

UNIVERSITY OF EDUCATION, WINNEBA

**WORKPLACE ENVIRONMENT AND EMPLOYEE PERFORMANCE: A
CASE STUDY OF GRA CUSTOMS DIVISION**

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DECLARATION

Candidate's Declaration

I, **Grace Kwarteng**, hereby declare that this dissertation is the result of my own original research and no part of it has been presented for another degree in this University or elsewhere. Also, all references in the work have been duly acknowledged.

Signature.....

Date

Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines for supervision of thesis as laid down by the University of Education, Winneba.

Name of Supervisor: Mr. Kwame Owusu Boakye

Signature:

Date:

DEDICATION

I dedicate this work to God Almighty for his guidance, protection and wisdom which has helped me to complete this thesis successfully. More so, I dedicate this to my lovely son Frank Nyamekye Biney and my senior brother Obuo Danso Kwabena and all my family, friends and loved ones whose inspiration and encouragement has brought me to this far.

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ABSTRACT

This study examines the effect of work environment on the performance of employees at GRA Customs Division in Accra, Ghana. The study formulated hypotheses which were subjected to statistical and inferential testing using Pearson's Product Moment Correlation, and Hierarchical Regression Analysis to show the relationship between the identified workplace factors and employee performance. The analysis was based on a sample size of two hundred and eighteen (218) respondents collected from three branches of the GRA. A structured questionnaire was developed and used as the main instrument to collect data which was analysed with the help of Statistical Package for Social sciences (SPSS v.23). The results from the study emphasized the importance of work environment on employees' performance. Specifically, the findings of the study indicate that all the three dimensions of the work environment (i.e. Physical, Psychosocial and Work-life balance factors) have positive and significant effects on the performance of GRA, Customs Division employees. The study also found that, among the three dimensions, psychosocial work factors had the greatest positive influence on employees' performance whereas physical factors had the least impact on the performance of employees. It is recommended that management of organisations redesign work environments to encourage supervisor-subordinate interpersonal relationships, ensure physical work environment that is devoid of excessive noise, lighting, and temperature, reduces the lengthy working hours and identify innovative ways to perform jobs in order to ensure employee work-life balance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Management's new challenge in today's world of business is to create an atmosphere that attracts, maintains and motivates its personnel and the duty rests with managers and superiors in all levels of the company (Dey, Petridis, Petridis, Malesios, Nixon and Ghosh, 2018). To look for new ways of operating, managers must move outside of their time-honored positions and comfort zones to build a working environment in which individuals enjoy what they do, feel like they have a mission, are proud of what they do, and can achieve their maximum potential (Katzenbach and Smith, 2015). Stansfeld and Candy, (2006) define work environment as the place where one operates, which implies the environment surrounding an employee. It is the social and professional atmosphere in which a person is expected to connect with a diverse workforce. The workplace environment is the sum of the interrelationships between the workforce and the climate under which they work (Cummings, Tate, Lee, Wong, Paananen, Micaroni and Chatterjee, 2018). According to Kagwi (2018), this environment involves the physical location as well as the immediate vicinity, behavioural procedures, policies, rules, culture, working relationships, work location, resources, all of which influence the ways employees perform their work.

The quality of the working environment impacts the efficiency of employees and ultimately affects organization's competitiveness. An effective workplace environment management necessitates ensuring that the work environment is attractive, secured, comfortable, satisfactory and motivating for employees in order to offer them a sense of pride and tenacity in what they do (Funminiyi, 2018). Employees are and will always be satisfied when they feel their immediate

environment; both physical ambience and emotional states are in alignment with their duties and responsibilities (Chakraborty and Ganguly, 2019) and how well employees connect with their immediate workplace environment, influences their error rate levels, productivity and innovativeness, collaboration with other employees, absenteeism and, ultimately their retention to a great extent (Funminiyi, 2018).

According to Nzewi, Augustine, Mohammed, and Godson (2018), the type of environment in which employees work determines whether the organization will prosper or otherwise. The physical workplace environment contextualizes the design and layout of the office, while psychosocial factors include working conditions, role congruity and supervisors' social support. Job policies employee working conditions resulting from industrial instruments and agreements reached between employers and unions, alongside other human resources strategies. Employees on average spend over 50% of their time at work within their working environments, which greatly influence their performance capabilities (Chakraborty and Ganguly, 2019). Better physical workplace environment will boosts employees' performance and ultimately improve their productivity (Massoudi and Hamdi, 2017). Hanaysha, (2016), asserted that healthy work environment makes good business sense and is distinguished by appreciation that facilitates employee engagement and creates a culture of high performance that promotes creativity and innovation. Organisations that are noted with positive workplace environments are more likely have competitive edge over others since they are in a better position to attract and retain highly skilled employees. In this current tight labour market, this is a significant concern for forward-looking organisations.

A positive workplace environment is likely to result in less employee turnover, fewer cases of fraud, better safety practices, ease in attracting and retaining qualified employees and improvement in employees' wellbeing (Kagwi, 2018). One message is true above all in almost all market-leading organisations or institutions, thus, People are the most valuable asset of an organization (Sylwestrzak, 2019). The performance of employees is the cumulative product of commitment, ability, and tasks perception (Garg and Ramjee, 2013). For organizational results and success, employees' performance is crucial. Employee performance is influenced by numerous factors; and workplace environment factors stands out as the primary determinants. As Parker, Van den Broeck, and Holman (2017) reiterate that, it is the key multi-character factor intended to attain outcomes and has a direct link with planned objectives of the organization. A favorable workplace environment ensures the wellbeing of employees and encourages them to embark on their roles with all enthusiasm that translates to higher performance (Nzewi et al., 2018a).

In an attempt to motivate employees, organisations have put into practice a variety of activities, such as performance-based compensation, employee engagement, recruitment agreements, and practices to better manage work and family life, as well as different ways of sharing of information. In addition to the motivation, employees need the expertise and abilities to do their job efficiently. It is the quality of the working environment of the employee that most impacts the degree of motivation and subsequent performance of the employee. Kagwi (2018) argues that employees' error rate, level of uniqueness and cooperation with their colleagues, absenteeism and ultimately how long they remain in the job are influenced to a great extent by how well they interact with the organization, particularly with their immediate environment. Comfortable office design motivates employees to a larger extent which

translate into improvement their performance. Therefore, public institutions such as the Ghana Revenue Authority (GRA) have to create a working atmosphere in which their workers enjoy their work, feel that their performance is valued and properly rewarded so that they can achieve their full potential. Rassia (2017) reports that enhancement in the workplace's physical architecture will result in an increase in employee performance in private organisations by 5-10%. It is therefore imperative to study the impact of the physical, psychosocial and work-life balance dimensions of work environment on employee performance in public sector institution like GRA Customs Division.

1.2 Statement of the Problem

The creation of a work environment that promotes employee well-being and improves individual performance is seen as a strategy to enhance the efficacy and competitiveness of an organization. Employees typically have aspirations and need an atmosphere in the workplace that helps them to do their job optimally. When this is sufficiently provided, it can boost organizational competitiveness (Funminiyi, 2018). Over the years, the outlook of physical facilities and infrastructures especially the offices of public institutions particularly in West Africa have been overlooked (Dartey-Baah, Amponsah-Tawiah, and Sekyere-Abankwa, 2011; Nzewi et al., 2018). Buba and Tanko (2017) retell that, the environment in the workplace of most government organisations or public institutions are insecure and harmful to one's health. The immediate working environment of organisations is extremely critical in terms of the actual physical layout and design of an office when it comes to optimizing employees' performance. Kagwi (2018) affirms that poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting and excessive noise adversely affect the performance of employees.

Additionally, Urnikytė and Kaminskas, (2011) assert that, psychosocial factors, that is the non-physical aspects of a workplace, such as working conditions, supervisor social support and role incongruity also have negative effect on employees' performance. Particularly, an organisation's strategies towards work-life balance is a significant factor in the effort to stimulate extremely high performance (Shujaat et al., 2019). In the quest to institutionalize the right practices in work-life balance, the right policies and programs have to be put in place. Inadvertently, an imbalance between workplace environment factors and employees' needs, abilities and expectations, is being manifested in different organisations, prompting diverse reactions. It has been noted that many businesses including public institutions fix their influence of employee performance improvement to the acquisition of skills while research has shown that about 86% of performance problems are associated to the working environment of organizations (Hanaysha, 2016b).

This notwithstanding, public institutions in Ghana are experiencing high level of absenteeism, presenteeism and huge losses caused by employee negligence due to workplace environment conditions (Boahene, 2015). This suggests that perhaps other work environment factors are responsible and need to be studied to establish how they influence employee performance. The dimensions; physical, psychosocial and work life balance are still unclear with respect of how they affect performance in the literature. The studies that have looked at this phenomenon have limited themselves to financial performance without paying attention to the workplace environment and especially from employees' perspective (Nzewi et al., 2018a; Pawirosumarto et al., 2017; Shujaat et al., 2019; Stansfeld and Candy, 2006; Urnikytė and Kaminskas, 2011).

Ghana Revenue Authority as a public institution plays a critical role in Ghana's revenue generation, hence employee performance in this outfit need not to be downplayed. For their performance plays a very critical role in the economic and sustainable development of the country at large and this call for a thorough investigation in order to understand how workplace environment factors influence performance of employees in this sector. This study therefore sought to examine how physical, psychosocial workplace environments and work life balance factors affect performance of employees in the GRA Customs Division.

1.3 Purpose of the Study

The purpose of this study is to examine the effect of workplace environment on the performance of employees at GRA Customs Division in Accra, Ghana.

1.4 Objectives of the Study

The study was guided by the following specific objectives:

1. To ascertain the extent to which Physical workplace factors affect employee performance at the GRA - Customs Division.
2. To examine the effects of Psychosocial workplace factors on the employee performance at the GRA - Customs Division.
3. To analyse the effects of Work-life balance factors on the employee performance at the GRA - Customs Division.

1.5 Scope of the Study

This study sought to examine the effect of workplace environment on the performance of employees at the Ghana Revenue Authority (GRA). GRA has over one five hundred offices nationwide. In GRA Greater Accra region alone, it has twenty branches which include its head office located at the Accra Sports Stadium, Starlets

91 Road. For the purpose this research, the researcher only focused on the employees of three branches in Accra; namely the head office, GRA Teshie-Nungua Small Taxpayer Office and GRA Customs Office James Town Accra. Greater Accra Region was deemed feasible because it is the capital of Ghana where majority of companies including public institutions have their head office as such critical policies are formulated there.

1.6 Significance of the Study

The study is important in providing a better understanding of the relationship between work environment and performance of employees in Ghanaian public institutions, which will serve as a guide for determining how working environment affects the performance of government employees. The results of this study will provide an overview of the aspects of the work environment that influence the performance of employees in the organization. It is also anticipated that the findings of this research will enable the institution to know how to address issues concerning the employees and their work environment as it crops up as important factors that affect employee's performance. Finally, this study will serve as a reference material for future studies in this area. Thus, this study would serve as background information for similar research in the future.

1.7 Organisation of the Study

The study is organised into five Chapters; Section One which is the introduction of the study deals with the background, problem statement, objectives and research questions, hypothesis, significance of the study and finally, the organization of the study. Chapter Two concentrates on the literature review for the study. The literature focuses on the topic in details, discusses the various variables in the topic area and

makes references to other materials related to it. The third chapter focuses on the methodology used for the research work. Chapter Four looks at data analysis, interpretation and discussion whereas Chapter Five provides a summary, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A widely accepted assertion is better work environment leads to better results. Most often, an office is designed with due importance to the type of job and the people who will work in the office. The performance of an employee is essentially measured by his or her outputs over a period of time which is more associated to productivity. At the company level, productivity is influenced by factors such as the organizational goals, type of technology and employees employed by the organization. Again, the work environment and working conditions of employees are also critical factors. This Section reviews literature regarding the impact of the work environment on employee performance. The section is made up of sections on theoretical review, conceptual review, and empirical review and finally, a conceptual framework is developed based on the literature reviewed.

2.2 Theoretical Review

This study draws on two theories in explaining the effects of work environment on the performance of GRA-Customs Division employees. The first theory is Goal-setting Theory as was developed and refined by Dr. Edwin Locke, an American psychologist in the 1960s when he published his study entitled “Towards a Theory of Task Motivation and Incentives”. The second theory, Expectancy Theory as was developed by Professor Victor H. Vroom in 1964 through his study of the motivations behind decision-making. These two theories are deemed relevant to this study because they tend to explain employees’ behaviour towards work giving their working conditions. The two theories are further explained in the proceeding sections.

2.2.1 Goal-Setting Theory (Locke, 1968)

The theory suggests that in motivating employees for superior performance, specific concrete expectations set by them play a vital role. The theory notes that key requirement needed to ensure this result include managements' commitments towards the involvement of employees in setting shared goals, explaining job requirements and providing frequent performance feedback. Locke and Latham (1994) assert that, when employees set specific, measurable, attainable, and relevant and time bound goals and work towards their accomplishment, it goes a long way of improving their performance. In an attempt to bring the businesses to a maximum performance level, managers and supervisors must acknowledge and appreciate the human face of their organization. The key principle here is human-to-human interaction through providing individualized support and encouragement to each employee (Urnikytè and Kaminskas, 2011).

Employee performance is an important multi-dimensional construct aimed at achieving results and has a strong link to an organization's planned goals (Shakeel et al., 2017). In other words, performance is the key multi-character factor for achieving results that have important link to the strategic goals of the organization (Nzewi et al., 2018a). In line with this theory, ensuring that employees achieve their set goals is to create an attractive, secure, satisfying and inspiring work atmosphere which give them a sense of pride and purpose in what they do. The design and how of the work environment is occupied affects not just how employees feel, but also their success at work, their dedication to their employer and their ability to conceptualize new ideas in the organization (Kagwi, 2018).

2.2.2 Expectancy Theory (Vroom, 1964)

In explaining motivation theoretically, Victor Vroom's expectancy theory is the most widely used (Chiu et al., 2018). The theory states that an individual's tendency to act in a particular way depends on the strength of the expectation that he or she has given to the outcome that will follow the act and on the attractiveness of that outcome to him or her. Simply stated, the theory of expectation says that an employee will be driven to perform better when there is a confidence that his or her success will lead to a worthy performance evaluation and in the form of some rewarding future events that will result in the realization of his or her personal goals in the long-run. The theory thus, focuses on three things; efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Andolsěk and St'ebe, 2004).

This theory is based on the assumption that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In line with this theory, employees perform at their maximum when their workplace goals and values are aligned with the organization's mission and vision. As such, Chandra (2016) asserts that employees feel their personal goals are valued when they are provided with good working environment. This is important for creating and maintaining a high level of motivation among employees that results in higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Hanaysha, 2016b).

2.3 Conceptual Review

2.3.1 Workplace Environment

In an attempt to essentially grasp the essential meaning of the work environment in the organization, it is important to realize that the human element and the organization are synonymous (Rassia, 2017). Changing environments offer organisations opportunities as well as myriad hurdles. The management and integration of physical and psychosocial environments is one part of the competitive challenges facing businesses (Kagwi, 2018). By incorporating a balanced workplace environment, the organisation is optimizing profitability and improving the company's popularity as a workplace; projecting a modern corporate entity, which in turn can help you attract highly qualified employees. According to Nzewi et al., (2018), architectural design affects the way people behave, thus, designers create conditions that can either hinder, discourage or guide, support or enhance users' behaviour. Most organisations are beginning to reconsider how their work environment is designed and the effects of facilities they offer to staff have on their general performance. An enabling workplace environment must thus be the key feature to improving performance and subsequently sustained returns (Rugulies, 2018).

Parker, Van den Broeck and Holman (2017) assert that, workplace environment as a concept has been operationalized by analyzing the extent to which employees perceive their immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization. They added further that, working environment is a fundamental determinant of the quality of employees' work and their level of performance. Likewise, Hanaysha, (2016) indicates that, an attractive and supportive work environment is critical to employees' performance, as the work environment has numerous properties that may influence both their physical

and mental wellbeing. The researcher further posits that, a quality work-station is fundamental to keeping workers on their various tasks and ensuring them to work effectively and efficiently. A good workplace is checked by characteristics such as comfortable fixtures and fittings, competitive salaries, a relationship of trust between employees and management, equity and fairness for all, and a reasonable work-load with challenging yet achievable goals (Nzewi et al., 2018a). A composite of all these features makes the work-station the best possible working conditions for employees to work with a high level of satisfaction which subsequently leads to higher organisational performance. Thus, a supportive work environment helps employees to perform routine duties more effectively and efficiently, making best use of their knowledge, skills and competences and available resources to provide high-quality services.

The benefits of creating and maintaining a positive work environment are enormous, and includes greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Chandra, 2016; Hanaysha, 2016; Kagwi, 2018). Improving the work environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance. Tang, Chen, Jiang, Paillé, and Jia (2018) also highlighted that in the twenty-first century, businesses are moving towards more strategic approaches of environmental management starting from within to enhance their performance through improving and managing the performance levels of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees (Rassia, 2017). Organisations must ensure that the physical layout is covering all need

of employees such as communication and privacy, formality and informality, functionality and cross-disciplinary issues (Leitão and Greiner, 2017).

2.3.2 Physical Factors of the Workplace Environment

The ability of the physical workplace environment to influence behaviours and to create an image is particularly apparent for forward-looking businesses. The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings (Yadav et al., 2019). Spatial layout refers to the floor plan, the ways in which machinery, equipment, and furnishings are arranged, the size and shape of those items, and the relationships among them. The spatial layout of furniture was found to influence the amount and nature of conversation between individuals (Khazanchi et al., 2018). On the other hand, functionality refers to the ability of the same items to facilitate performance and the accomplishment of goals. According to Sander, Caza, and Jordan (2019), how performance is achieved will be affected by how well people fit with their physical workspace and physical work environment.

In a broader perspective, the physical workplace environment; include but not limited to the comfort level, ventilation, heating, natural lighting and artificial lighting. According to Berthelsen, Muhonen, and Toivanen (2018), the above features assist on the functional and aesthetic side, the décor, and design of the workplace environment that ultimately helps improve the employees experience and necessitate better performance. They further emphasize that organisations must insist on the utility and the role of environmental information, facilitating employees' engagement with better space management, and the automation of certain tasks. Similarly, if the tasks to be performed are very complex, efficiency of layout and functionality will be more

important than when the tasks are mundane or simple. Office layout and design impressions suggest that certain dimension serves a symbolic function by connoting meanings and images about organizations and further how their employees are to be engaged (Kämpf-Dern and Konkol, 2017). Based on these affordances, it is suggested that employees will tend to identify more with these features which enhance performance. Informal seating arrangements, such as chairs placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction (Berthelsen et al., 2018). This also helps in explaining how the style of furnishings and other physical symbols come to serve an emblematic function.

2.3.3 Psychosocial Factors Affecting Employees' Performance

In contemporary and forthcoming societies, the matter of psychosocial factors of the work environment is widely recognized as one of the most important issues. These factors relate to the relationships between the workplace and working conditions, organizational conditions, job functions and content, effort, individual characteristics of employees and those of their family members (Salem and Ebrahim, 2017). Therefore, the nature of the psychosocial factors is complex, covering issues related to the employees, general environment and work. Funminiyi, (2018) defines employee workplace welfare in terms of six key areas: a manageable workload; some personal control over work; support from colleagues and supervisors; positive relationships at work; a reasonably clear role; and a sense of control or involvement in changes at the workplace. Individual association with the work environment is very critical, as it impacts upon the ability of the individual to take control of their work and the level of stress they experience at the workplace (Chakraborty and Ganguly, 2019; Rugulies, 2018).

There are lots of other factors that may enhance or lower the employees' performance some of which include role congruity, supervisor support and leadership styles; these individually and or collectively affect the performance of employees (Urnikytė and Kaminskas, 2011). Correspondingly, performance feedback is a critical contributing factor of employee performance as it serves as an information exchange, work and conflict resolution process between the employee and supervisor (Al-Omari and Okasheh, 2017). This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee is given an opportunity to give his/her feedback regarding the assessment based on the requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Hanaysha, 2016b).

2.4 Work Life Balance

Work-life balance is a combination of interactions among different areas of one's employed life, the pros and cons associated with the balance or imbalance can affect various levels of employees required roles. Shujaat, Tahir, and Baloch, (2019) define work-life balance as "people spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, friends, and hobbies". Thus, it is a reflection of the needs for all employees to balance their work lives with their lives off the job, regardless of whether or not they have day-to-day family responsibilities (Vasumathi, 2018). Work-life balance has been defined by one a group of researchers as satisfaction and good functioning at work and at home with a minimum of role conflict (Oludayo et al., 2018), and by another as the degree to which an individual is

able to simultaneously balance the temporal, emotional, and behavioural demands of both paid and family responsibilities (Yee et al., 2020). The measurable aspect of balance between work and family roles in this study has to do the working conditions and environment affect employee performance. For instance, a study conducted by Mills and Täht (2010), indicated that employees especially women who had varying work schedules reported increased levels of relationship dissatisfaction with their spouse. The study further reported that, relationship satisfaction as per the respondents was attributed to lack of companionship and unequal distribution of household duties due to both partners having conflicting schedules (Mills and Täht, 2010). In this regard Matheson and Rosen (2012) assert that, employees with children often ended up with the larger share of the household duties despite the fact that they also worked full time outside of the home.

The inability of employees to achieve a balance between the work and home domains can have negative consequences for both the individual and the organisation (Shujaat et al., 2019). Perceived work-life balance was measured by looking at the extent to which workers feel successful in balancing work and personal life, and the amount of conflict they face in balancing work and personal life (Lekchiri and Eversole, 2020). In response to this concern, an increasing number of firms now offer extensive work-life benefit programs for their employees. Work-life programs most commonly include factors such as flexible hours and working from home (Fontinha et al., 2019).

2.5 Employee Performance

The term employee performance is a relative concept, often defined by scholars in different ways depending on the context within which the term is used. In this regard, this sub section of this chapter is devoted to explain and analyses some

meanings offered by prior studies (e.g. Armstrong and Baron, 2000; Bekele, Shigutu and Tensay, 2014) on the meaning of employee performance. For instance, Armstrong and Baron (2000) contend that, employees' performance is normally looked at in terms of their behaviors. However, Bekele et al. (2014) contends that employee performance should be looked at in terms of the employee's work outcomes. This is in line with Elnaga and Imran (2013), who stated that an employee's performance must measure against the performance standards set by the organization.

Shakeel et al., (2017) assert that, there are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures. According to them, productivity is expressed as an output to input ratio, as it is a measure of how a person, company or industry turns input resources into products or services, thus measuring how much output is produced per unit of resources used. Efficiency to them is the ability of an individual to produce desired results by using as little resources as possible within a stipulated time period, while effectiveness is the ability of individuals to accomplish the desired goals or objectives within a stipulated time period. They define quality as the attribute of goods or services that are capable of fulfilling the requirements specified or implied. Profitability is the capacity to reliably generate wealth over a period of time and it is expressed as the ratio of gross profit to revenue or return on employed resources.

Pawirosumarto et al. (2017) postulated that managers of businesses are responsible for ensuring that the companies aim to reach high performance standards and thereby achieve them. This also means that at any point in time, managers have to set the required standards of output. They can do this, by setting goals and standards against

which individual performance can be measured. Forward-looking organisations ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process allows employees to be engaged in the organisation's planning processes, and thus participates by playing a role in the whole process, increasing their enthusiasm for achieving high levels of performance. It is worth noting that, performance management requires activities that ensure that organisational goals are regularly met in an efficient and effective way. Performance management can focus on the various aspects of the organisation including the performance of the employees, departments, or the processes involved in manufacturing a product or service, among others.

Likewise, Hamidi, Mansor, Hashim, Muhammad, and Azib, (2020) stated that, employers need to ensure that the assignments of employees are carried out on track to meet the organization's objectives or goals in order for organizations to achieve a better result. Employers will be able to monitor their employees and motivate them to enhance their performance by keeping the work performed by them on track. In addition, based on the performance of the employees, a compensation scheme should be introduced. This is to inspire the employees to do their job more efficiently.

Walumbwa et al. (2011) propose a criteria for evaluating employees' performance. In line with this assertion, Kagwi, (2018) outlined three main subjective bases for evaluating employees' performance. These are trait-based information, behaviour-based information and result based information. Kagwi, (2018) opined that trait-based performance can be measured subjectively based on attributes such as attitude, initiative or creativity. Also, the behavior-based performance focuses on what is

included in the job itself, whereas the result-based performance considers employee accomplishment. However, Kagwi, (2018) concluded in favour of the result-based indicating that for jobs in which measurement is easy and obvious, a results-based approach is most preferred. Nonetheless, Nzewi et al., (2018), employees' performance is dependent on the willingness and openness of the employees towards on executing their duties and responsibilities on the job. They further postulate that by having this willingness and openness in doing their job, it could increase the employees' productivity which also leads to improvement in their performance.

There are several factors identified by Hamidi et al., (2020) as being key determinants of employee performance. They categorized these factors into two; implicit and explicit. The implicit factors include: necessary skills, intellectual capacity, ability, job related knowledge and other individual-specific characteristics. The explicit factors include: physical work environment, equipment, meaningful work structure or schedule, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet expectations.

2.6 Empirical Review

2.6.1 Empirical Review Global Perspective

Factually, the satisfaction-performance connection at work was mainly discussed by theorists of schools of socio-technical thought and Human Relations. According to the Socio-technical approach (Evans and Davis, 2005; Ostroff, 1992), organizational performance depends on the alignment between the organisation's technological and social systems. Based on this notion, the Human Relations viewpoint indicates that

happy workers are efficient workers (McGregor and Cutcher-Gershenfeld, 1960; Wright and Staw, 1999). In other words, organizational productivity and efficiency is also accomplished through employee satisfaction thus, when the physical and socio-emotional needs of employees are met. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, for example by providing autonomy, participation, and mutual trust (Guest, 2017; Ko, Choi, Rhee, and Moon, 2018; Wood, Van Veldhoven, Croon, and de Menezes, 2012).

On the basis of this logic, employee satisfaction is believed to affect the growth of routine interaction patterns within organizations (Nguyen and Pham, 2020). Employees establish relationships with co-workers through reciprocal experiences that often prescribe behavioral preferences and influence behaviors (e.g., norms or informal standards of acceptable behaviour). For instance, a dissatisfied employee may be prevented from decreasing their output by established control structures (e.g. assessment criteria, supervisory influence); however, widespread employee dissatisfaction may lead to a strike or sabotage that could impede the effectiveness of the organization. Alternatively, dissatisfied employees might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency. Al-Omari and Okasheh, (2017) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work

environment are not favorable. Improved work environment enhances employee's productivity.

A systematic literature review by Mathews and Khann (2016) on the effect of work environment on the performance of employees in the Indian manufacturing sector reported that physical layout of the workplace such as furniture, noise, lighting, temperature, overall comfort, physical security, air quality at work, informal and formal meeting areas, availability of quiet areas, privacy, private storage areas, and work areas affect employee performance, because a good and comfortable work environment usually improves employee performance, and vice versa if the environment is not good it will risk reducing employee performance. Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2019) examined the impact of workplace environment specifically physical and behavioral environmental factors on the performance of 250 software company employees in Pakistan. The study revealed that both the physical and behavioral environmental factors positively affect employee performance directly and indirectly (through employee health as a mediator). Similarly, Ramli, (2019) in a study conducted in the health sector found that the quality of the physical environment greatly influence the ability to recruit and retain talented people from an organization. The authors asserts that people who work in uncomfortable conditions can experience low performance and cause high absenteeism and turnover. Again, the results of study also explains that behavioral factors in the work environment can affect employee performance such as engagement, productivity, morale, and comfort level.

2.6.2 Empirical Analysis in Africa

The majority of African countries today suffer from some aspects of economic, social and political underdevelopment, but that the most salient characteristic is their poverty (Egboh, Okeke and Mba, 2019). The argument can thus be made that improving work habits in African institutions can contribute to Africa's graduation from poverty and vulnerability to well-being and security and development (Samson, Waiganjo and Koima, 2015). That is development measured in terms of its three components-economic, social and political, the technological dimension being part of the economic component-meaning the process of enhancement of capacity to effectively and adequately meet people's needs (CIA World Factbook, 2014). Africa's incapacitation or lack of capacity to address the needs of her people or affect desired and appropriate urban and rural management practices is indicative of the criticality of capacity and capacity enhancement defined by the right work habits of the working actors. Massoudi and Hamdi, (2017) assert that, poor work habits' adverse effect on productivity and growth is not a new discovery in Africa. The argument has been made that effective development requires high standards of ethical and performance behaviors, particularly in relation to national governance and major development projects (Nasidi, Makera, Kamarudden and Jemaku, 2019).

The wave of globalization now requires agencies of governments and companies in other parts of the world including African nations to conduct their business in an environment characterized by speed and being connected (Egboh et al., 2019). To survive in the 21st century, institutions in Africa must be disposed to constant change and be adaptable to identify with leading people strategies and practices that correlate with excellent financial performance and adopt effective benchmarking practices against leading practices in participating sectors (Nzewi et al., 2018a).

As suggested by Laseinde, Oluwafemi, Pretorius and Oluwafemi (2019), in the twenty-first century, businesses are taking more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Chandra (2016) that the more satisfied workers are with their jobs, the better the company is likely to perform in terms of subsequent profitability and particularly productivity. The findings of Rassia, (2017) showed that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The study further indicated that management that clearly stipulate job roles and how to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Afolabi, Abiola, Olaiya and Emeje (2020) explored the impact of the work environment on the performance of employees in public polytechnic in Nigeria. The study found out that, employees who did not face the problems like work noise distraction, slow feedback from supervisors and work-life imbalance were motivated and hence were high performers and vice-versa. The study also revealed that, institutions that encouraged supervisor-subordinate interpersonal relationship and provided job aid tools and equipment had employees with high performance as compared to those who lacked in the two identified factors. Likewise, Samson, Waiganjo and Koima (2015) examined the effect of workplace environment on 173 employees of commercial banks in Kenya. The study revealed that with the exception of physical environmental factors, psychosocial and work-life factors had significant effect on employee performance.

Generally, the living and working condition of the average Ghanaian working class are poor and not promising for better employees satisfaction (CIA World Factbook, 2014). Ampofo (2014) asserts that, the higher the satisfaction, the higher the employees' performance. This implies that, if other factors remain constant then satisfaction is directly proportional to performance. This relationship suggests that, if the working and living conditions of employees improve, then their satisfaction level will also increase and eventually improvement in their performance will be realised. Motivation has a direct influence on job performance (Agbozo, Owusu, Hoedoafia and Atakorah, 2017), thus, when employees are motivated positively it is a catalyst for higher performance. Moreover, there is a statistically strong relationship between the attitude of employees and the satisfaction with the reward they expect as a return of their performance.

Amofa, Yawson and Okronipa (2016) examined the effect of physical office environment on the performance of employees in selected banks in Sekondi-Takoradi. The study revealed that, elements of the physical office environments including furniture, noise, office temperature and illumination had effect on the performance of employees. The study further recommended that for organisations to achieve high levels of employee performance, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, Agbozo et al., (2017) examined the effect of physical, social and psychological work environment on job satisfaction in the banking sector of Ghana. The study adopted stratified sampling technique to solicit data from 105 employees, the results showed that physical, social and psychological work environment significantly affect job satisfaction of employees positively. The study further iterate that, ensuring adequate

facilities are provided to employees is critical to generating greater employee commitment and productivity. Based on the empirical evidence discussed with support from the Expectancy and Goal-setting theories, this study hypothesized that:

H1: Physical workplace factors will have a significant positive effect on performance of GRA Customs Division employees.

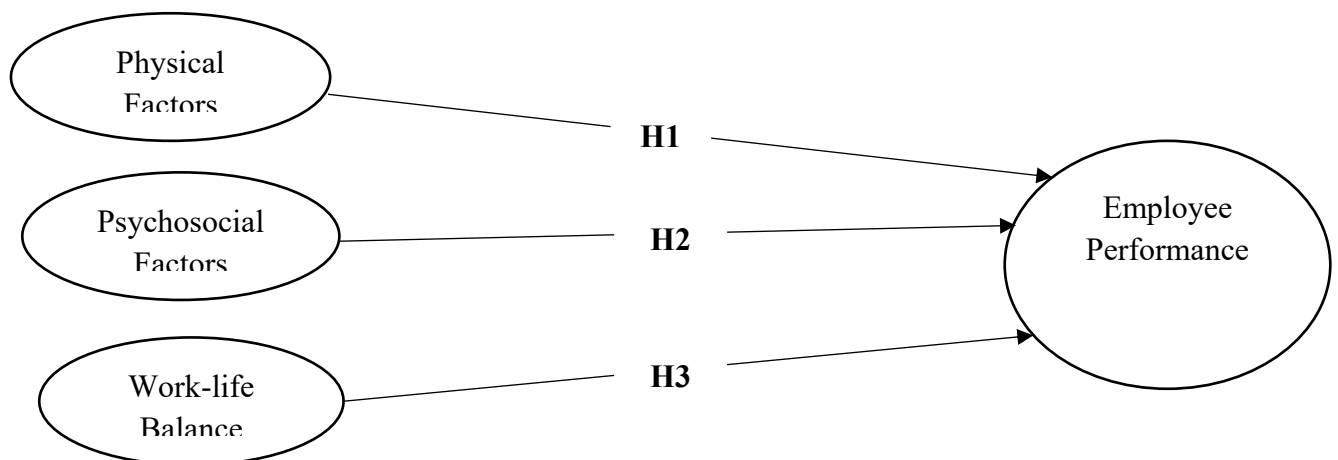
H2: Psychosocial workplace factors will have a significant positive effect on performance of GRA Customs Division employees.

H3: Work life balance factors will have a significant effect on performance of GRA Customs Division employees.

2.7 Conceptual Framework

The conceptual framework illustrates the relationship between the dependent and independent variables. The independent variable; workplace environment is being looked at from three dimensions which are the physical factors, psychosocial factors and work life balance factors. These variables are expected to influence the dependent variable being employee performance at the Customs Division of Ghana Revenue Authority.

Figure 2.1: Proposed Study Framework



Source: Author's Construct (2021)

Figure 2.1 above demonstrates the association between the dimensions of workplace environmental factors and performance of employees. This framework was designed in line with the literature reviewed.

2.8 Summary of the Section

The study aims to examine the effects of workplace environment on the performance of employees at GRA Customs Division. It draws on the goal-setting theory (Locke, 1968) and Vrooms' expectancy theory as the theoretical basis to explain the essence of workplace environment to the performance of GRA-Customs Division employees. The literature review focused on prior studies on the impact of workplace environment on the performance of employees. A critical look at the evidence shows that researchers have adopted different lenses and approaches in investigating the effect of workplace environment on employee performance but the results are inconsistent, mixed and fragmented hence blurring our understanding of the issue that is been considered under this section.

Again, a review of the literature indicates that context is important in carrying out a study of this nature because the nature and purpose for the establishment of firms may play a critical role in understanding a context specific. For example, Agbozo et al., (2017) argue that if an organisation like a bank does not pay attention to its physical workplace environment, the bank is assured of its collapse within a shortest possible time due to the withdrawal of customers' interest. They further stated that the same situation cannot be said for a public institution. It is against this background that this particular study seeks to investigate the impact of workplace environment specifically physical workplace factors, psychosocial workplace factors and work-life balance factors on the performance of employees at GRA Customs Division.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study examines the effect of workplace environment on the performance of employees at GRA Customs Division in Accra, Ghana. As such, this section discusses how the study was conducted and defines the choice of the study approach and the design that was used in undertaking the study. The section covers issues such as research paradigm, research design, the study area, population, sampling technique, sample size, data collection procedure, measurement instrumentation and data analysis. Finally, the section describes the ethical consideration issues of the study for addressing anonymity, confidentiality and other ethical issues in any systematic research inquiry.

3.2 Research Paradigm

Research paradigm basically is the plan and techniques that guide a researcher in carrying out a study. Creswel (2009) explains research paradigm as the set beliefs that informs the design, procedures and methods adopted in the data collection and analyses in a specified research. There are two main paradigms are identified as positivism and interpretivism, giving birth to two main research designs; quantitative and qualitative approaches respectively (Boateng, 2016).

The purpose of quantitative research is to find out the degree of a phenomenon or whether a relationship exist between two or more aspects of a phenomenon by quantifying the problem in order to generate a numerical data which can be converted into usable statistics (Boateng, 2016; Saunders et al., 2007). It can also be used to quantify behaviour, attitudes and opinions by generalizing results from a sample to

the target population. Saunders et al., (2019) further explains that, quantitative research is more structured due to the fact that it begins with questions or hypothesis from previous studies and utilises objective instrument like questionnaires in data collection.

This study adopted a quantitative research approach. This approach was employed because it is the most logical method to use when examining interrelationships among variables, where objective theories are tested (Apuke, 2017). These variables can be measured typically by using instruments of predetermined, close-ended questions so that numbered data can be analyzed using statistical procedures (Creswel, 2009). Since this study is about the relationship between variables, it is therefore important to adopt this approach. This approach will further help to code the data from participants for analysis.

3.3 Research Design

Research design is the specification of the procedure to be developed in order to guide the researcher in the collection, analysis and interpretation of data. According to Miller and Brewer, (2003), the design of a research is employed to structure the study, and to indicate how all of the major parts of the research corroborate to address the research problem. There are numerous categories of a research design that can be adopted depending on the nature of the research. This study falls within the quantitative research design and used primary data. To address the research problem, a survey research design was adopted in the study. Thus, the research design adopted was causal and descriptive in nature. This is a study which examined the extent to which the effect of workplace environment (specifically; physical, psychosocial and

work-life balance factors) on the performance of employees at GRA Customs Division in Accra, Ghana.

The descriptive design was employed for the study because it focuses primarily on providing an accurate description of the characteristics of a situation or phenomenon, and that the focus of the design is not only to look out for cause-and-effect relationships, but also describes the existing variables in a given situation and, sometimes, the relationship that exist among those variables (Lebow et al., 2012). Furthermore, this design was employed to address the research problem as it focused on finding facts to describe the social phenomenon and also assess the cause-effect relationship of the research variables (Oyedokun, 2019; Saunders et al., 2019). Finally, the design was adopted because it is cost effective, easy and quick, time and money-saving (Creswel, 2009). Thus, a comprehensive questionnaire was designed to collect data from respondents.

3.4 Population

Population is defined by Creswel, (2009) as a group of cases or elements either individual, objects or events, that share specific feature(s) which is of interest to a researcher. The population of a research is said to be all the members who meet the particular criteria specified for a research. By these definitions, it can be said that a population is the set of people or objects a researcher would want to generalize his or her findings to.

For the purpose of this study, the target population for this study consisted of all administrative officers in three branches in Accra; namely the Head Office, GRA Teshie-Nungua Small Taxpayer Office and GRA Customs Office James Town Accra. To ensure inclusivity and diversity, both male and female officers in the various

branches in the region were targeted. This was to ensure a homogeneous representation of respondents. The total estimated staff strength of all the branches is estimated as one hundred and twenty-one (121), ninety-three (93) and seventy-nine (79) respectively. In all a sum total of 293 was targeted for this study.

3.5 Sampling Technique and Sample Size

Generally, the term sampling is defined as the process of choosing from the total population a handful size of units for controllability purposes in a study (Saunders et al., 2019). The rationale behind this, is that all elements share the same traits as such, the outcome of the entire population. This study adopted a simple random sampling technique. Simple random sampling is a type of probability sampling that allows researchers to select respondents for a study randomly (Adu et al., 2020). This technique was selected because it gives individuals within the population an equal chance of being selected, saves time and cost and allows valid generalization of findings (Moore et al., 2018).

The sample size required for the study was determined following the Krejcie and Morgan, (1970) formula to determine the sample size for this particular study. This formula is represented as: $s = X^2 NP (1-P)/d^2 (N-1) + X^2P (1-P)$. Where: s = required sample size; X^2 = the table value or chi-square for 1 degree of freedom at the desired confidence level ($3.841 = 1.96 * 1.96$); N = the population size; P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size); d^2 = the degree of accuracy expressed as a proportion (0.50). Therefore, basing on the total estimated staff strength of 165; the sample size of the study will be determined as; $213 = 3.841^2 * 293 * 0.50 (1-0.50) / 0.50^2 (165-1) + 3.841^2 * 0.50 (1-0.50)$. Adopting Krejcie and Morgan (1970) formula, a sample size of two hundred and thirteen (213)

employees were adopted for this study. The sample size (213) determined above were allocated to the three branches (the Head Office, GRA Teshie-Nungua Small Taxpayer Office and GRA Customs Office James Town Accra). The table below contains the target population as well as the sample sizes that were chosen.

Table 1: Target Population and Sample Size

Branch	Population	Sample Size
Head Office	121	88
Teshie-Nungua	93	68
James Town	79	57
Total	293	213

Source: GRA Report (2022)

In all, a total number of two hundred and thirteen (213) respondents were sampled for this study. The justification for this sample size is for the researcher to be able to get more reliable and accurate data to achieve the purpose of the study (Adu et al., 2020).

3.6 Data Collection Procedure

The researcher prepared and circulated a total of two hundred and fifty (250) questionnaires among the three branches. The researcher personally administered the questionnaires and gave out relevant information and clarifications to the respondents after receiving approval to conduct this study from the head office and all other offices of the GRA, Customs Division. Permission was taken from the institutions specifically from the human resource management department and respondents were met by the researcher personally to administer the questionnaires to get first-hand (primary) data. Respondents were given a period of two weeks to complete the questionnaires due to time constraints. A total of two hundred and ten (210)

questionnaires may be used in data analysis, making room for late submission, missing questionnaires, unfilled questionnaires and discarded ones due to missing data.

3.7 Measurement Instrument

The constructs outlined in the conceptual framework were measured with existing measuring scales found in the literature reviewed, this was to ensure content validity. The measurement scales for individual constructs are described below. Subsequently, 5-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree was used to obtain responses for all variables under study. The Likert-scale method was used because of its accuracy and reliability (Adu et al., 2020).

3.7.1 Work Environment

The work environment as an independent variable was assessed using a nineteen scale developed by (Samson, Waiganjo and Koima, 2015). The scale measures three dimensions of construct namely; physical workplace factors (five items), psychosocial workplace factors (6 items) and work-life balance factors (eight items) respectively. Sample items include “The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganise” (physical workplace factors), “Managers inform employees about important decisions, changes, or plans for the future” (psychosocial workplace factors) and “Due to work-related duties, I keep on making changes to my plans for family activities” (work-life balance factors) respectively. This scale has been widely used in some prominent research studies due to its reliability and internal accuracy (Hanaysha, 2016b; Oludayo et al., 2018; Vasumathi, 2018). The scale was deemed

relevant for the research hypotheses and hence, the researcher adapted and modified it to meet the specific context of this research study.

3.7.2 Employee Performance

Employee performance as a dependent variable was assessed using a twelve item scale developed by Bautista et al., (2017). Sample items include “I accomplish my tasks at the required time”, “There is commitment and compliance for the regulations and laws between employees”, “There is coordination and cooperation with others to perform my work” among others. This scale has been widely used in some prominent research studies due to its reliability and internal accuracy (Nzewi et al., 2018b; Raut et al., 2020; Walumbwa et al., 2011). The scale was deemed relevant for the research hypotheses and hence, the researcher adapted and modified it to meet the specific context of this research study.

3.8 Data Instrument

One method of data collection is the use of questionnaire. This is to ask individuals a series of questions to obtain statistically useful information about a particular topic at a given time. The questionnaire data collection method is the most commonly adopted method. It is mostly observed as an effective tool for data collection, especially when studying the perception and opinion of individuals on the field of study. Questionnaire that is designed effectively is indispensable to get a good and reliable result in every social research. Depending on the research objective and the research problem, a questionnaire refers to the support that includes communication between the person collecting the information known as a researcher and the person answering the known question of the respondent (Saunders *et al.*, 2019). The questionnaire for this study was administered by the researcher to respondents within the targeted population. A

thirty-six (36) item questionnaire was designed and administered to the respondents to examine the effect of workplace environment on the performance of employees at GRA Customs Division in Accra, Ghana.

The questionnaire was structured into three (3) sections; Section A examined the respondents' age, gender, marital status, qualifications and working experience (consisting of five items), Section B focused on nineteen (19) items that look at workplace environment, specifically physical workplace factors (consisting of five items), psychosocial workplace factors (consisting of six items) and work-life balance factors scale (consisting of eight items) respectively. And finally, Section C looks at the items for measuring the employee performance (consisting of twelve items) respectively.

3.9 Method of Data Analysis and Presentation

The data obtained from the respondents was analyzed using a statistical software program; Statistical Package for the Social Sciences Version 23 (SPSS_23). Descriptive statistics (frequency count, percentages, mean and standard deviation) was used to evaluate the respondents' background information. The study further examined the relationship between the identified workplace factors and employee performance by using Pearson product moment correlation, and Hierarchical regression analysis to examine the extent to which each of the three identified workplace factors affects the performance of employees (Saunders *et al.*, 2019). The results were presented in tables with interpretations. Finally, findings were discussed in relation to appropriate and related literature reviewed.

3.10 Ethical Issues

According to Creswell and Zhang, (2009), in conducting a research especially in the social science, respondents need to be protected and researchers have to be aware of this and how to develop trust with them whilst promoting the integrity of the research. As such, the research in this study addressed these ethical concerns by soliciting informed consent from the participants of the study prior to the administration of the instruments (Borrego et al., 2009). After this condition was met, the researcher obtained clearance from the human resource managers of companies and approval to conduct survey with the approval of all participants before administering the questionnaires. The respondents were informed of their rights to willingly accept or decline to participate, and to withdraw participation at any time without penalty. Anonymity and privacy were assured and adhered to during the process because of that no form of identification was required of the respondents and their responses not disclosed to any third party. As opined by Saunders *et al.* (2019), anonymity does not constitute a serious constraint on research, as most researchers are interested in group data rather than individual results. The thought of anonymity can be easily overcome by ignoring the names of the participants or classifying the respondents by code instead of by name (Creswell and Zhang, 2009). Finally, all other sources of relevant literature and documents used were fully acknowledged to avoid plagiarism.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This section presents the analysis of data gathered from the sampled participants. It further analyses and discusses the results. This includes the descriptive (arithmetic mean and standard deviation, skewness, and kurtosis) and inferential statistics of the variables; correlation and hierarchical regression results. The alpha level of 0.05 was used to test the significance for the correlation and hierarchical regressions of all the values. A total of two hundred and fifty (250) questionnaires were administered to the employees of GRA, Customs Division. Upon a critical assessment of the retrieved questionnaire, thirty-two (32) had to be rejected due to shortfalls of information needed leaving the researcher with total questionnaires of two hundred and eighteen (218) for the study. A sample like this is good for data analysis since more than 80% of the administered questionnaires were retrieved (Opoku and Adu, 2016: pg. 301). The preceding sub-sections of the study concentrates on the interpretation and discussion of results based on statistical evidence and literature based on the study objectives.

4.1 Demographic Characteristics of Respondents

This section of the study presents the preliminary analysis of the profile of the respondents sampled for the survey. The biographic data reflects the profile of the respondents in terms of their age, gender, marital status, academic qualification, and work experience.

4.1.1 Demographics

Table 2: Summary of Frequencies and Percentages of Demographics

Variables	Frequency	Percent
Age		
Below 20	2	.9
20-29	65	29.8
30-39	88	40.4
40-49	17	7.8
50-59	41	18.5
Above 60	5	2.3
Gender		
Male	125	57.3
Female	93	42.7
Marital Status		
Single	69	31.7
Married	130	59.6
Divorced	19	8.7
Academic Qualification		
Diploma	28	12.8
HND	55	25.3
Bachelor's Degree	71	32.4
Master's Degree	62	28.0
Professional Certificate	2	.9
Working Experience		
0-2 years	36	16.5
3-5 years	46	21.1
6-10 years	28	12.8
11-15 years	62	28.4
16-20 years	46	21.1

Source: Field Data (2022)

From Table 2 above, it can be seen that out of the total valid questionnaires used for the analysis, the most frequent age range was 30-39 with a frequency of 88 representing 40.4% of the total sample under study. This shows that most of the respondents who participated in this study had their ages being between 30 to 39 years old. The next highest frequent age range was 20-29 with a frequency score of 65

representing 29.8%, followed by the ranges 50-59, 40-49, above 60 years with frequencies of 41, 17, and 5 representing 18.8%, 7.8%, and 2.3% respectively and lastly the age range of below 20 years with a frequency of 2 representing 0.9% of the entire sample population.

With regards to the gender of the respondents, 125 out of the total respondents were male representing 57.3% whereas 93 representing 42.7% were female, which is an indication that more males participated in the study than females. Concerning marital status, the majority of the respondents indicated that they are married with a frequency of 130 representing 59.6%. Followed by the single folks with a frequency of 69 representing 31.7% and subsequently respondents who are divorced, with a frequency of 19 representing 8.7% of the population of the study respectively.

On the issue of academic qualification of the respondents, the majority of the respondents, that is 71 out of the total respondents understudy representing 32.6% indicated that they are first (Bachelors) degree holders. However, the minority of the respondents with the frequency of 2 representing 0.9% indicated that they are professional certificate holders. Finally, with the issue of employees' work experience, the majority of the respondents with the frequency of 62 representing 28.4% indicated that their work experience falls within the range of 0-2 years. Followed by respondents those with experience that fall within 3-5 and 16-20 years with frequencies of 46 each representing 21.1% respectively. Subsequently, the range 0-2 years followed with a frequency of 36 representing 16.5%, and lastly, the minority of the respondents with a frequency of 28 representing 12.8% of the entire respondents under study indicated that their working experience falls with the range 6-10 years.

4.1.3 Summary Description of Demographics

The results from Table 3 show that the mean age was 31.14 which indicates that the average age of an employee that took part in this study was 31 years old. Again, the mean for gender is 1.43 which indicates that on average more male employees of GRA, Customs Division took part in this study. Likewise, the mean of 1.77 indicates that on average respondents who took part in the study are married. Also, the results show that most of the respondents in the study were first-degree holders. Moreover, the mean of 2.34 indicates that on average, a respondent who took part in the study has a working experience of more than 10 years.

Furthermore, the mean score of 3.63 for physical workplace factors presupposes that on average respondents agreed to the fact that there is some form of positive physical factors at their workplace. Similarly, the mean mark of 3.72 for psychosocial workplace factors suggests that on average respondents agreed to the fact that there is some form of positive psychosocial factors prevailing at their workplace. Likewise, the mean mark of 3.71 for work-life balance factors assumes that on average the employees who took part in this study agreed that they are faced with some form of work-life balance issues. Lastly, the mean mark of 4.10 for employee performance suggests that the respondents under study agreed that their working environment plays a role in their performance.

Table 3: Summary Description of demographics

	Mean	Std. Deviation	Skewness	Kurtosis
Age	3.21	1.155	.656	-.595
Gender	1.43	.496	.299	-1.928
Marital	1.77	.594	.117	-.448
Academic Qualification	2.73	1.052	-.288	-1.033
Working Experience	3.17	1.408	-.197	-1.320
Physical Workplace Factors	3.6312	.86128	-.450	-.292
Psychosocial Workplace Factors	3.7209	.69652	-.825	1.363
Work-Life Balance Factors	3.7099	.82163	-.250	-.730
Employee Performance	4.0757	.47189	-.402	.024
Valid N (listwise)				

Field Study (2021)**4.2 Reliability****Table 4: Reliability Statistics**

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Physical Workplace Factors	.871	.862	5
Psychosocial Workplace Factors	.830	.834	6
Work-Life Balance Factors	.923	.823	8
Employee Performance	.859	.852	12

Field Study (2021)

As presented in Table 4 above, the Cronbach's alpha coefficient results indicate that all the scales for measuring the variables in the study exceeded the conventional acceptable 0.7 (Pavot, Diener and Sandvik, 1991), thus Cronbach's Alpha coefficients of 0.871, 0.830, and 0.923 as in the cases of physical, psychosocial and work-life balance factors demonstrate that the items used in measuring the respective variables were highly reliable. Similarly, the Cronbach's Alpha result of employee performance was 0.859 which indicates that the items used in measuring the dependent variable were reliable and dependable in terms of making analysis. In all, this is an indication

that the statements used for measuring the variables constitute a complete structure in describing the variables under study.

4.3 Correlational Analysis among Study Variables

The Pearson's product-moment correlation analysis was used to establish the relationships between the study variables while testing for the hypothesis for the study as stipulated above in section one. The results revealed positive relationships among the variables under study as shown in Pearson's product-moment correlation matrix in Table 5.

Table 5: Correlation

	1	2	3
1 Physical Workplace Factors	-		
2 Psychosocial Workplace Factors	.579**	-	
3 Work-Life Balance Factors	.282**	.204**	-
4 Employee Performance	.325**	.576**	.125*

Field Study (2021), NB: **, * Significant at 1% and 5% respectively

From the results as per Table 5 above, it can be seen that there is a significant positive relationship between physical workplace factors and employee performance ($r = .325$, $p < 0.01$). In other words, physical workplace factors affect employee performance positively. Thus, the more an employee perceives enhanced physical workplace factors, the more his or her performance increases. Similarly, the results of the study pose a significant positive inclination or relationship between psychosocial workplace factors and employee performance ($r = .576$, $p < 0.01$). In other words, psychosocial workplace factors affect employee performance positively. Thus, as an employee experiences an enhancement in psychosocial workplace factors, the more his or her performance improves.

The case is the same for the relationship between work-life balance factors and employee performance. The results show a significant positive correlation between work-life balance factors and employee performance, thus ($r = .125$, $p < 0.05$). This presupposes that the more an employee can balance the factors that interfere in his or her work-life relationship, the more his or her performance increases.

4.4 Regression Analysis

From previous discussions of the findings of this study, the relationship between the variables under study have been established and there is the need to know the impact of each of the independent variables (physical workplace factors, psychosocial workplace factors, and work-life balance factors) on the dependent variable (employee performance). The study used the coefficient of determination to evaluate the model fit. The model summary is presented in Table 6.

Table 6: Regression Analysis of Working Environment on Employee Performance

	Standardized Coefficients			Collinearity Statistics		F
	Beta (R^2)	T	P	Tolerance	VIF	
(Constant)		15.305	.000			35.366
Physical Workplace Factors	.111	3.194	.034	.651	1.865	
Psychosocial Workplace Factors	.394	8.478	.000	.714	1.400	
Work-Life Balance Factors	.153	3.555	.023	.234	1.604	

Field study (2021), Dependent Variable: Employee Performance

4.5.0 Testing Hypothesis

4.5.1 Physical Workplace Factors and Employee Performance

Hypothesis 1- *Physical workplace factors will have a significant effect on the performance of GRA Customs Division employees.*

From Table 6 above, it can be seen that physical workplace factors significantly and positively predict employee performance ($R^2 = .111$, $p < 0.05$), hence hypothesis one of the study was supported. Thus, physical workplace factors are proven to have a significant positive impact on the performance of GRA, Customs Division employees. In essence, holding all other variables constant, physical workplace factors induce an 11.1 % change in employee performance. Thus, these results prove that a unit change in physical workplace factors will induce an 11.1% change in the performance of employees at GRA, Customs Division. In other words, when physical workplace factors like furniture, working space, illumination, and temperature among others are enhanced or improved by 1%, employee performance would be improved by 11.1%. The significance level of this outcome according to the study results was 0.034 which is less than 0.05 indicating that the variance between the two variables in question was significant.

4.5.2 Psychosocial Workplace Factors and Employee Performance

Hypothesis 2- *Psychosocial workplace factors will have a significant effect on the performance of GRA Customs Division employees.*

Again, the results of the study as can be seen in Table 6, pose a reasonable significant positive inclination of psychosocial workplace factors towards employee performance; thus ($R^2 = .394$, $p < 0.01$), and hence hypothesis two of the study was accepted. Thus, holding all other variables constant, psychosocial workplace factors induce a 39.4% change in employee performance at the GRA, Customs Division. In quintessence, these results prove that a unit change in psychosocial workplace factors will cause a 39.4% change in the performance of employees. In other words, when psychosocial workplace factors like supervisor concern for subordinates'

development, clear roles, and responsibilities, effective supervisor-subordinate communication among others are enhanced by 1%, employee performance will be increased by 34.9%. The significance level of this outcome about the study results was 0.000 which is less than the seamless value of 0.01 indicating that the variance between the two variables in question was highly significant.

4.5.3 Work-Life Balance Factors and Employee Performance

Hypothesis 3- *Work-life balance factors will have a significant effect on the performance of GRA Customs Division employees.*

Just as it was hypothesized in section one of the study that work-life balance factors will have a significant influence on employee performance, the results showed the same. The results in Table 6 indicate that work-life balance factors have a moderately significant positive influence on employee performance, thus ($R^2 = .153$, $p < 0.05$). In essence, these results prove that a unit change in work-life balance factors will induce a 15.3% change in the performance of employees. In other words, when work-life balance factors like work demands, strict work schedules among others are improved by 1%, it will root a change in employee performance by 15.3%. The significance level (p) of this outcome about the study results was 0.023 which is less than the standard value of significance 0.05 indicating that the variance between the two variables in question was significant. Hence the hypothesis three of the study was accepted.

4.6 Discussion of Findings

This study sought to assess the impact of workplace environment on the performance of employees among the staff of Ghana Revenue Authority, Customs Division by examining the effect of physical workplace factors, psychosocial workplace factors,

and work-life balance factors on their performance. The results of the study are discussed in detail in the following sub-paragraphs.

The first objective of this study sought to examine the effect of physical workplace factors on the performance of the employees of Ghana Revenue Authority, Customs Division. The findings of this study reveal that there exists a significant positive relationship between physical workplace factors and employee performance, thus ($R^2 = .111$, $p < 0.05$). The findings of this study are consistent with Mathews and Khann's (2016) postulation that the physical layout of the workplace such as furniture, noise, lighting, temperature, overall comfort, physical security, air quality at work, informal and formal meeting areas, availability of quiet areas, privacy, private storage areas, and work areas affect employee performance since a good and comfortable work environment usually improves employee performance. The finding is further supported by Amofa, Yawson, and Okronipa (2016) who assert that elements of the physical office environments including furniture, noise, office temperature, and illumination affected the performance of employees. This is evident in the study that for organisations to achieve high levels of employee performance, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Ayamolowo, (2013) further revealed that the higher the satisfaction, the higher the employees' performance. Thus, if other factors remain constant then satisfaction is directly proportional to performance. This relationship suggests that, if the physical workplace factors of the employees improve, then their satisfaction level will also increase, and eventually improvement in their performance will be realized.

The second objective was to examine the effects of psychosocial workplace factors on the performance of employees in the Customs Division of GRA. Overall, the findings of the study indicate that there exists a positive relationship between psychosocial workplace factors and employee performance, thus ($R^2 = .394$, $p < 0.001$). This finding is consistent with Samson, Waiganjo, and Koima's (2015) assertion that there is a high likelihood that psychosocial aspects of the work environment help boost the performance of employees and also supported by Gomes (2010) who argue that roles and responsibilities clearly stated for the performance of everyday tasks and that of the employee's job description helps to ensure effective performance and thus provides a clear guide to all that are involved about an employee's position, requirements and expected outcomes. The finding is further supported by Arnold et al., (2007) who postulate that a supervisor's interpersonal role is thus important since it encourages positive relations and increases the self-confidence of the employees and hence in return improves performance. Afolabi, Abiola, Olaiya, and Emeje (2020) in their study also contend that employees that receive encouraging feedback from their supervisors are motivated to work and hence were high performers. Their findings further revealed that institutions that encouraged supervisor-subordinate interpersonal relationships had employees with high performance as compared to those who do otherwise.

The final objective was to examine the impact of work-life balance factors on the performance of employees of the Ghana Revenue Authority, Customs Division. The findings of the study revealed that there exists a significant positive relationship between work-life balance factors and employee performance, thus ($R^2 = .153$, $p < 0.05$). The findings of this study are consistent with Martinson (2016) postulation that supervisors that support the work-life balance of their employees by focusing on

output, reducing drama at the workplace, and encouraging workers to take frequent vacations to tend to enhance the performance of such employees. The finding is further supported by Mellner, Aronsson, and Kecklund (2014) who assert that self-regulation at the workplace could account for work-life balance. Baker, Johnson, and Denniss, (2014), affirmed that the first step in achieving a work-life balance was taking responsibility for one's life and setting boundaries around work. This included not working late hours and putting work completely aside when it was time to spend time with one's family.

4.7 Summary of Chapter

All in all, it can be said that the findings of this study have emphasized the importance of work environment on one's performance, especially for employees who work in an environment like the Ghana Revenue Authority-Customs Division. Thus, it was also evident from the findings of the study that physical workplace factors, psychosocial factors, and work-life balance factors have significant relevance in an individual's quest to perform in this modern work environment. Hence, these findings serve as a reference point for organizations who are at a fix as to the most effective strategies to adopt to help cope with the pressures that come with the work of their employees as they strive to perform at the workplace.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study sought to examine the effects of work environment on the performance of employees at GRA Customs Division in Accra, Ghana. The study formulated hypothesis which was subject to statistical and inferential testing using Pearson's Product Moment Correlation, and Hierarchical Regression Analysis to show the relationship between the identified workplace factors and employee performance. The analysis was based on a sample size of two hundred and eighteen (218) respondents collected from three branches of the GRA: the Head Office, GRA Teshie-Nungua Small Taxpayer Office and GRA Customs Office James Town Accra using the simple random sampling technique. The study used a questionnaire as the main instrument to collect data and the data retrieved was analysed with the help of Statistical Package for Social sciences (SPSS v.23). The results from the study emphasized the importance of work environment on one's performance, especially for employees who work in an environment like the Ghana Revenue Authority-Customs Division. Subsequently, the proceeding sub-sections of the study present the summary of findings, conclusions, limitations and implications for future studies.

5.1 Summary

The first research objective was to examine the effect of physical workplace factors on the performance of employees of Ghana Revenue Authority, Customs Division. The study revealed that for organizations to achieve high levels of employee performance, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. The study found a significant and positive

impact of physical workplace factors on employee performance ($\beta=.111$, $p = 0.034$). The significant level of this outcome which is 0.034 is less than the standard 0.05 indicating that the variance between the two variables in question was significant. Therefore, if the physical workplace factors of the employees improve, then their satisfaction level will also increase, and eventually improvement in their performance will be realized.

The second objective examined the effect of psychosocial workplace factors on the employee performance at the GRA - Customs Division. The findings of the study revealed that institutions that encouraged supervisor-subordinate interpersonal relationships had employees with high performance as compared to those who do otherwise. The study found a reasonable significant positive inclination of psychosocial workplace factors towards employee performance; thus ($\beta= .394$, $p = 0.00$). The significant level of this outcome which is 0.000 is less than the standard 0.05 indicating that the variance between the two variables in question was significant. The study further proves that a unit change in psychosocial workplace factors will cause a 39.4% change in the performance of employees. In other words, if effective supervisor-subordinate communications are increased by 1%, effective supervisor-subordinate communications among other criteria, such as supervisor concern for the development of subordinate workers, will increase employee performance by 34.9 percent. Employees that receive encouraging feedback from their supervisors are motivated to work and hence were high performers (Afolabi, Abiola, Olaiya, and Emeje, 2020).

The third objective analyzed the effect of Work-life balance factors on the employee performance at the GRA - Customs Division. The findings of the study revealed that

when employees are able to obtain good balance at work and home, it leads to better employee performance. Martinson (2016) postulation that supervisors that support the work-life balance of their employees by focusing on output, reducing drama at the workplace, and encouraging workers to take frequent vacations to tend to enhance the performance of such employees. The study records that work-life balance factors significantly and moderately have a positive influence on employee performance ($\beta=.153$, $p = .023$). The significant level of this outcome which is 0.023 is less than the standard 0.05 indicating that the variance between the two variables in question was significant. These data demonstrate essentially that changing the unit of the work-life balance elements will lead to a 15.3% change in employee performance. In other words, if work-life balance elements such as demands for jobs are improved by 1 percent, rigorous schedules of work among others will cause a 15.3 percent change of employee performance.

5.2 Conclusion

The quality of the working environment impacts the efficiency of employees and ultimately affects organization's competitiveness. In an attempt to attract, retain and motivate employees towards high performance, organizations put in place a variety of activities to better manage work and family life, as well as different ways of sharing of information. It is still worth noting that, the quality of the work environment of the employees mostly affect the degree of motivation and subsequently their performance.

The findings of this study have emphasized the importance of quality working environment for better employee performance. Numerous factors affect employee performance and there is the need for employers acknowledge and work towards their

improvement at all times. In this study, it has been established that the working environment of the employees (i.e. physical workplace factors, psychosocial workplace factors and work-life balance factors) significantly and positively affects the performance of the employees. Therefore, it can be concluded that, to get employees to work to their full potential or perform better in an organization, providing conducive working environment is one of the key determinants in achieving that. The findings from the study emphasize the need for management to improve the work environment of employees to boost productivity.

5.3 Recommendation

Based on the findings of the study, it is prudent to recommend to employers and management of organizations that there is the need to ensure that employees are motivated by way of providing quality work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of their job which in the long run results to organizational success. Hence, management of organizations should develop a holistic work environment taking into consideration the various factors that may inhibit the performance of employees by ensuring that:

- The physical working environment are designed in such a way that is devoid excessive noise, lighting, and temperature. Likewise, furniture and workstations that warrant the overall comfort, physical security, air quality at work, informal and formal meeting areas, availability of quiet areas, privacy, and private storage areas need to be critically looked at.
- The supervisor-subordinate interpersonal relationships are encouraged. By clearly stating employees roles and responsibilities, creating room for

subordinates to meet their supervisors frequently to discuss their personal development, organizing leadership workshops to educate supervisor and line managers on the need to involve subordinates in strategic planning processes and timely informing them about important decisions, changes, or plans for the future.

- Where necessary job redesign is done to reduce the lengthy hours of work and identify innovative ways to perform jobs. This would go a long way to reduce the hours of work as a means of ensuring of work-life balance. Also, management can go into an agreement with academic and professional bodies to help enroll their employees on programs geared towards their development and enhancement in their competencies (skills, knowledge, abilities and other characteristics).

5.4 Limitations and Implications Future Study

This study is like any other research work; hence it is not exempted from limitations. For instance, the findings of this study were based on empirical evidence obtained from only employees of Ghana Revenue Authority Customs Division. Perhaps the employees from this outfit may have uniform or similar perceptions of work environment factors; hence the findings may not be generalized to cover other employees in other organizations who did not participate in the study. Hence, a similar study can be conducted to examine the effect work environment on employee performance in other public or private organizations in Ghana or elsewhere. Again, this study adopted a positivist approach of scientific inquiry which is limited in terms of in-depth analysis of the constructs under study, hence future studies should explore the constructs under study qualitatively in order to come out with a more in-depth analysis and conclusions.

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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

DEPARTMENT OF MANAGEMENT SCIENCES

RESEARCH QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to assist the researcher to make an objective assessment on the research title “*Workplace Environment and Employee Performance - A Case of GRA Customs Division*” This exercise is essentially academic. Your response is of utmost importance and as such your answers would be treated with the utmost confidentiality. Thank you.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick (✓) in the appropriate box:

1. Age: a. Below 20 [] b. 20-29 years [] c. 30-39 years [] d. 40-49 years [] e. 50-59 years [] f. Above 60 years []
2. Gender: a. Male [] b. Female []
3. Marital Status: a. Single [] b. Married [] c. Divorced []
4. Academic Qualification: a. Diploma [] b. HND [] c. Bachelor’s degree [] d. Master’s Degree [] e. Professional certificate []
5. Working Experience: a. 0-2 [] b. 3-5 years [] c. 6-10 years [] d. 11-15 years [] d. 16-20 years [] e. More than 20 years []

SECTION B: WORKPLACE ENVIRONMENT

Please indicate the extent to which you agree or disagree with these statements

by circling 1 (strongly disagree) to 5 (strongly agree)

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

	<i>Physical Workplace Factors</i>					
1	The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	1	2	3	4	5
2	The office is devoid of unnecessary noise	1	2	3	4	5
3	The working space area is sufficient and roomy enough	1	2	3	4	5
4	The room or office I operate from is well illuminated	1	2	3	4	5
5	The temperatures in the room or office I operate from is appropriate	1	2	3	4	5
	<i>Psychosocial Workplace Factors</i>					
1	I frequently meet with my supervisor about my personal development	1	2	3	4	5
2	My supervisor respects the opinions of direct reports	1	2	3	4	5
3	My roles and responsibilities are clearly stated	1	2	3	4	5
4	My job requires the performance of a wide range of tasks	1	2	3	4	5
5	Managers inform employees about important decisions, changes, or plans for the future	1	2	3	4	5
6	I can rely on my supervisor/line manager to help me out	1	2	3	4	5

	with a work problem					
	<i>Work-Life Balance Factors</i>					
1	Due to work-related duties, I keep on making changes to my plans for family activities	1	2	3	4	5
2	The demands of my work interfere with my home and family life	1	2	3	4	5
3	The amount of time my job takes up makes it difficult to fulfill family responsibilities	1	2	3	4	5
4	My job produces strain that makes it difficult to fulfill family duties	1	2	3	4	5
5	The amount of time my job takes up makes it difficult to fulfill extracurricular responsibilities	1	2	3	4	5
6	My job produces strain that makes it difficult to fulfill my extracurricular activities	1	2	3	4	5
7	Due to work-related duties, I have to make changes to my plans for extracurricular activities	1	2	3	4	5
8	The demands of my work interfere with my extracurricular activities	1	2	3	4	5

SECTION C: EMPLOYEE PERFORMANCE

Please indicate the extent to which you agree or disagree with these statements

by circling 1 (strongly disagree) to 5 (strongly agree)

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

1	I am passionate towards the achievement of the overall goals of the GRA	1	2	3	4	5
2	I accomplish my tasks at the required time	1	2	3	4	5
3	I am able to take responsibility for the daily burden of work	1	2	3	4	5
4	There is commitment and compliance for the regulations and laws between employees	1	2	3	4	5
5	There is coordination and cooperation with others to perform my work	1	2	3	4	5
6	I have full knowledge of the requirements of the job performed by them	1	2	3	4	5
7	I have commitment to official working times	1	2	3	4	5
8	Management's commitment to performance quality helps to improve the performance of employees	1	2	3	4	5
9	I am able to correct errors resulting from the performance of my work	1	2	3	4	5
10	Direct supervision and constant follow-up of the managers improve the performance levels of employees	1	2	3	4	5
11	I make enough time to complete my work properly	1	2	3	4	5
12	I am able to carry out orders and instructions issued by my immediate supervisors accurately	1	2	3	4	5

THANK YOU ONCE AGAIN FOR YOUR TIME.