employees at 0.000^b. This means that the Administrative Work Environment as a subset of the work environment of the NSA has an impact on the performance of NSA employees. The relationship between the Administrative Work Environment and the performance of NSA employees is strong (strong positive).

The work environment was statistically significant to the performance of male employees of NSA at 0.004^b. This means that Work Environment has a significant impact on the performance of male employees of the NSA. The relationship between the Work Environment and the performance of male employees of NSA is strong (strong positive)

The work environment was statistically significant to the performance of female employees of NSA at 0.027^a. This means that Work Environment has a significant impact on the performance of female employees of the NSA. The relationship between the Work Environment and the performance of female employees of NSA is strong (strong positive).

Work Environment was statistically significant to the performance of the senior staff of NSA at 0.002^b. This means that Work Environment has a significant impact on the performance of the senior staff of the NSA. The relationship between the Work Environment and the performance of the senior staff of NSA is strong (strong positive).

The performance of NSA junior personnel was statistically significantly correlated with the work environment at 0.000^e. This indicates that the National Sports Authority's junior staff members' performance is significantly impacted by their work environment. A strong correlation exists between the National Sports College's junior staff members' performance and their work environment (strong positive).

5.2 Conclusion

When it comes to encouraging employees to do their allocated tasks, the work environment is crucial. Promoting the workplace performance necessary in today's cutthroat corporate climate cannot solely be done with the money. In today's cutthroat organizational environments, the capacity to attract, retain, and encourage high performance is becoming increasingly crucial. The study also showed that if management addresses the issues found during the investigation, employees' performance will increase. From the findings of the study, it is clear that a worker's workplace has a significant impact on their level of productivity. As a result, the company should provide a welcoming workplace that will encourage employees to work comfortably and effectively.

5.3 Recommendations

Based on the findings, the study recommended that the National Sports Authority should improve upon its psychological environment to improve upon the psychological health of its employees to accomplish the organization's mission and vision. Through regular meetings, employees should be motivated and encouraged to voice out their complaints to management, and likewise, managers should be advised on how to interact with their subordinates.

Secondly, the study recommended that work-life balance should be a priority for the company because it can greatly influence employees' motivation and retention. Management should make every effort to create a work environment that draws in, keeps, and motivates its staff because when employees feel comfortable at work, it boosts organizational productivity. A comfortable work environment should include providing every employee with flexible and adjustable furniture, which will help to improve the health of employees.

Finally, the study recommends that employers should set up favourable working conditions for their staff to increase their morale and productivity. An example is making benefit plans that vividly suit employees. To accomplish the organization's mission and vision, management must discover effective ways to share its objectives with staff at all levels.

5.4 Suggestions for Further Studies

The study explored the impact of the working environment on employees' performance at the National Sports Authority. Therefore, other researchers should conduct a study in other companies or institutions including those located in other

countries. Also, further study should aim to explore the advantages which organizations reap from improving the working environment.



REFERENCES

- Abd Hamid, N., & Hassan, N. (2015). The Relationship between Workplace Environment and Job Performance in Selected Government Offices in Shah Alam, Selangor. *International review of management and business research*, 4(3), 845-851.
- Abdullah Hokoma, R., Khurshid Khan, M., & Hussain, K. (2010). The present status of quality and manufacturing management techniques and philosophies within the Libyan iron and steel industry. *The TQM journal*, 22(2), 209-221.
- Afenyo, S. K. (2012). *The Effect of Motivation on Retention of Workers in the Private Sector: A Case Study of Zoomlion Company Ghana Ltd* (Doctoral dissertation).
- Ajala, E. M. (2012). The influence of workplace environment on workers' welfare, performance and productivity. In *the African Symposium 12*(1) 141-149.
- Al-Anzi, N. M. (2009). Workplace environment and its impact on employee performance. Theses. Malaysia. Project Management Department in Saudi Aramco. Open University of Malaysia.
- Ali, A. Y. S., Ali, A. A., & Adan, A. A. (2013). Working conditions and employees' productivity in manufacturing companies in sub-Saharan African context: Case of Somalia. *Educational Research International*, 2(2), 67-78.
- Aliaga, M., & Gunderson, B. (2000). *Introduction to quantitative research: Doing quantitative research in education with SPSS*. Thousand Oaks, CA: SAGE.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative research in the built environment: application of "mixed" research approach. *Work Study*, 51(1), 17-31.
- Arnold, M. (2007). Understanding and managing employability in changing career contexts. *Journal of European Industrial Training*, 32(4), 258-284.
- Arsalani, N., Fallahi-Khoshknab, M., Ghaffari, M., Josephson, M., & Lagerstrom, M. (2011). Adaptation of questionnaire measuring working conditions and health problems among Iranian nursing personnel. *Asian Nursing Research*, 5(3), 177-182.
- Awan, A. G., & Tahir, M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 7(1), 329-345.

- Babbie, E. R. (2010). *The practice of social research* (12th ed.). Belmont, CA: Wadsworth Cengage.
- Bauer, T. N., & Green, S. G. (1998). Testing the combined effects of newcomer information seeking and manager behaviour on socialization. *Journal of Applied Psychology*, 83(1), 72.
- Becker, F. O. (2002). *Workspace creating environments in organisation*. New York: Praeger. Brennan, A., Chugh, I., & Kline, T. (2002). Traditional versus open office design: A longitudinal field study. *Environment and Behaviour*, 34(3), 279-299.
- Becker, G. S. (1981). Altruism in the family and selfishness in the market place. *Economica*, 1-15.
- Bergefurt, L., Weijs-Perrée, M., Appel-Meulenbroek, R., & Arentze, T. (2022). The physical office workplace as a resource for mental health—A systematic scoping review. *Building and Environment*, 207, 108505.
- Berta, W., Laporte, A., Perreira, T., Ginsburg, L., Dass, A. R., Deber, R., ... & Neves, P. (2018). Relationships between work outcomes, work attitudes and work environments of health support workers in Ontario long-term care and home and community care settings. *Human Resources for Health*, 16(1), 1-11.
- Boles, M., Pelletier, B., & Lynch, W. (2004). The relationship between health risks and work productivity. *Journal of Occupational and Environmental Medicine*, 46(7), 737-745.
- Bowler, W. M., & Brass, D. J. (2006). Relational correlates of interpersonal citizenship behavior: a social network perspective. *Journal of applied Psychology*, 91(1), 70.
- Boyce, P., Veitch, J., Newsham, G. Myer, M. & Hunter, C. (2013). *Lighting quality and office work: A field simulation study*. Ottawa, Canada: US Department of Energy & National Research Council of Canada.
- Bradley, M. M., (2003). Activation of the visual cortex in motivated attention. *Behavioural Neuroscience*, 117(2), 369.
- Bryman, A. (2007). Effective leadership in higher education: A literature review. *Studies in Higher Education*, 32(6), 693-710
- Burke, R. J., & Ng, E. (2006). The changing nature of work and organisations: Implications for human resource management. *Human Resource Management Review*, 16(2), 86-94.

- Bushiri, C. P. (2014). *The impact of working environment on employees' performance, the case of Institute of Finance Management in Dar es Salaam* (Doctoral dissertation, The Open University of Tanzania).
- Challenger, J.A. (2000). 24 Trends reshaping the workplace. *The Futurist*, 35-41.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International Journal of Enterprise Computing and Business Systems*, 1(1)
- Chen, J. C., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership & Organisation Development Journal*, 26(4), 280-288.
- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods*. McGraw-Hill Companies.
- Creswell, J. W. (2011). Controversies in mixed methods research. *The Sage handbook of qualitative research*, 4, 269-284.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Curran, J., & Blackburn, R. A. (2001). *Older and the enterprise society: Age*.
- Dar, O. L. (2010). Trust in co-workers and employee behaviours at work. *International Review of Business Research Papers*, 6(1), 194-204.
- Dorman, J. P. (2008). Using student perceptions to compare actual and preferred classroom environment in Queensland schools. *Educational Studies*, 34(4), 299-308.
- Dorman, J. P. (2008). Using student perceptions to compare actual and preferred classroom environment in Queensland schools. *Educational Studies*, 34(4), 299-308.
- Dwyer, D. J., & Ganster, D. C. (1991). The effects of job demands and control on employee attendance and satisfaction. *Journal of Organizational Behaviour*, 12(7), 595-608.
- Dwyer, D. J., & Ganster, D. C. (1991). The effects of job demands and control on employee attendance and satisfaction. *Journal of Organizational Behavior*, 12(7), 595-608.
- Emery, S., & Cooper, L. P. (2003). A research agenda to reduce risk in new product development through knowledge management: a practitioner perspective. *Journal of Engineering and Technology Management*, 20(1-2), 117-140.

- Fagarasanu, M., & Kumar, S. (2002). Measurement instruments and data collection: a consideration of constructs and biases in ergonomics research. *International Journal of Industrial Ergonomics*, 30(6), 355-369.
- Flovik, L., Knardahl, S., & Christensen, J. O. (2019). The effect of organizational changes on the psychosocial work environment: changes in psychological and social working conditions following organizational changes. *Frontiers in Psychology*, 10, 2845.
- Ghosh, K. (2020). Employees assistance programme; social work at workplace: An evidence-based review. *International Journal of Social Science*, 9(4), 301-306.
- Groves, R. M., Fowler Jr, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2011). *Survey methodology*. John Wiley & Sons.
- Gunaseelan, R., & Ollukkaran, B. A. (2012). A study on the impact of work environment on employee performance. *Namex International Journal of Management Research*, 71, 1-16.
- Gutnick, L. (2007). A workplace design that reduces employee stress and increases employee productivity using environmentally responsible materials. *Masters Theses and Doctoral Dissertations*, 151.
- Haggins, R. (2011). *A correlational study of work environment factors and organisational commitment in southern California staff nurses* (Doctoral dissertation), University of Phoenix.
- Hameed, A., & Amjad, S. (2009). Impact of office design on employees' productivity: A case study of banking organisations of Abbottabad, Pakistan.
- Hamidi, N. N. E., Mansor, F. A., Hashim, M. Z., Muhammad, N., & Azib, W. N. H. W. (2020). The relationship between physical workplace environment and employees' performance. *Journal of Contemporary Social Science Research*, 4(1), 56-67.
- Hasanah, U. (2022). Negative Work Psychology Perspective and Work Environment on Performance. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 1(1), 19-27.
- Hasun, F. M. & Makhbul, Z. M. (2005). Gender responses to stress outcomes. *Journal of Global Management*, 1(1).
- Haynes, B. P. (2008). The impact of office comfort on productivity. *Journal of Facilities Management*, 6(1), 37-51.

- Heath, G. W. (2006). The effectiveness of urban design and land use and transport policies and practices to increase physical activity: a systematic review. *Journal of Physical Activity and Health*, 3(s1), S55S76.
- Herzberg, F. (1968). Motivation, morale and money. *Psychology Today*, 1(10), how people are affected by environments for work. *Architectural Science Review*, 51(2), 97-108.
- Janakiraman, R., Parish, J. T., & Berry, L. L. (2011). The effect of the work and physical environment on hospital nurses' perceptions and attitudes: Service quality and commitment. *Quality Management Journal*, 18(4), 36-49.
- John, H. (1992). Holland. Genetic algorithms. *Scientific American*, 267(1), 44-50.
- Kalliath, P., Kalliath, T., Chan, X. W., & Chan, C. (2020). Enhancing job satisfaction through work–family enrichment and perceived supervisor support: The case of Australian social workers. *Personnel Review*, 49(9), 2055-2072.
- Kavanaugh, R. R., & Ninemeier, J. D. (2011). *Supervision in the hospitality industry*, (3rd ed0). Michigan: Educational Institute of AHLA.
- Keeling, B. L., & Kallaus, N. F. (1996). *Administrative office management*. Cengage Learning.
- Khan, R. I., Aslam, H. D., & Lodhi, I. (2011). Compensation Management: A strategic conduit towards achieving employee retention and Job Satisfaction in Banking Sector of Pakistan. *International Journal of Human Resource Studies*, 1(1), 89.
- Kohun, F. (2002). Workplace Environment and its impact on organisational performance in Public sector organisations, *International Journal of Enterprise Computing and Business System International Systems*, 1(1) January 2011.
- Labrague, L. J. (2021). Psychological resilience, coping behaviours and social support among health care workers during the COVID-19 pandemic: A systematic review of quantitative studies. *Journal of Nursing Management*, 29(7), 1893-1905.
- Lan, L., & Lian, Z. (2010). Application of statistical power analysis—How to determine the right sample size in human health, comfort and productivity research. *Building and Environment*, 45(5), 1202-1213.
- Leblebici, D. (2012). Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *Journal of Business Economics and Finance*, 1(1), 38-49.

- Lin, C. Y., Koohsari, M. J., Liao, Y., Ishii, K., Shibata, A., Nakaya, T., ... & Oka, K. (2020). Workplace neighbourhood-built environment and workers' physically-active and sedentary behaviour: a systematic review of observational studies. *International Journal of Behavioral Nutrition and Physical Activity*, 17(1), 1-24.
- Locke, E. A., & Latham, G. P. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological Science*, 1(4), 240-246
- Marmo, S., & Berkman, C. (2018). Social workers' perceptions of job satisfaction, interdisciplinary collaboration, and organizational leadership. *Journal of Social Work in End-of-Life & Palliative Care*, 14(1), 8-27.
- Marpady, P., Selamu, L. G., & Singhe, M. S. (2009). Social exclusion and health deprivation of Dalits and Tribes in Karnataka India.
- Matthews, R. D. & Khanna, N. (2015). Posturing and holdup in innovation. *The Review of Financial Studies*, 29(9), 2419-2454.
- McDonald, S. (2005). Studying actions in context: a qualitative shadowing method for organizational research. *Qualitative Research*, 5(4), 455-473.
- McGuire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee well-being. *Team Performance Management: An International Journal*, 15(1/2), 35-48.
- Mehboob, F., & Bhutto, N. A. (2012). Job satisfaction as a predictor of organisational citizenship behaviour a study of faculty members at business institutes. *Interdisciplinary journal of contemporary Research in Business*, 3(9), 1447-1455.
- Muthiah, K., & Santosh, B. R. (2017). Repatriates' Organizational Commitment in the Indian Information Technology (IT) Environment. In *International Business Strategy* (pp. 319-334). Palgrave Macmillan, London.
- Naharuddin, N. M., & Sadegi, M. (2013). Factors of workplace environment that affect employees' performance: A case study of Miyazu Malaysia.

- Neumann, R. (2006). *Quality assurance and the strategic strengthening of HDR performance in Quality in postgraduate research: Knowledge creation in testing times*. Ed. M. Kiley and G. Mullins, 149 –55. Canberra: Centre for Educational Development & Academic Methods, The Australian National University.
- Nijman, J. E. (2004). *The concept of international legal personality: an inquiry into the history and theory of international law*. Cambridge University Press.
- Norful, A. A., Rosenfeld, A., Schroeder, K., Travers, J. L., & Aliyu, S. (2021). Primary drivers and psychological manifestations of stress in frontline healthcare workforce during the initial COVID-19 outbreak in the United States. *General Hospital Psychiatry*, 69, 20-26.
- Northouse, L. L., Katapodi, M. C., Song, L., Zhang, L., & Mood, D. W. (2010). Interventions with family caregivers of cancer patients: meta-analysis of randomized trials. *CA: A Cancer Journal for Clinicians*, 60(5), 317-339.
- Ojo, O. (2010). The relationship between service quality and customer satisfaction in the telecommunication industry: Evidence from Nigeria. *BRAND. Broad Research in Accounting, Negotiation, and Distribution*, 1(1), 88-100.
- Oldham, G. R., & Hackman, J. R. (1976). *Work Design in the Organisational Context* (No. TB-17). Yale Univ New Haven Conn School of Organisation and Management.
- Oppermann, R. (2002). User-interface design. In *Handbook on information technologies for education and training* (pp. 233-248). Springer, Berlin, Heidelberg.
- Oppermann, R. (2002). User-interface design. In *Handbook on information technologies for education and training* (pp. 233-248). Springer, Berlin, Heidelberg.
- Polit, D. F., & Hungler, B. P. (1999). *Nursing research, principles & methods* (6th ed.). New York: Lippincott.
- Rabey, G. (2007). Diagnose–then act. Some thoughts on training today. *Industrial and Commercial Training*, 39(3), 164-169.
- Rezaul, K. (2014). Creating healthy workplace environment. Retrieved June 14, 2014, from wikinut.com: <http://writing.wikinut.com/Creatinghealthy-workplace-environment/1zuuqbl/>
- Robson, C. (2005). *Real world research* (2nd ed.). Blackwell Publishing.

- Roelofsen, P. (2002). The impact of office environments on employee performance: The design of the workplace as a strategy for productivity enhancement. *Journal of Facilities Management*, 1(3), 247-264.
- Salin, D. (2003). Ways of explaining workplace bullying: A review of enabling, motivating and precipitating structures and processes in the work environment. *Human Relations*, 56(10), 1213-1232.
- Salkind, N. J. (2003). *Exploring research*. New Jersey: Pearson Education
- Samson, S., & Swanson, K. (2015). Support your staff employees: they support the academy. *Reference Services Review*, 42(1), 165-180.
- Sarode, A. P., & Shirsath, M. (2014). The factors affecting Employees work environment and its relationship with Employee productivity. *International Journal of Science and Resource*, 11(3), 2735-2737.
- Sehgal, S. (2012). Relationship between work environment and productivity. *International Journal of Engineering Research and Applications*, 2(4), 1992-1995.
- Sekar, N., Muttiah, K., Santosh, B. R., & HRD, C. (2012). Its Relationship to Role Motivation-A Study among Blue Collar Workers in Indian Manufacturing Companies. *European Journal of Social Sciences*, 36(2), 171-188.
- Stup, R. (2003). Control the factors that influence employee success. In *Managing the Hispanic workforce conference*. Cornell University and Pennsylvania State University.
- Sundstrom, E., Town, J.P., Rice, R.W., Osborn, D.P. & Brill, M. (1994). *Office noise, Satisfaction, and Performance, Environment and Behavior*, 26(2), 195-222.
- Taiwo, A. S. (2010). The influence of work environment on workers productivity: A case of selected oil and gas industry in Lagos, Nigeria. *African Journal of Business Management*, 4(3), 299.
- Taylorson, K. (2012). The health benefits of tea varieties from Camellia Sinensis. *The Plymouth Student Scientist*, 5(1), 304-312.
- Tetteh, E. K., Asiedu, C., Odei, G. A., Bright-Afful, C., & Akwaboah, L. (2012). Work Environment and Its Impact on Employee's Performance (A case study of Produce Buying Company, Kumasi). *Published final year project*. Christian Service University College.
- Vischer, J. C. (2008). Towards an environmental psychology of workspace: how people are affected by environments for work. *Architectural Science Review*, 51(2), 97-108.

- Warr, P. (2002). *Psychology at work*. Penguin UK.
- Weber, C., Krieger, B., Häne, E., Yarker, J. & McDowall, A. (2022). “Physical workplace adjustments to support neurodivergent workers: A systematic review.” *Applied Psychology*.
- Weerarathna, R. S., & Geeganage, I. A. P. H. (2014). The Relationship between Organisational Culture and Employee Performance: Case of Sri Lanka. *International Journal of Scientific & Engineering Research*, 5(8), 985.
- Wells, N. M. (2000). At home with nature: The effects of nearby nature on children’s cognitive functioning. *Environment & Behaviour*, Vol-32, 775-795.
- Woodward, & Psych (2000). Leading and coping with change. *Journal of Change Management*. Doi 10.1080/1469701042000221687
- Yusoff, W. F. W., Kian, T. S., & Idris, M. T. M. (2013). Herzberg’s Two Factors Theory on Work Motivation: Does its Work for Today’s Environment. *Global Journal of Commerce and Management*, 2(5), 18-22.



APPENDIX

QUESTIONNAIRE

UNIVERSITY OF EDUCATION, WINNEBA

This is an academic exercise. Your confidentiality is highly assured.

TOPIC: Work Environment and its impact on Employees Performance: A

Case Study of National Sports Authority, Headquarters -Accra

SECTION A: Background of Respondents

- a. Position of respondents.....
- b. Department..... Year of experience.....

INSTRUCTIONS

Please, indicate the extent to which you agree/disagree by ticking the appropriate boxes below.

5 =Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1= Strongly Disagree

SEGMENT B

TO WHAT EXTENT DO YOU AGREE OR DISAGREE TO THE FOLLOWING STATEMENTS?

PROXIES FOR WORK ENVIRONMENT AT NATIONAL SPORTS AUTHORITY						
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	Physical Work Environment	5	4	3	2	1
1	Our offices and workspaces are well designed					
2	We have the requisite equipment to perform our duties					
3	The level of cleanliness here is good					
4	The layout of the offices and workspaces here are good					
5	The furniture here is unsuitable and not comfortable					
6	There is lack of ventilation here					
7	There are not enough light here					
8	There are insufficient safety measures in case of fire emergencies					

9	There is lack of personal protective equipment for work					
10	The temperature at my workplace is too high and there are no air conditions					
11	The working hours here is too long					
12	My workload is too much					
13	What I do here is in line with what I was employed to do (role congruity)					
14	There is always overcrowding at my workplace					
15	I get the support of my supervisors all the time					
16	Coaching or on the job training is available to us to enhance our performance on the job					
	Psychological Work Environment	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
17	The Level of salary here is good					
18	My performance matches with my pay					
19	I feel comfortable, safe and healthy here					
20	There is excessive noise here					
21	We are expected to focus on tasks without criticizing our employers or supervisors					
	Social Work Environment	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
22	My co-workers have good relationship with me and they are friendly					
23	My supervisors have good relationship with me and they are friendly					
24	There is effective communication in the National Sports Authority					
25	Over here employees are involved in decision making					
26	My work is such that I am able to balance work and family					
27	We have very rigid chains of command					
28	I have the autonomy to perform my duties					
29	We have very good team culture in the Authority					
30	I always get feedback on my performance					
31	We are free to apply new skills and ideas that we have					

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	Administrative Work Environment	5	4	3	2	1
32	There is opportunity for promotion					
33	I like the employee performance appraisal system here					
34	All people working here including myself have all the skills required to perform our responsibilities					
35	We are given enough authority to perform our duties					
36	I am comfortable with the recruitment agreement my employers have with me					
37	There are career development opportunities at the Authority					
38	Employees are involved in goal setting					
39	Work processes are documented and rigid such that you can't vary them when there is the need to do so					
40	We have a hand in how much is paid to us as incentives					

SEGMENT C

To what extent do you agree or disagree to the following statements

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	Employees Performance (Dependent variable)	5	4	3	2	1
	Indicators of Employees Performance	5	4	3	2	1
1	The performance of workers in the Authority is high					
2	The workers in the Authority are very much committed to their employer					
3	The workers in the Authority are always happy					
4	The workers in the Authority are very hardworking					
5	The health of the employees in the Authority is good and their morale is high					
6	Employees enjoy what they do in the Authority					
7	The motivation level of employees in the Authority is high					
8	Workers are proud of what they do in the Authority					
9	What you do in the Authority can help you to reach your full potential					
10	There are no absenteeism in the Authority					
11	Employees stay with Authority for a long time before they leave					
12	It is not stressful to work in the Authority at all					
13	Communication within the Authority is good					
14	I am very much satisfied with my job here					