

UNIVERSITY OF CAPE COAST

EFFECT OF WORKING CONDITIONS ON THE PERFORMANCE OF NON-
TEACHING SENIOR STAFF OF THE UNIVERSITY OF EDUCATION
WINNEBA

CHARLES KWABENA ADDO

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WINNEBA

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date

Name: Charles Kwabena Addo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date

Name: Dr Nicodemus Osei Owusu

ABSTRACT

The study set out to examine to explore the impact of working conditions and performance among non-teaching senior staff at the University of Education Winneba. The specific objectives that guided the study were; to assess the effects of physical conditions on performance of the non-teaching senior staff; to analyse the effects of occupational health and safety on the performance of the non-teaching senior staff; to analyse the effects of internal organisational communication on performance of the non-teaching senior staff in UEW. The study was a survey study which adopted a quantitative research approach. The design of the study was descriptive, with a sample of 140 using Krejcie & Morgan (1970), out of which 126 responded. The study adopted a simple random sampling technique with a self-structured questionnaire as the main instrument. The results from the survey were analysed with Statistical Product and Service Solutions (SPSS 20 version) software. The study findings first indicated that there is a significant positive relationship between employee performance and physical working condition at UEW. The results of the study also pointed out that, there was a strong positive effect of occupational health and safety on employee performance. It was found that internal communication has a positive and significant effect on employee performance. The study recommends that the Management of the University should provide comfortable working environment for the job of the non-teaching staff. The university should eliminate the barriers on communication and create participative and transparent communication medium to improve

staff performance. Training must be provided to staffs on matters related to their health and safety.

KEYWORDS

Internal Communication

Health and Safety

Working Condition

Working Environment

Physical Condition

Employee Performance

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DEDICATION

To my mum; Mrs Josephine Addo

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CHAPTER ONE

INTRODUCTION

This section presents the overview of the study which includes the background to the study, statement of problem, purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation of the study, and organization of the study.

Background to the Study

Employees' performance is an issue of concern to every employer, mainly because their performance is the main contributor to the success of every business. If employees' performance is not optimized results will not be achieved. One way of ensuring performance is through appropriate working conditions. Working conditions comprise a good and serene working environment, as well as other incentives given to employees by employers to motivate the employees to deliver at their very best. Armstrong (2002) indicates that most employers do not have high levels of sensitivity towards the working conditions of their employees. Herman and Gioia (2000) further explained that employees themselves, especially those with key skills, are becoming more demanding and require organizations to make exceptions on the basis of their individual preferences.

The more employees feel satisfied with their working conditions, the easier it is for them to work in conformance with the aspirations of the employer. The existences of good working conditions give employees the perception that employers are not overlooking their efforts and so they tend to put in more effort with the hope of getting more recognition in the future. The

more satisfied the employees, the better for the employing institution and the more likely the company can retain the best human resources available on the market. Frank, Finnegan and Taylor (2004), states that the attraction and retention of skilled and experienced employees is the key priority for all companies. One way of retaining such skilled and experienced employees is by offering them good working conditions as per agreed terms of engagement. It is therefore an issue of concern to many professionals as to what constitutes appropriate working conditions and how these affect employee performance.

Among all the factors that are combined to create wealth or undertake production, labour is considered the most dynamic, serving as a catalyst that energizes all the other factors (Yesufu, 2000). Irrespective of the status of the worker, their performance is very important to the organization whether it is commercial or not. The relevance of labour extends beyond the organization to the entire national economy towards improving the welfare and standard of living of the individuals within the country at large and the reduction of mass poverty (Yesufu, 2000).

In the early 20th century, money was regarded as the most vital input into the production of goods and services (Lindner, 1998). But, after a chain of researches, one known to be the “Hawthorne Studies”, conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago, it was observed that employees’ performance were not provoked solely by money but that employee behaviour was linked to their attitudes (Lindner, 1998). The Hawthorne studies started the human relations movement in management, whereby the needs and working condition

of employees become the prime focus of managers (Minkler, Driver, Roe, & Bedeian, 1993). According to Sarpong (2016), working conditions are the factors that stimulate desire and energy in people to be continually attracted and committed to a job or to try to attain a goal. Working conditions that motivate positive effect results from the interaction of both conscious and unconscious factors such as the; intensity of desire or need, incentive or reward value of the goal and expectations of the individual and of his or her peers.

These factors are the reasons one has for behaving a certain way. The motivation of an employee plays a major role in achieving high levels of satisfaction among its customers (Sarpong, 2016). Every employee or worker has his or her own set of working conditions and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Whatever the form of employee motivation, the key provide suitable working condition as an employer, is understanding and incentives (Nduro, 2000). Employees need good working conditions to actualize their potential and there are several ways of enabling them and empowering them to do so. These include the role of reward systems in motivating employees according to their needs and providing them opportunities that appeal to their motivation needs. Good working condition is the key to creating an enabling environment where optimal performance is possible.

Increasingly, employers are realizing that the core asset of the modern business enterprise does not lie in buildings and investments, but in the

intelligence, skills and experience of employees who need to be retained (Harvard Business Review, 2003). This has increased the concern for performance among public sector workers. The most relevant issue of concern is what amounts to appropriate working conditions in the views of the recipient. There are many components of working conditions other than money that should be considered by management (Amstrong, & Murlis 2007). In the University of Education, Winneba, there have been instances where a worker is found to be providing what may not even amount to half of their potential work output. Disregarding the question of whether or not the reasons for this instance of unsatisfactory output are personal, it is the role of management to ensure that everything on their end is of the highest order, to ensure that the fault is not from management.

On the other hand, there are instances of outstanding workers who seem to know no limits to what they can do for the workplace, and play their roles so well that one expects them to get a raise at the next possible opportunity. For sake of this study, the Winneba campus was main focus. The University has about nine hundred and fifty three (953) of its staff in the category of senior staff occupied in various divisions, departments and units. These categories of staff are involved at the operational level and the day-to-day running of the entire university. The aims of the university are to provide higher education and foster a systematic advancement of the science and the art of teacher education, to train tutors for the colleges of education and other tertiary institutions, to provide teachers with professional competence for teaching in pre-tertiary institutions such as preschool, basic, senior secondary

school and non-formal education institutions and to foster links between the schools and the community in order to ensure the holistic training of teachers. The administration and service of the school seek to guard the mandate of the University which is to produce professional educators to spearhead a new national vision of education aimed at redirecting Ghana's efforts along the path of rapid economic and social development.

This study, therefore, seeks to investigate the effects of existing working conditions of non-teaching senior staff of the University of Education, Winneba, on their performance.

Statement of Problem

The expectation of any organization is to get the most optimal performance levels in all it does. Employees who expect to be motivated with the right compensation and rewards mostly manage the expected performance levels. There arise the challenges of designing the condition of service packages that can compensate for the expected performance. Cohen and Bailey(1997) explained that one major problem of working conditions is the challenge of designing it such that it not only spans the world and supports the organization's strategic goals and objectives, but also guarantees consistency, equity and transferability throughout the entire working life of all employees. It has been explained in other studies that working conditions can be either financial or non-financial; the most important thing is how it is perceived by the employee. Stein (2007) stated that organizations that incorporate financial and non-financial elements into their working conditions are more likely to compete successfully in the global employment market. Therefore, better

working conditions always have positive impact on the performance of employees

Despite attempts made by successive governments in Ghana to tackle the problem of poor performance, the situation remains more or less unchanged. This is one of the reasons why the country is still poverty-ridden despite the overwhelming natural resources at its disposal. The country is unable to combine its numerous natural resources with other factors, such as labour, to attain a commensurable level of development. Rising levels of efficiency which results in higher performance have been cited by Akinyele and Fasogbon (2010) as the basis for high standards of living among developing economies. The persistent decline of the country's development has attracted the attention of business and economic analysts. Many businesses and organizations are introducing managerial innovations to tackle the problem (Balas, 2004). Unfortunately, many of these managerial innovations being implemented across private institutions are not available to managers of public institutions (Akinyele, 2010). Unlike private sectors, most public sectors in Ghana are performing poorly. Also, working conditions in most private sectors in Ghana is far better than that of the public sectors.

Several researchers have also dug into working conditions and their possible effects on employee output (Yusuf & Metiboba, 2012; Jayaweera, 2015; Mafi & Diodio, 2014). Further literatures in Ghana have established that working condition has significant effect on the performance of employees. The current economic development witnessed in Ghana has triggered rapid development of public universities, including University of Education,

Winneba. The rapid expansion has also generated a lot of internal management problems with consequent effects on employee job performance. Therefore, efforts to improve upon working conditions of public universities can create satisfied employees with a positive effect on performances of the staff of these universities. The University of Education in Winneba, Ghana experiences a number of employee related challenges including high rate of absenteeism, low morale and turnover among others; all reminiscent of poor working environment.

Nevertheless, very few studies have been conducted on the effects of the working conditions on the performance of the non-teaching staff at the University. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. Organizations must therefore know how to manage a diverse group of workers because as this will aid in recruitment and retention of talented employees and ensure high levels of job satisfaction. Hence, Heartfield (2012) is of the opinion that in order to create an environment for employee, especially the non-teaching staff, that can aid performance in workplace (emphasis added), it is vitally important to know which key factors of the environment affect their performance. Most studies have therefore not focused on certain service provision and administrative set ups in Ghana. It is against this backdrop that this study seeks to know the relation between working condition and performance of non-teaching senior staffs at University of Education, Winneba, Ghana.

Purpose of the Study

This study sought to examine the effect of working conditions on the performance of non-teaching senior staff of the University of Education, Winneba.

Objectives of the Study

Specifically, this study sought:

1. To assess the effects of physical conditions on performance of non-teaching senior staff in UEW
2. To determine the effects of occupational health and safety on the performance of non-teaching senior staff in UEW
3. To analyse the effects of internal organisational communication on performance of non-teaching senior staff in UEW

Research Questions

In relation to the objectives; the following research questions would have to be answered:

1. What effect does physical conditions have on the performance of non-teaching senior staff in UEW?
2. What are the effects of organisational health and safety on the performance of non-teaching senior staff in UEW?
3. What are the effects of internal organisational communication on the performance of non-teaching senior staff of UEW?

Significance of the Study

Employees' performance is a subject of concern to all employers, this is because their performance is the key contributor to the success of every

business. If employees' performance is bad then results will definitely be bad. That is why it is very important to investigate into what will improve the performance of your employees in order to boost productivity and thus the profitability of the company. When the research is completed, the findings will add up to existing literature of the topic being researched into. The findings of this research will also be useful for organizations and the corporate world. The findings can be explored and implemented by managers and leaders in the departments concerned with employee working conditions and performance. Any student who also has interest in the core subject area of this study can refer to the final compilation of this study.

The content of this research will serve as a guideline for any future research in this area. This research will build on the previous findings using data from staff of UEW and also help the authorities at UEW to close the loophole in their working conditions.

Delimitations of the Study

The study covered the effects of working conditions on employees' performance of the University of Education, Winneba in Ghana and specifically focuses on the main Winneba campus in the Winneba, Central Region. The main respondents for the study will be the non-teaching senior staff at the university.

Limitations

Notwithstanding the quality information that gathered in this study, there were several limitations that one way or the other affect the entire process. The study was aimed at finding out how the conditions under which

senior staff work and how these conditions affect their performance at University of Education, Winneba (UEW). First and foremost, the time span within which to complete this work was not enough to allow for a comprehensive study of the research area. This constrained the researcher in rushing to get the work done within the specified time. A wider time frame more than was used for this study would have helped the in-depth analysis of the findings of this study.

Again the study was constrained because of the researcher's inability to access some information he considered important for the study. Certain critical information on the conditions within which employees work were undisclosed by employees for the fright of their employers, which also affected the overall outcome of the study.

Organisation of the Study

This study is organised into five chapters. Chapter one, which is the introductory chapter, presents a background to the study, problem statement, objectives of the study, the hypotheses, significance, and scope of the study as well as organisation of the study. Chapter two contains the review of relevant literature; both theoretical and empirical literature that underpins effects of working conditions on the performance of non-teaching senior staffs in the UEW. Chapter three presents the methodological framework and techniques employed in conducting the study. Chapter four analyses the data and discusses the results and main findings with reference to the literature. The final chapter presents the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The general objective of this chapter is to present the review of relevant literature on the working conditions and employee's performance. This was aimed at getting supporting theories and empirical evidence for the study as well as helping the study to get the appropriate methodology. This chapter is structured into three main sections. The first section discusses the theoretical literature on working conditions, with the second section presenting the review of empirical literature on the working conditions. The chapter concludes with a conceptual framework and how it relates to how employees are affected by the conditions within their working environment.

Theoretical Review

Various theories underpin conditions under which employees work and how these situations influence their overall output and performance. As cited by some theories, individuals are triggered to give of their best based on several conditions and surrounding situations in the workplace, which contributes to their utmost performance positively or negatively. Therefore to embark such a study there is the need for a review of these theories propounded by some astute authors back in the day, but still play very significant roles in the daily lives of individual employees as far as their working conditions and its relative influence on their performance is concerned.

This study was guided by the theory of Two-Factor Model advanced by Frederick Herzberg (1950s) and was explained below:

Herzberg's Two-Factor Model

The two-factor model of satisfiers and dissatisfiers was developed by Herzberg, Mausness, (1957) following an investigation into the sources of job satisfaction and dissatisfaction of Accountants and Engineers. Hertzberg interviewed hundreds of workers and asked them to; describe a situation which would have led to work satisfaction and describe a situation which would have led to work dissatisfaction. After analysing the results, Hertzberg drew the conclusion that the factors that in most cases were given as the reason for satisfaction, were different from those that were regarded as the cause for dissatisfaction (Kaufmann, 2005).

The main implications of this research, according to Herzberg, are that the wants of employees are divided into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. Hertzberg drew the following general conclusions from the pattern he observed in relation to the two basic dimensions; satisfaction and dissatisfaction: hygiene factors can create dissatisfaction when they are absent but they do not lead to satisfaction when they are present; motivators create satisfaction if they are present but they do not lead to dissatisfaction if they are absent (Kaufmann, 2005).

Hygiene factors: Among the most important hygiene factors we find physical and social working conditions, pay, status and work security. When these conditions are good the dissatisfaction disappears. Kaufmann points out

that these factors are found in the lower part of Maslow's pyramid (Kaufmann, 2005). *Motivators*: These include conditions that are connected to needs higher in Maslow's pyramid such as performance, appreciation, and growth and development possibilities. When these factors are absent it leads to a neutral state but if favourable they have an active and promoting effect on job satisfaction and performance (Kaufmann, 2005).

The hygiene factors are extrinsic to the job and the motivators intrinsic. Herzberg noted that any satisfaction resulting from an increase in pay is likely to last considerably shorter than satisfaction resulting from work itself. According to Armstrong (2002), one of the key conclusions that can be drawn from Herzberg's research is that pay is not a motivator except in the short term. It is therefore a hygiene factor which, if absent, might lead to demotivation (Armstrong, 2002). Kressler (2003) explains that there is a great difference between not being dissatisfied and being satisfied and that the intrinsic and extrinsic factors run on two different tracks where the extrinsic leads from dissatisfaction to not being dissatisfied and intrinsic from not satisfied to satisfaction (Kressler, 2003).

Conversely, Herzberg's two-factor model has been criticized because no attempt was made to measure the relationship between satisfaction and performance. However, Herzberg had immense influence on the job enrichment movement, which sought to design jobs in a way that would maximize the opportunities to obtain intrinsic satisfaction from work and thus improve the quality of working life. His emphasis on the distinction between intrinsic and extrinsic motivation is also important (Apeyusi, 2012).

Concept of Working Conditions

Working conditions embraces a good and serene working atmosphere, as well as other incentives given to employees by employers to stimulate the employees to deliver at their very best. Good working condition is relevant to all organizations, whether private or public, local or corporate. Working conditions involve work environment and other factor that come together to bring the best out of employees. Such factors include workload, job hours, legal rights, physical environment and organizational climate (Ali & Adan 2013). Ali and Adan (2013), identified that poor working conditions of employees can result in absenteeism, stress related illness, and low commitment and performance among employees. However, organisations that offer good conditions of service to their employees' experience creativity, financial health and great performance among their employees.

Factors of Working Conditions that Influence Performance

Several factors in the working environment play various roles in the overall output of employees in any work environment. These factors include among others, wages and salaries, bonuses, other financial incentives, fringe benefits, job security, ethics, work relations, the level of comfort felt by employee as well as the physical job to be done and the job environment. These factors can be generally be classified under financial and non-financial factors. For this study, much focus was placed on the non-financial conditions under which employees work as compared to financial conditions which have been studied by other researchers.

Financial factors in the workplace are basically monetary features such as wages and salaries, bonuses and other financial incentives that tend to influence the way employees work and their overall output. As opined by Marsden and Richardson (2012), the wage or salary a worker receives have a great influence on their individual output and performance. A worker does not simply view a wage or salary as an amount but as the value his employer places on him as a worker. The wages and salary earned by employees bring them some feeling of security in duties and responsibilities, which later transform on how they perform on their respective jobs (Dialo, 2010).

Non-Financial Factors

This is the focus of this research since a lot of studies in the area of working conditions have centred on financial factors in the working environment. Non-financial factors are factors other than monetary rewards and incentives that play vital roles in the conditions under which employees work in any organisation. These factors psychologically influence employees on whether to put in more or less efforts on certain tasks. If employees know their health, insurance and security needs are covered by their employer, they might be psychologically inclined to exhibit greater efforts towards achievement of task objectives. Some of these non-financial factors that affect the performance of employees in the work place have been explained below:

Work Place Ethics and Staff Relationship

Efforts from management of any organization in defining work ethics and ensuring a cordial relationship between staff is a necessary component of the working conditions that must prevail to ensure smooth delivery from staff.

The Canadian Centre for Occupational Health and Safety (2005) defines workplace violence as any act in which a person is abused, threatened, intimidated or assaulted in his or her employment. Bowie (2005) agrees that workplace violence is a perceived or actual verbal abuse, emotional threat, physical attack or misuse of power upon an individual's person, or against a workgroup or organization by another individual, group or organization while undertaking work related duties. When there is work place violence, employees become frustrated and misdirect their energy, which should be spent on work, to those issues.

The work place violence often leads to psychological trauma, having consequences for the individual employee and the workplace at large. Some authors believe that violence which occurs at the work place is caused by stress. When there is overwhelming stress in the organization, employees become sick and some break down. Some of them may try to avoid the source of the stress (Liebler & McConnell, 2004). Employees who have to constantly face violence from their colleagues become stressed, which impacts negatively on their performance. Watkins (2005) adds that bullies poison their working environment with low morale, fear, anger and depression. Clearly, the impact of violence is not always just physical. Violence at the workplace may also pose costs to the organization as different illnesses will be reported by staff for treatment.

Some studies found that suffering and pain at the work place translate into medical costs for the organization which will in turn affect the profit or performance of the organization, as performance will decrease. Violence

therefore is similar to other forms of human behaviour in that it is an action in response to a condition, need or demand. If one lists the medical costs, emotional trauma, legal costs and the loss of wages, the cost of one incident of violence can add up to millions of cedes. It can therefore be concluded that violence at the work place impacts negatively on performance, lowering performance. Management of every organization must therefore develop a non-tolerance culture for violence at the work place by defining ethics and staff relationships that attract sanctions or rewards.

Physical Work Environment

What constitute the physical environment has been defined by many authors in different ways. Some believe that the physical environment represents the availability of equipment, appliances and protective clothing at the work place (Gerber et al., 1998). Some also believe that the physical environment represents the neatness, convenience and attractiveness of the work (Stajkovic, & Luthans 1998). Schabracq, Winnubst and Cooper (2003), on the other hand sees a good and healthy physical environment as that which is devoid of unfriendly working conditions like noise, slipperiness, cold, heat, inadequate lighting and odour. The absence of these distractive conditions offers employees the necessary comfort needed to enhance their performance. Poor physical conditions like heat, poor lighting, poor furnishing, space and noise create discomfort for staff which results in stress.

If working conditions are good - for example clean and attractive surroundings – employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor – like dirty, noisy and unsafe

surroundings – employees will find it difficult to carry out their work (McConnell, 2003). Oswald (2012), found that a significant relationship exists between the physical working conditions – such as the level of interaction – and the comfort of employees at the work place with level of employees' performance in Pakistan. It is the responsibility of employers to provide their employees with the optimal level of physical conditions necessary to carry out their work which they have been trained to do.

Malfunctioning electrical gadgets have been found to be the cause of most fires at the work place due to the numerous electrical gadgets used in most work places which may be harmful to the health of the employees. Employees can trip and fall or be overcrowded as a result of poor physical layouts of the work place. This can affect the performance of the organization as well as reduce profitability by increasing cost. The provision of inadequate equipment and adverse working conditions have been shown to affect employee commitment and intentions to stay with the organization. Gutnick (2007) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee performance. Employers must therefore not be only interested in selecting the right and qualified staff, but must provide a safe and healthy workplace with occupational health services for its employees in order to increase performance.

Fringe Benefits

Clearly, measuring the effect that ignoring fringe benefits has on estimates of labour supply and earnings functions requires data on factors affecting individuals' productivity and personal characteristics as well as on

wages and fringe benefits. Some studies have considered how the amounts of fringe benefits supplied by employers vary with industry or employer but not employee characteristics (Goldstein & Pauly, 2006). A survey of health care coverage (Taylor & Lawson, 2011) does contain the requisite demographic data but does not include information on the employer's payments for health insurance or other fringe benefits. Data sets with both employee characteristics and employer fringe benefit payments can be constructed by linking data from separate employer and employee surveys (Smeeding, 1983).

Job Security

As asserted by Armstrong (2009), a supportive environment is one in which proper attention is paid to achieving a satisfactory work–life balance, less emotional demands, with attention paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration. La Montagne, Sanderson, and Cocker (2010) established that many organizations rightly focus their human resources efforts on processes such as recruitment, selection, and training to ensure that employees have the necessary capabilities to meet the demands of their work. However, these alone do not guarantee the level of effort an individual will apply to the job. In this context, hygiene factors are those essential elements that do not positively influence productivity. However, if absent or if negatively perceived, they can have a destructive impact on individual commitment and willingness to deliver even standard performance, as expressed in the Herzberg's two factor theory of motivation. Therefore

organizations must address three hygiene factors to position their staff to deliver at least standard levels of performance on the job.

Comfort Level

Physical conditions such the temperature level at the work place, lighting, ventilation and presence of privacy at the work place come together to define the comfort level of the employees, which impacts directly on their performance. For instance, employees may become exhausted or stressed due to high temperature at the work place which will ultimately impact on performance. The brightness of office light affects alertness, concentration, and task performance. Adjusting the type and quality of light can significantly improve working experience and performance (Chandrasekar, 2011). National Referral Hospital showed that 50 percent of workers were not satisfied with their working conditions and as a result leads to decreased morale for work, hence, suboptimal performance (Oswald, 2012).

Concept of Performance

Performance is mostly seen as a benchmark for which any employee or group are assessed. It can be referred to as an outcome, or result of an individual's actions (Ainsworth et al., 2002). Mathis and Jackson (2011) also defined performance as essentially what an employee does or does not do. It directly combines the abilities of individual employees' together with their zeal or motivation to getting a job done. Thus, an individual's performance becomes a function of 'ability' and 'motivation'. Ainsworth et. al. (2002) describes it as the outcome of being able to execute a task (ability) and having the enthusiasm to achieve the purpose (motivation). Mathematically,

Performance (P) will be represented as Ability (A) * Motivation (M), hence,
 $P = A * M$.

The combination of the willingness to perform and the motivation behind the expected output results in the performance exhibited on any job or task. Employees' job performance is an important issue for all employers. However, satisfactory performance does not happen automatically; therefore, it is more likely with a good performance management system. A performance management system consists of the processes used to identify, encourage, measure, evaluate, improve, and reward employee performance at work (Mathis & Jackson, 2014).

Workplace Environment and Employee Performance

Several studies carried out on workplace environment have revealed that it is one of the major factors that determine employee performance on the job. In a study by Ndayisaba (2017), he analysed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. The study also analysed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate.

Also, a study by Roelofsen (2002) indicated that, improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the overall

input of employee and ultimately their performance. A study done by Chevalier (2004) also revealed that, when environmental supports are sound, employees are better equipped to do what is expected of them. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity, confirming the findings of Chevalier (2004).

Workplace Factors Affecting Employee Performance

A lot of dynamics influence the performance of employees in the work place. It ranges from the work itself to the physical environment, the expectations on the job, tools and equipment, machinery operation and so on. As asserted by Chandrasekar (2011), a close consideration of each of these factors is also very useful in ensuring that employees apply the skills they have and acquire on the job and various training programs once they return to their workplace. Among the factors affecting the performance of employees include among others:

Goal-Setting: Employees are mostly involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process (Roelofsen, P. 2002). This can be challenging when goals set are not clear-cut and vague in its natural sense. Goals must therefore be specific, measureable, attainable, realistic and time-bound, making up the acronym *SMART*.

Performance Feedback: Critical assessment of employees work plays a key role in the conditions under which an employee work. Information on how the employee is performing is fed back regularly to employees, which may be of positive feedback on what the employee is doing right as well as feedback on what requires improvement (Sparks, Cooper, Fried., 1997).

Role Congruity: According to Smith et al (1983), the role that an employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization's role expectations are consistent with tasks allocated by the employee's immediate supervisor, making role agreement a key performance indicator.

Workplace Compensation and Incentives: Compensation and incentives play a key role in every organization with respect to the performance of individuals at the workplace. The organization determines what motivates its employees and sets up structures for rewarding employees behaving in the way required by the organization.

Supervisor Support: Kahya (2007) asserts that, immediate supervisors actions as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done is also vital in the working environment, as employees are highly intrinsically motivated to do extreme work when they have the utmost support and authority form their employers and supervisors.

Job Aids: Work and jobs of employees are to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.

Environmental Factors: Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion.

Physical Factors: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects (De-Croon, Kuijer & Fings Dresen (2005). Physical factors like office space, tools and equipment, hazardous environments and lack of protective clothing and gears in the working environment and one way or the other influence the individual output of employees in any organization.

Motivation: As defined by Dessler (2001), motivation is the intensity of a person's desire to engage in some activity, being it from within or by other external factors, i.e. extrinsic and intrinsic motivation. Extrinsic motivation stems from external or tangibles items that can compel an individual to maintain or improve upon something being done. Intrinsic motivation on the other hand refers to internal factors that drive an individual; from within, e.g. responsibility, freedom to act, scope to use and develop skills for development. According to Mullins (2007) motivation is a key ingredient in the working environment and hence the performance and productivity of employees. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives, making motivation a key and vital component of any organisations work environment.

Organizational Culture: This represents a system of shared beliefs about what behaviours are important and about feeling and relationships internally and

externally to an organization (Purcell, 2003). Bullach et al. (2012) posit that the effects of organizational culture can be summarized as; knowing the culture of an organization allows employees to understand both the organization's history and current methods of operations. Secondly, organization culture can foster commitment to the organization's philosophy and values. Thirdly, organizational culture, through its norms, serves as a control mechanism to channel behaviours towards desired behaviours and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

Working Conditions and Employees Performance

The business dictionary defines working conditions as the working environment and all existing situation affecting labour in the work place, including; working hours, physical and legal rights, task responsibilities, organizational culture, work load and a whole lot of activities in the environment. Again Gerber *et al* (1998) defined working condition as the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions.

On other hand, the concept of productivity depends on the context in which it employed. Several authors and scholars have defined and explained the productivity from different backgrounds. As cited in Bernardin and Russell (1998) and Lindenberg & Ross (1981), these definitions suggest that productivity as a measure of economic performance, as well as resource used to produce goods and services. On the contrary, Kanyana (2015) says this

concept depends on the context in which is employed and does not have operational definitions.

Therefore, firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Narwal, Soriya & Mittal, 2014; Glass & Saggi, 2002). Work environment includes some factors, which contributes either positively or negatively to achieving maximum employees' productivity (Elywood, 1999). The factors that contribute either positively or negatively to employee productivity are space, temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub environment as well as availability of requisite tools in getting work done.

The nature of the physical condition under which employees work is important to output, offices and factories space that are too hot and ill-ventilated are debilitating to effort (Taiwo, 2010). Availability of protective clothing, clean drinking water, rest rooms, toilets and first aids facilities contribute to a sound and healthy working aimed at promoting the productivity of individual employees. Also Bornstein (2007) arguing from the angle of stress, opined that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service.

Physical Working Environment

Most often than not, employees' encounter various challenges and situations at the work place that affect their behaviours and productivity level in almost all organisations. Some of these situations and conditions have been explained as follows: *Distracting noise*: Noise in open offices create, among others, stress, disturbances and decrease concentration, and through all these it increases the individual workload (Witterseh, Wyon & Clausen 2004; Choi, 2011; Evans & Johnson 2000; Sundstro, Bell, Pusby & Asmus. 1996; and Dewan, 2014). *Lack of privacy*: Individuals suffer from a lack of acoustical and visual privacy in various work settings which play a role in the how an employee conduct himself at the workplace in carrying out his responsibilities (Oldham & Fried 1987; Maher & von Hipel 2005; and Oldham & Rotchford 1983).

Disturbances: The different features of an open plan solution, such as noise and the presence of others, cause disturbances to work processes and affect the entire productivity of workers in that environment (Lee & Brand 2005 and Cassidy & MacDonald, 2007). *Presence of others*: The presence of others may be perceived as disturbing, intimidating and distracting even when they are just present. It might lead to unnecessary pressure and fear on a worker, forcing a lot of mistakes and errors, leading to unproductivity on the part of the worker (Bharucha-Reid & Kiyak, 1982). *Density*: If the workstations are placed densely and lack floor space or office space to aid easy mobility, the employees may perceive this density in a negative manner

can affect the way they work and hence their productivity (O'Neill and Carayon, 1993; and Sundstro *et al.* 1980).

Effect of Physical Workplace Design on Employee Performance

A fundamental aspect of the workplace environment that contributes to such employee behaviour is the layout of office space. Conventional workplace designs tend to provide closed private offices for employees. As mentioned by Smith-Jackson and Klein (2009), open-plan designs refer to offices with individual workstations placed within an open space; sometimes divided by panels, but also include conventional shared offices with several workers in an office space (Smith-Jackson & Klein). When introduced, open office plans were presumed to provide an environment that would increase work efficiency and facilitate communication, while reducing construction and equipment costs.

Meanwhile, according to Brennan, Chugh, & Kline (2002) and Wineman (1982), proponents of the open-plan office suggest that the open plan creates flexible space, allowing for a reduction in set-up and renovation times. It also enables the accommodation of greater numbers of employees in reduced amounts of space. As a result the total office space required is reduced and organizations save on air conditioning, maintenance and building costs. Supporters of the open-plan design also claim that the design facilitates communication and increases interaction between employees, and as a result improves employees' satisfaction, morale and productivity (Oldham & Brass 1979). Indeed, some evidence exists to support these positive effects.

Open-plan offices have led to increased communication among co-workers, higher aesthetic judgments, and more group sociability than more conventional designs.

Consequences of Ineffective Work Conditions in the Environment on Employee Performance

Previous studies have demonstrated a strong relationship between low levels of work environment, productivity and work issues such as; high turnovers, absenteeism and lower work performance (Clark et al., 1998; Drago and Wooden, 1992; Freeman, 1980; Gordon and Denisi, 1995; Judge, Thoresen, Bono & Patton., 2001). Work and worker attitudes according to Griffeth, Hom, & Gaertner, (2000), have been identified as some of the best predictors of staff turnover. That is, workers who usually report low levels in terms of their performance and have unimproved conditions under which they work are much more likely to be searching for an alternative employment. Meyer and Allen (1997) in their study extended the ‘intentions to quit’, by assessing the opinions of the employee to company loyalty, employee mobility and willingness to leave the current employment for better monetary incentives and concluded with a positive relationship, implying higher rates of quitting and high rates of absenteeism will be the result on the occasion of unimproved working environments and conditions under which employees work.

Challenges in the Working Environment

Employees in almost every organisation have certain peculiar challenges that they face with respect to the execution of tasks in the workplace. These challenges range from financial demands to health and safety issues, human relations and communication among employees of the same rank, subordinates and superiors. Some of these challenges include poor ventilation and lighting, inadequate floor/office space, improper tools, furniture, lack of protective cloths, non-existing insurance policies and lack of management support. These individual factors and conditions in the work place most often than not, impede the progress and overall performance of employees on the job.

As mentioned in a study by Vischer (2007), the physical factors which include; office space, improper furniture as well as poor ventilation and lighting can lead to some common types of accidents tripping and striking against object, which in turn can cause some pain on the individual involved. The absence of health and safety policies such as insurance cover for the injured on the job, sick leave with full remuneration, better health care, appropriate tools and machinery for the right work, safety tips and protective clothing on certain specific jobs pose some sort of challenge to employees whose responsibility is to ensure the job is done. Imagine an employee, always working on a large printing machine without providing any protective item from the inhalation of the dust from the toners from the machine.

The health of the individual is at risk since no protective cover such as nose mask and enough ventilation is available and for that matter any employee assigned to such an environments might frequently fall sick, which can lead to job dissatisfaction, absenteeism and low performance from such an individual.

The communication pattern, reporting relationships and the general interpersonal relations in organisations may pose certain challenges to how individuals perform. According to Sundstrom, Town, Rice, Osborn, & Brill (1994), communication and interpersonal relations play a major and vital role in the overall performance of individuals in a firm, especially, where employees are on assembly line, where the output of one employee is the basis for the other employee to act. The psychosocial factor of work environment is generally considered to be one of the most important issues in contemporary and future societies.

They refer to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, effort, workers' individual characteristics and those of members of their families (Vischer, 2008). Therefore, the nature of the psychosocial factors is complex, covering issues relating to the workers, general environment and work. Individual association with the working environment are important as they impact upon the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002).

Empirical Review

Empirical Studies on Working Conditions and Employee Performance

This section presents results of other studies conducted with respect to the objectives of this current study. Mengistu (2017) conducted a meta literature review on the effect of working conditions on employee performance in Nigeria. The study was a Descriptive research, it also adopted a Descripto-Explanatory research design; a combination of both descriptive and explanatory research designs. A review of past studies shows that improved working conditions impacts positively on employees' performance. Similarly, occupational safety and healthy environment also contributes to the attainment of organizational goals. It was also found that health risk reduced, cost related to absenteeism and sick days was brought to the barest minimum. Also, there is a positive correlation between working condition and improved performance as well as competitive edge. The study focused on working conditions especially on convenience facilities provided in the workplace as one of the major elements that affect employee job performance.

In addition to that, Ali, Chua and Lim (2015) studied on the effect of the effect of physical environment comfort on employees' performance in office buildings in Malaysia. Three selected case studies were evaluated based on aspects of employees' comfort, perceived health and absenteeism rate, by considering the elements of physical comfort that consist of room temperature, relative humidity and luminance level. Field studies were carried out using hygrometers and lux meters in measuring the said elements as well as post-occupancy evaluation, which involved 30 respondents for each case (total 90

respondents), to determine their perception of comfort and its effect on their health and absenteeism rate. The study concluded that an uncomfortable environment in an office workplace leads to health-related issues as well as increasing the absenteeism rate. High levels of employee absenteeism lead to decreased employee productivity, therefore affecting their work performance.

Khan, Hawaz, Aleem, Hamed. (2012) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance. Hameed and Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Aisha et al. (2013) in their study "Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance" found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

Amedome, Gbadago, (2017) carried out a study the impact of Occupational Health and Safety (OHS) measures on employee performance at the South Tongu District Hospital. The aim was to find out the impact of the OHS measures on employee performance. The study used both stratified and simple random sampling methods to sample 116 employees of the Hospital including 5 management members. Questionnaires were administered and observation was carried out. However, only 88 questionnaires were retrieved

and analysed using the SPSS software and results were displayed on tables. The study found out that the level of employee awareness of OHS Policy was 79.5 percent. The OHS measures of the hospital were also found out to impact the performance of staff.

Sembe and Ayuo (2017) conducted a study on the impact of occupational health and safety on job satisfaction of employees in University campuses in Nakuru Town, Kenya. The research project was carried out to find the effect of selected Occupational health and Safety management practices on job satisfaction of employees in University Campuses in Nakuru Town, Kenya. The target population comprised of 258 samples of non-teaching staff, in all the University Campuses situated in Nakuru. Census was conducted to select data. Data was collected using questionnaires; Data analysis for all the objectives was done using multiple regression analysis, and descriptive statistics such as frequencies, tables, charts, and graphs. Hypothesis testing in all the objectives was done using Pearson's correlation and regression analysis. The findings revealed that the practice of occupational health and safety management practices leads to improved job satisfaction and higher performance among employees.

With respect to the effect of internal communication, Atambo and Momanyi (2016) carried out a study on the effect of Effects of Internal Communication on Employee Performance in South Nyanza Region, Kenya. The population under study was 256 employees who were currently working at the South Nyanza Region but the researcher only targeted 30% of this since the number was large. The sampling technique was stratified random sampling

so as to improve on precision and representativeness of the whole population. Data was collected by the use of questionnaires which were availed to the sample population. The findings were summarized in tables and graphs. It was found that downward communication is appreciated by KPLC thus information is timely, enhancing performance. The research concluded that effective communication can enhance employee performance.

Also, Nwata, Umoh and Amah (2016) conducted a study Internal Organizational Communication and Employees' Performance in Selected Banks in Port Harcourt. Data was generated from a sample of 315 respondents through personally administered questionnaire copies. The results showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employees' effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employee's performance.

Again, Femi (2014) researched on the impact of communications on workers' performance in selected organisations in Lagos state, Nigeria. The study examined the significant relationship between communication and workers' performance in some selected organisations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of the study revealed that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that

managers will need to communicate with employees regularly to improve workers commitment and performance.

Finally, Shonubi and Akintaro (2016) studied the Impact of Effective Communication on Organizational Performance. The main objective of the paper was to look at the impact of Effective Communication on Organizational Performance. The discussion was based on series of empirical studies of communication and organizational performance. The research findings no doubt have validated the synerginous relationship between communication approach and efficient organizational performance

Conceptual Framework

The framework below describes the underlying concept to the study. In this framework, the environment and conditions under which employees work were described together with the challenges and their possible effects on the overall output of the individual on the job. Working conditions are a key part of the organizational culture and remains an important element to motivate employees for contributing their best efforts to generate innovative ideas that lead to better business functionality and further improve organisation performance, both financially and non-financially (Aktar , Sachu &Ali. 2012).

The framework describes the various activities and conditions in the working environment that an individual deal with daily in their respective jobs. Therefore, an individual is surrounded by certain environmental factors that affect the way they do their work, relate with co-workers and their overall performance individuals and in teams.

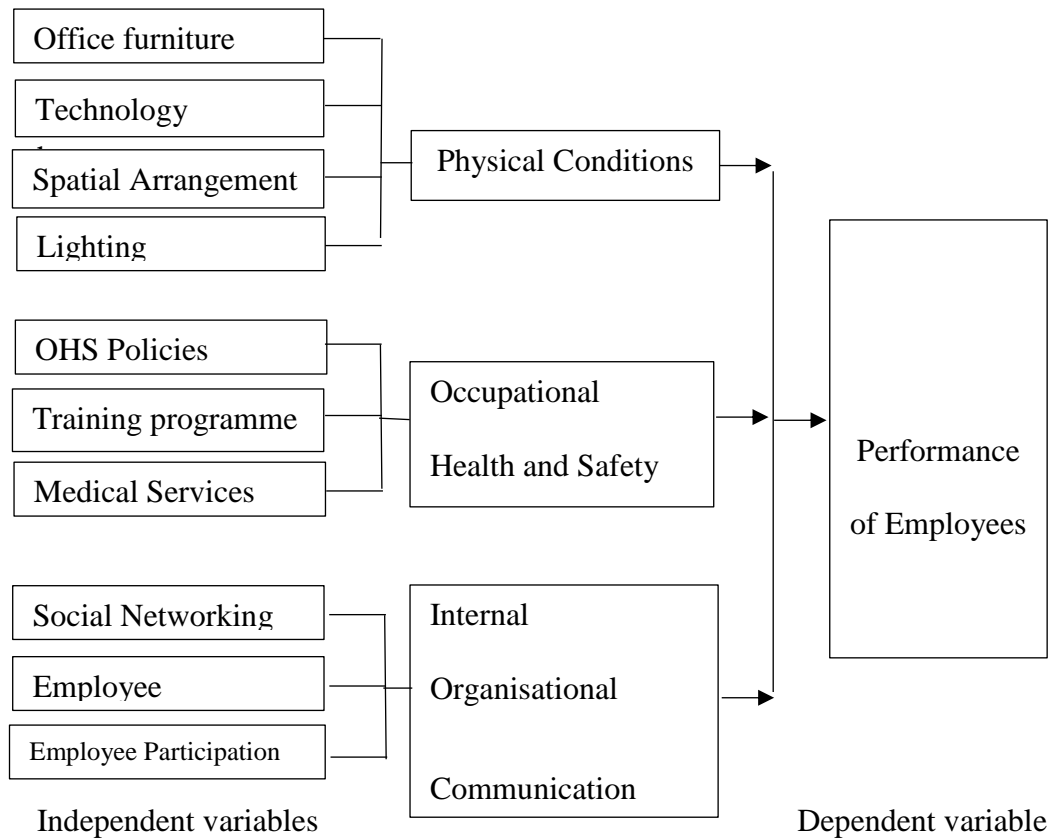


Figure 1: Conceptual Framework

Source: Survey’s Construct, Addo (2018)

In almost all organisations, the performance of individual employees and teams is dependent of certain factors that surrounds the individual or team in terms of the culture, organizational climate, conditions and other environmental factors. These factors affect both the individual and combined efforts of groups and teams in the organisation, either positively or negatively. As depicted in the conceptual framework, the employee is surrounded by numerous conditions in the environment within which they work and therefore affect their overall output and performance. These factors have been broadly classified under four main themes namely the financial, physical condition,

occupational health and safety and internal organisational communication of employees in an organisation.

The physical conditions under which an employee work is key to their performance. As asserted by Chandraekar (2011), the workplace environment impacts individual and team morale, productivity and engagement - both positively and negatively. The physical conditions of majority of organisations under which employees work are mostly regarded as unsafe and unhealthy, thus, affecting their performance. These includes poorly designed workstations, lack of ventilation, inappropriate lighting, lack of appropriate technology and tools, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working under such conditions are prone to occupational challenges and diseases which impacts negatively on employee's performance in any organisation. Thus performance and productivity are decreased when the working conditions are not favourable to employees in any organisation.

It is the quality of the employee's physical environment that most impacts on their level of motivation and subsequent performance (Nduku, 2015). How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job, Chandraekar (2011). Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. In the relationship between work, the workplace and the tools of work, workplace becomes an

integral part of work itself. The management that dictate how exactly to maximize employee productivity centres around two major areas of focus: personal motivation and the infrastructure of the work environment.

Another condition that affect the general output of employees in an organisation is the existence of health and safety requirements. Occupational health and safety as defined by Awofeso (2012) is any arrangement which workers and managers collaborate to use as a continual improvement process, to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace. An employee who feels safe in a working environment works with confidence knowing that his/her security is assured. Therefore, the health and safety of employees remain paramount if the best of their employees is required on the job.

As asserted by Landsbergis (2003), the psychological aspect of not getting harmed, insured and taken care of in the case of an accident on the job impacts how individuals perform their job especially in manufacturing and production sectors. In the service sector, poor ventilation, lighting and improper tools and equipment causes future harm to employees since the results of having a poorly ventilated or lit office is not immediate, hence, making employees reluctant to stay in such areas to work during working hours. This might lead to lots of absenteeism, abandonment of work and employee turnover.

An organisation that trains its staff frequently on safety techniques and provides medical facilities on the job site for it worker, psychologically wins the heart of employees and enable them to give off their best in terms of their

job performance. Therefore, if an organisation has organisational health and safety policies on how medical claims are paid, access to medical insurance and existence of medical facilities, the performance of employees can positively be affected. Communication is paramount for working relationships to thrive in any organisation.

The way employers and employees handle information and organisational relationships, as well as how individuals relate with each other on the job go a long way to affect the performance of individuals on the job. Through social networking, employees get the opportunity interact and share positive ideas on the job. Employees get to know each other more, knowing their strengths and weaknesses which can help in their collaboration on the job and their performance in the end (Taiwo, 2004). Also, involving employees as well as recognising their efforts on how well or bad a job was done influence their psychological behaviours they exhibit on the job, when given another opportunity.

Human relations, reporting relationships, interpersonal relationships and the chain of command in organisations also present certain conditions that directly influence the participation and performance of employees in an organisation. Most often than not, the kind of relations in an organisation is defined by the culture and climate adopted and follows its preceding activities in attaining their goals (Roper and Juneja, 2008). Just like in personnel management, where employers relatively disregarded the wellbeing of employees in getting work done, employees under such conditions exhibited certain unpleasant behaviours in executing their tasks. On an assembly line,

the performance of one party may tend to affect the other if their personal orientation to certain activities in the work place are in direct disparity to their believes and behaviours, which might result in less or under average performance and unproductivity among these workers.

In as much as dealing with individuals proves to be difficult a task, creating an enabling environment as an employer or organisation can help bring on board diverse background to certain tasks and ways of getting things done, while creating excellent relations among employees on the job.

Chapter Summary

The chapter discussed the influence of physical and non-financial factors, comfort levels of employees in their workplace as well as organizational climate and culture that surrounds employees and influence their productivity and utmost performance. Perspectives of different scholars and researchers were presented so as to establish what had already been done that was relevant for the study. A conceptual framework developed by the researcher explained how certain conditions affect an employee in the workplace explicitly. This framework brought out the dependent variable (performance) and the independent variables (physical conditions, organisational health and safety as well as internal organisational communication) for the study. Furthermore, empirical studies on effects working conditions of non-teaching staff on employee performance for developing countries cases including Ghana using quantitative approach were also reviewed under this chapter.

CHAPTER THREE

RESEARCH METHODS

Introduction

The overall aim of this study was to explore the relationship that exist between working conditions and performance among non-teaching senior staff employees in the University of Education, Winneba. This is to ascertain information on whether the conditions under which non-teaching staff work affect their performance and general output positively or negatively, as stated in the previous two chapters. This chapter presents the research methods and the procedures employed in finding out information on the nature of working conditions of non-teaching senior staff on employee performance in the UEW. These include the research design, study area, population, sample and sampling procedure, instrument, techniques for data collection and data analysis.

Research Approach

Yates (2004) asserted that there are two main approaches to conducting research namely, quantitative and qualitative approach. This study used quantitative approach. Quantitative research has been defined by Burns and Grove (2005) as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. This approach is mostly employed in the natural sciences and based on information that can be measured numerically. According to Eldabi, Irani and Love (2002) quantitative approach is a logical and linear structure in which hypotheses take the form of expectations about likely causal links between the constituent

variables stated in the hypotheses, therefore leading to the rejection or acceptance of the theoretical proposition. Quantitative research techniques are employed for this study given the nature and interactions between the variables examined as well as the need to test hypotheses.

Study Design

The research design selected for the study is descriptive survey. According to Gay, Mills and Airasian (2011), descriptive survey design involves collection of data to answer questions concerning the current status of the subject of the study. The design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires in order to obtain data to draw meaningful conclusions. Fraenkel and Wallen (2000) identified two difficulties associated with the design. They include the difficult of ensuring that items to be responded to are very clear, getting respondents to respond to the items thoughtfully and honestly; and the difficulty in getting sufficient number of questionnaire completed and returned. In spite of the difficulties, the major advantage of this design is that it has the potential of providing a lot of information from a large sample of individuals. Necessary measures such as obtaining the validity of the instruments and direct instrumentation were taken in order to minimize the difficulties mentioned above.

Study Area

The study was conducted in the University of Education, Winneba in the Central Region of Ghana. The University of Education, Winneba (UEW) was established in September, 1992 as a University College under PNDC Law

322. On 14th May, 2004 the University of Education Act, Act 672 was enacted to upgrade the status of the University College of Education of Winneba to the status of a full University. The University College of Education of Winneba brought together seven diploma awarding colleges located in different towns under one umbrella institution. These Colleges were the Advanced Teacher Training College, the Specialist Training College and the National Academy of Music, all at Winneba; the School of Ghana Languages, Ajumako; the College of Special Education, Akwapim-Mampong; the Advanced Technical Training College, Kumasi; and the St. Andrews Agricultural Training College, Mampong-Ashanti.

The three sites in Winneba now referred to as the Winneba campus is the seat of the Vice-Chancellor with satellite campuses at Kumasi, Mampong and Ajumako. The aims of the university are to provide higher education and foster a systematic advancement of the science and the art of teacher education, to train tutors for the colleges of education and other tertiary institutions, to provide teachers with professional competence for teaching in pre-tertiary institutions such as preschool, basic, senior secondary school and non-formal education institutions and to foster links between the schools and the community in order to ensure the holistic training of teachers.

The administration and service of the school seek to guard the mandate of the University which is to produce professional educators to spearhead a new national vision of education aimed at redirecting Ghana's efforts along the path of rapid economic and social development. For sake of this study, the Winneba campus was main focus. The University has about nine hundred and

fifty three (953) of its staff in the category of senior staff occupied in various divisions, departments and units. These categories of staff are involved at the operational level and the day-to-day running of the entire university.

Population

The population considered for this study was two hundred and sixteen (216) employees, made up of senior non-academic staff in the university (UEW Basic statistics, 2016). Population, according to Kitchenham (2002) is a group of individuals to whom a study is been conducted or considered. Therefore, this study specifically focused on employees within the registry of University of Education, Winneba, on the main campus. This assumed that, this group of employees within the administrative set up are the pivot around which all administrative activities in the institution revolve.

Sample and Sampling Technique

From a population of 216 employees, a sample of one hundred and forty (140) employees were selected for the study. The sample for this study were selected from the population, in accordance with a study conducted by Krejeie and Morgan (1970), which illustrates a table for determining the sample size from a given population, as depicted in appendix B. The study adopted a simple random sampling technique in collecting data from respondents to the study. According to Bryman (2016), the simple random technique is a probability sampling procedure that ensures each case in the population has an equal chance of being included in the sample. Therefore, this technique affords each individual in the population to have an equal chance of being included and selected in the sample. This technique was

chosen to enable the researcher elicit vital and quality information from respondents who have reasonable knowledge about issues under investigation and are in position to provide the information needed for the study.

Data Collection Instruments

Collecting data for a study involves using certain research instruments and procedures for collecting the data. A questionnaire was used in the collection of information from respondents on their respective knowledge on some conditions under which they work and how it affects their performance on the job. A questionnaire is a written document in survey research that has a set of questions given to respondents or used by an interviewer to ask questions and record the answers (Neuman & Kreuger, 2003). A questionnaire could be answered by the person from whom information is sought or through an interpreter. The questionnaire included closed-ended items, in which the questions permit only certain responses such as 'yes' or 'no' or the Likert type to choose from answers provided in the questionnaire.

Questionnaires used for this study were structured with clear cut responses to questions. The questionnaire was made up of five sections: Sections A to E. Section A provided the demographic information of the respondent, Section B showed the physical working conditions, Section C aimed at eliciting the views on organisational health and safety conditions in the University of Education, Winneba, Section D aimed at eliciting the views on the condition of Internal Organisational Communication among non-teaching senior staff in UEW and Section E elicited the views on the staff's level of performance in UEW. Closed-ended items used in eliciting

information from respondents because they are relatively easy and quick to answer, as compared to that of open-ended items which demand some level of critical thinking before expressing responses in sentences and phrases. They also required elaboration and talking which might result in unclear answers being provided. They also provide responses that can easily be compiled and quantified. The developed questionnaire was self-administered by the researcher to the respondent and was collected after two days.

Data Collection Procedure

Returned questionnaires were edited to correct probable errors and to sort out misconceptions and misunderstandings to ensure credibility of the research. In order to collect and organize data in such a manner that was acceptable and later used to conduct the required analysis. The research questionnaires were structured according to the steps provided by the University of Cape Coast Graduate School dissertation writing hand book. The questionnaire developed was distributed in person by the researcher upon getting to study area. Respondents were taken through how the questionnaire was to be completed and as well pleaded with them to as much as possible, react to the questions. This gave respondents some specific time to respond to the questions on the questionnaire and after a week the researcher went back to respondents and duly collected the answered questionnaire as distributed to respondents.

Response Rate

Data was collected from non-teaching senior staff of UEW. The population considered for this study was two hundred and sixteen (216)

employees and a sample size of 140 was chosen based on the Krejcie and Morgan (1970) sample size determination table (Attached as Appendix B). A total of one hundred and forty (140) questionnaires were issued from which one hundred and twenty-six (126) were filled and returned which represents a response rate of 90%. According to Mugenda and Mugenda (2003), a 50 per cent response rate is adequate, 60 per cent is good and above 70 per cent rates very well. The success rate in this study could be attributed to the self-administration of the questionnaires applied by the researcher from which the intended respondents from the various regions were pre-notified on the actual date before the data collection. The response rate is represented in table 2 below.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	126	90
Non- Returned	14	10
Total	140	100

Source: Field survey (2018)

Data Analysis

The data was first put in topical and chronological order and was presented in a descriptive manner. Secondly, data were classified into categories, themes and theory to allow the use of quantitative methods to be used to analyse some of the data collected. Finally, information from data analysis were summarized and conclusions and recommendations were made

for application by the University of Education, Winneba. The Statistical Package for Social Sciences (SPSS) software version 20 was used in processing the data collected from the respondents. The data was analysed using descriptive statistics (frequencies, percentages, charts among others) and the multiple linear regression.

Validity and Reliability

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Reliability means dependability or consistency (Neuman & Kreuger, 2003). It indicates the likelihood that a given measurement technique will repeatedly yield the same description of a given phenomenon. The role of reliability is to minimize the errors and biases in a study (Yin, 2017).

The validity of an instrument, on the other hand, refers to how well and instrument measures the particular concept it supposed to measure (Brynam, 2016). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature that served as evidence and supported the answers found using the questionnaire, relevance being

determined by the nature of their research question and their own judgement (Brynam, 2016).

Results of the Cronbach's Alpha

In order to measure the reliability of the gathered data, Cronbach's Alpha was used. Table 1 shows Cronbach's Alpha of all indicators.

Table 1: Reliability of scales and Cronbach's Alpha of study variables

Variable	Items Retained	Cronbach's Alpha
Physical Working Condition	7	0.831
Occupational Health and Safety	10	0.859
Internal Communication	10	0.873
Performance	7	0.827

Source: Field Survey (2018).

The Table 1 above provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha range between 0.831 and 0.873. These values are all equal or well above the minimum value of 0.70 as per Palant (2013). Thus, it can be concluded that the measures have an acceptable level of reliability.

Ethical Consideration

Several considerations must be made when conducting a research study. These, according to Bless and Higson Smith (2000) play a vital role in ensuring the genuine procedures are followed right from the beginning of the study to its end. They defined the main rules of data collection as a voluntary participation, the right to privacy, freedom and anonymity as well as confidentiality in the entire process of information gathering. All these ethical

rules have been met in this research study. Furthermore, an introductory letter was obtained from the Department of Business Studies of the College of Distance Education, University of Cape Coast to introduce the researcher to the institution and to seek permission from the management of the institution to carry out this study within the university.

Those employees that were selected had their consents sought through the management of the University. Anonymity and confidentiality were assured to respondents without causing any kind of stress to employees during the process. Therefore, this research and its associated methodology adhere to all of these ethical considerations. An organizational entry protocol was observed before the data were collected.

Chapter Summary

The purpose of this chapter was to describe the methods used in achieving the aim of this study. The study adopted a quantitative approach in eliciting information from respondents (140), who were randomly sampled from the population of two hundred and sixteen (216) employees. Data gathered were analysed using descriptive statistics (frequencies, percentages, charts among others) and the multiple linear regression, as presented in chapter four.

CHAPTER FOUR

RESULTS AND DISCUSSION

This study sought to explore the impact of working conditions and performance among non-teaching senior staff at the University of Education Winneba. This chapter presents an analysis of the data collected from respondents. The main instrument used for this study is a structured questionnaire. The statistical tools employed here are; mean, standard deviation (SD), frequencies, percentages and linear regression analysis. The results are presented in tables to improve readability. In line with the main research goal, this chapter reflects on the core research objectives as outlined in chapter One. The first section discusses the demographic background of respondents; however, the second section discusses the research objectives of the study.

Descriptive Results for Socio-Demographic Characteristics

This section provides results on the nature of the respondents for this study. The demographic characteristics describe the nature of the senior staff used as respondents for the study. The data was collected across various biographical details. It describes the nature of the respondents of the study. The results are presented in Table 3.

Table 3: Demographic Characteristics for Respondents

		Frequency	Percent
Gender	Male	71	56
	Female	55	44
Age	20-29	30	23.81
	30-39	49	38.89
	40-49	37	29.37
	50 and above	10	7.94
Rank	Admirative Assistant	46	36.5
	Senior Administrative Assistant	56	44.4
	Principal Administrative Assistant	16	12.7
	Chief Administrative Assistant	8	6.3
Working Years	Below 1 year	14	11.11
	2-4 years	34	26.98
	5-9 years	40	31.75
	10 and above	38	30.16
Academic Qualification	Diploma	13	10.3
	Bachelors' Degree	75	59.5
	Post Graduate Diploma	6	4.8
	Masters' Degree	28	22.2
	Other	4	3.2
	Total	126	100

Source: Field Survey (2018)

The results from Table 3 show that majority of the senior non-teaching staffs are males (56%) as compared to the females (44%). However, the distribution shows a relatively fair distribution of gender at UEW. With respect to the age distribution of the respondents, the results indicate that the highly represented age group are those in the 30-39 age brackets (38.89%). This is followed by those in the brackets of 40-49 (29.37%). The third highest age group are those in the 20-29 brackets (23.81%). The least group are the 50 and above year group (7.94%). The age distribution shows that UEW has a relatively younger senior staff who will occupy the position for long and boast of experience in later years.

The ranks of the respondents show that majority are Senior Administrative Assistants (44.4%), followed by Administrative Assistants (36.5%) and Principal Administrative Assistants (12.7%). The least were Chief Administrative Assistants (6.3%). This shows a normal representation of all ranks of senior non-teaching staffs at UEW. With respect to the number of years worked, the majority of the staffs had worked between 5-9 years (31.75%), the second highest were 10 and above years (30.16%), followed by 2-4 years (26.98%). The least group were those who had worked for less than a year (11.11%). The highest academic qualification of the staffs was Bachelor's degree (59.5%), this is followed by master's degree (22.2%) and Diploma (10.3%) only 3.2 percent had other qualifications. The demographic results show that the respondents are well distributed across age, gender, academic qualification, experience and ranks. This shows that the responses could be trusted to represent the case at UEW.

Findings of the Research Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Objective One: Effect of Physical Working Condition on Performance of Non-Teaching Senior Staff.

The first research objective sought to examine the effect of physical working condition on the performance of non-teaching senior staff. In this study, good and healthy physical environment as that which is devoid of unfriendly working conditions like noise, slipperiness, cold, heat, inadequate lighting and odour. Respondents were presented with seven physical working conditions ranging from provision of comfortable office furniture, availability of computer, office space, right tools and office environment. The respondents were to indicate on a scale of 1-5 the extent to which these were existent in the university. 1 indicates least level of agreement and 5 indicates highest level of agreement. The results were transformed and regressed against employee performance level. The summary of the model of physical working condition on employee performance is presented in Table 4.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459 ^a	.211	.205	.59810

a. Predictors: (Constant), Physical Working Condition

Source: Field Survey (2018).

The results from Table 4 shows two values of concern, the R-Correlation Coefficient and the R-Square- Coefficient of Determination. The coefficient of Determination indicates the relationship between the Independent and the dependent variable. It is the proportion of variation in the dependent (Employee Performance) variable explained by the regression model. An R Square value of .211 indicates that about 21.1% of the variation in the Performance of non-teaching staffs at UEW is accounted for by Physical Working Condition, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R value of 0.459 indicates a medium relationship between Physical Working Conditions and employee performance.

Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Employee performance and Physical working Condition. Table 5 assess the statistical significance of the regression model.

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.671	1	11.671	32.625	.000 ^b
Residual	43.642	122	.358		
Total	55.313	123			

a. Dependent Variable: Performance

b. Predictors: (Constant), Physical Working Condition

Source: Field Survey (2018)

The results of the ANOVA form Table 5 indicate a statistically significant figure of $p=.000$, as held up by Fidell, Tabachnick, Mestre and Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the p -value is well below $.05$ ($p = .000$). Therefore, it can be concluded that the R and R² between Physical Working Condition and employee performance is significant and therefore Physical working condition can significantly influence employee performance. However, the ANOVA fails to indicate the extent of the effect. Table 6 indicates the magnitude of the impact of Physical working Condition of the performance of non-teaching senior staff at UEW.

Table 6: Coefficients^a of Physical Working Condition on Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.792	.225		7.969	.000
Physical Working Condition	.386	.068	.459	5.712	.000

a. Dependent Variable: Performance

Source: Field Survey (2018)

The table in the SPSS output labelled coefficients (table 6) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p = 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that Physical Working Condition has a significant impact on Employee performance. The table further shows a Beta of .459 which according to Fidell, Tabachnick, Mestre and Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of this results is that the provision of comfortable office furniture, clean and strong working environment, proper lighting and the provision of right tools for the job significantly improves the performance of non-teaching senior staff at UEW. The findings of this study confirm and is supported by loads of findings with respect to studies conducted in terms of physical working conditions and employee performance. Oswald (2012), found that a significant relationship exists between the physical working conditions – such as the level of interaction – and the comfort of employees at the work place with level of employees' performance in Pakistan. Still with respect to physical working condition, Brill (1990) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee performance. Chandrasekar, (2011) had also

pointed out that adjusting the type and quality of light can significantly improve working experience and performance.

With respect to Herzberg's two-factor model, Herzber et al (1957), physical working conditions forms part of hygiene factors. They can dissatisfaction when they are absent but they do not lead to satisfaction when they are present. The absence of some key tools or the provision of an enabling work environment may not necessarily cause a senior non-teaching staff to quit. However, such absence may negatively affect employee performance. Ali (2013), identified that poor working conditions of employees can result in absenteeism, stress related illness, and low commitment and performance among employees. However, organisations that offer good conditions of service to their employees' experience creativity, financial health and great performance among their employees.

A study done by Chevalier (2004) also revealed that, when environmental supports are sound, employees are better equipped to do what is expected of them. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity, confirming the findings of Chevalier (2004). Eluka and Nwonu (2015) that improved working conditions impacts positively on employees 'performance. Khan et al. (2011) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance.

Objective Two: Effects of Occupational Health and Safety on the Performance of Non-Teaching Senior Staff in UEW?

The second research objective sought to examine the effect of Occupational health and safety on the performance of non-teaching senior staff. In this study Occupational Health and Safety is operationalised in terms of the presence of Occupational Health and Safety policies, Training programmes and medical services offered to employees at the university. Respondents were presented with 10 Occupational health and Safety statements. The statements included safe and accident free workplace, enough space to prevent accident, payment of health insurance, regular health and safety tips and training for employees. The respondents were to indicate on a scale of 1-5 the extent to which these Occupational health and safety interventions were available at UEW for senior non-teaching staff. The results were transformed and regressed against employee performance level. The summary of the model of Occupational health and safety on employee performance is presented in Table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.525 ^a	.275	.269		.56863

a. Predictors: (Constant), Health and Safety

Source: Field Survey (2018)

The results from Table 7 shows the R- Correlation Coefficient and the R-Square- Coefficient of Determination. The R Square value of .275 indicates

that about 27.5% of the variation in the Performance of non-teaching staffs at UEW is accounted for by Occupational health and Safety, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R value of 0.525 indicates a medium relationship between Occupational Health and Safety and employee performance. The results indicate a positive relationship between Employee performance and Occupational health and safety. Table 8 assess the statistical significance of the regression model.

Table 8: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	15.233	1	15.233	47.113	.000 ^b
Residual	40.094	124	.323		
Total	55.328	125			

a. Dependent Variable: Performance

b. Predictors: (Constant), Health and Safety

Source: Field Survey, (2018)

The results of the ANOVA form Table 8 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the p -value is well below .05 ($p = .000$). Therefore, it can be concluded that the R and R² between Occupational Health and Safety and employee performance is significant. However, the ANOVA fails to indicate the extent of the effect. Table 9 indicates the magnitude of the impact

of Occupational health and safety of the performance of non-teaching senior staff at UEW.

Table 9: Coefficients^a of Health and Safety on performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.590	.217		7.321	.000
Health and Safety	.486	.071	.525	6.864	.000

a. Dependent Variable: Performance

Source: Field Survey (2018)

The table in the SPSS output labelled coefficients (table 9) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p = 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that Occupational Health and Safety has a significant impact on Employee performance. The table further shows a Beta of .459 which indicates a strong impact of the independent variable on the dependent.

The findings of the study imply that an arrangement which workers and managers collaborate to use as a continual improvement process, to protect and promote the health, safety and well-being of all workers and the

sustainability of the workplace positively influences the performance of the individual employees. It concludes that an employee who feels safe in a working environment works with confidence knowing that his/her security is assured. Therefore, the health and safety of employees remain paramount if the best of their employees is required on the job. The research showed that there is an inverse relationship between workplace injuries or accidents and employee performance. This affirmed that accidents and injuries are reduced in organizations through massive investment in occupational health and safety practices. Direct benefits included reduced absenteeism, reduced mental and physical trauma resulting from fear of unsafe working environment which have positive effects on the performance of employees which results in an increase in productivity.

The results concluded that health and safety measures had a positive significant impact on the performance of staffs. It is also concluded that Occupational health and Safety practices management led to improve job satisfaction which in turn results in higher performance levels among non-teaching staffs of the university. The study found out that when organizations invested in a safety management system they approached towards improving the performance of accident reduction/prevention and the occupational safety.

Objective Three: Effects of Internal Organisational Communication on the Performance of Non-Teaching Senior Staff of UEW

The first research objective sought to examine the effect of internal communications on the performance of non-teaching senior staff. Internal communication in this study includes recognition of input, level of

cooperation among employees, reporting relationship and feedback. Respondents were to indicate the extent to which these communications issues were observed at UEW. The results were transformed and regressed against employee's performance level. The summary of the model of Internal Communications on employee performance is presented in Table 10.

Table 10: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.451 ^a	.203	.196		.59761

a. Predictors: (Constant), Internal Communication
Source: Field Survey (2018)

From Table 10 indicate an R Square value of .203 which showed that about 20.3% of the variation in the Performance of non-teaching staffs at UEW is accounted for by Internal Communication practices, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R value of 0.451 indicates a medium relationship between Internal Communication and employee performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Employee performance and Internal Communication. Table 11 assess the statistical significance of the regression model.

Table 11: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.186	1	11.186	31.322	.000 ^b
	Residual	43.929	123	.357		
	Total	55.115	124			

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal Communication

Source: Field Survey (2018)

The results of the ANOVA from Table 11 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the p -value is well below .05 ($p = .000$). The table shows whether the model is statistically significant in interpreting employee performance among senior non-teaching staff at UEW. Therefore, it can be concluded that the R and R² between Internal Communication and employee performance is significant. Table 12 indicates the magnitude of the impact of Internal Communication of the performance of non-teaching senior staff at UEW.

Table 12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.606	.261		6.146	.000
Internal Communication	.434	.078	.451	5.597	.000

a. Dependent Variable: Performance

Source: Field Survey (2018)

From Table 12, the significant value $p=0.000$ is less than 0.05 for both the independent variable (Internal Communication) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that Internal Communication has a significant impact on Employee performance. The results further indicate a Beta of $.451$ which is statistically significant since $p=0.000$ and less than $.05$. The results show that without communication and interaction, people in an organization would be isolated having nothing to do with one another. It is communication that facilitates this interaction that eventually impact positively on employees' performance.

The findings with respect to internal communication is supported by other empirical researches carried in line with this objective. Atambo and Momanyi (2016) found that downward communication is appreciated by KPLC thus information is timely, enhancing performance. The research concluded that effective communication can enhance employee performance. Also, Nwata, Umoh and Amah (2016) in their study Internal Organizational Communication and Employees' Performance in Selected Banks in Port Harcourt concluded that there was a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employees' effectiveness). Based on the results, it is therefore concluded that internal organizational communication was strongly associated with employee's performance.

Again the results of this study is supported by the findings of Femi (2014) who researched on the impact of communications on workers' performance in selected organisations in Lagos state, Nigeria. The study examined the significant relationship between communication and workers' performance in some selected organisations in Lagos State, Nigeria. The result of the study revealed that a relationship exists between effective communication and workers' performance, productivity and commitment. Finally, Shonubi and Akintaro (2016) studied the Impact of Effective Communication on Organizational Performance. The study concluded that there was a positive significant relationship between internal communications and employee performance. Akbar and Jahanzaib (2012) also noted that workers need to know and coordinate their work activities: but if message is not well transmitted to them or they do not interact with one another they cannot comprehend the assignment which leads to confusion and to the job not being done or not completed well. Hence, poor information reduces employees' performance.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The key demographic results have indicated that males are more than female non-teaching senior staff at the university and the young age group are more than the older. The first objective was concerned with the assessing the effect of physical conditions on the performance of non-teaching senior staff at the

university. The results indicated that physical conditions had a positive significant effect on the performance of employees at UEW.

The second objective explored the effects of occupational health and safety on the performance of non-teaching senior staff in UEW. The results showed that Occupational health and safety practices at UEW had a positive effect on the performance of the senior non-teaching staff at UEW. The study was also concerned with the effect of internal communication. The third objective analysed the effects of internal organisational communication on performance of non-teaching senior staff in UEW. The results showed that internal communication at UEW had a positive significant effect on the performance of the employees. This indicates that reporting channels, recognitions and relationships within the university is important to improve the performance of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents an overview of the entire study. The overview is presented in terms of the purpose of the study, the objectives that guided the study and the research design. In addition to that, the chapter presents an overview of the analytical tools employed in this study and the results based on the objectives of this study. Included in the chapter is a conclusion based on the results of the study and recommendations. The chapter concludes with a suggestion for further research to be conducted in the area of service quality.

Summary of the Study

This study has been influenced by the purpose to explore the impact of working conditions and performance among non-teaching senior staff at the University of Education Winneba. The specific objectives that guided the study are to;

1. To assess the effects of physical conditions on performance of non-teaching senior staff in UEW
2. To explore the effects of occupational health and safety on the performance of non-teaching senior staff in UEW
3. To analyse the effects of internal organisational communication on performance of non-teaching senior staff in UEW

The study was a survey study which adopted a quantitative methodology. The population considered for the study was two hundred and sixteen (216) employees, made up of senior non-academic staff in the university. From a population of 216 employees, a sample of one hundred and forty (140) employees were selected for the study based on study conducted by Krejeie and Morgan (1970). Questionnaires were used in the collection of information from respondents on their respective knowledge on some conditions under which they work and how it affects their performance on the job. Out of the 140 questionnaires administered, one hundred and twenty-six (126) were filled and returned representing a response rate of 90% which according to Mugenda and Mugenda (2003) is very good for analysis. The data was analysed using descriptive statistics (frequencies, percentages) and the multiple linear regression.

Key Findings

Beginning with the socio-demographic part of the results, majority of the senior non-teaching staffs are males (56%) as compared to the females (44%). However, the distribution shows a relatively fair distribution of gender at UEW. With respect to the age distribution of the respondents, the results indicate that the highly represented age group are those in the 30-39 age brackets (38.89%), followed by those in the brackets of 40-49 (29.37%). The third highest age group are those in the 20-29 brackets (23.81%) and the least group are the 50 and above year (7.94%). The researcher found out that UEW has a relatively younger senior staff who will occupy the position for long and boast of experience in later years.

The ranks of the respondents showed that majority are Senior Administrative Assistants (44.4%), followed by Administrative Assistants (36.5%) and Principal Administrative Assistants (12.7%). The least were Chief Administrative Assistants (6.3%). With respect to the number of years worked, the majority of the staffs had worked between 5-9 years (31.75%), the second highest were 10 and above years (30.16%), followed by 2-4 years (26.98%) while the least group were those who had worked for less than a year (11.11%). The highest academic qualification of the staffs was Bachelor's degree (59.5%), this was followed by master's degree (22.2%) and Diploma (10.3%) only 3.2% had other qualifications.

The first objective sought to assess the effects of physical conditions on performance of non-teaching senior staff in UEW and respondents were presented with seven physical working conditions ranging from provision of comfortable office furniture, availability of computer, office space, right tools and office environment. The results of the regression analysis indicated that there is a significant and strong positive relationship between Employee performance and Physical working Condition. The results showed a coefficient of determination of $R = 0.459$ portraying a medium relationship between Physical Working Condition and Employee Performance. The significant value showed $p = 0.000$ which is less than 0.05 as per Pallant (2013) criterion.

The second research objective sought to answer the question 'what are the effects of Occupational health and safety on the performance of non-teaching senior staff?' With this regression analysis was ran to determine the

effect, the extent as well as the significance of the effect of Occupational health and safety on the performance of non-teaching senior staff. The R value of 0.525 per the regression analysis indicated a strong positive effect of Occupational Health and Safety on employee performance. This was followed by assessing the statistical significance of the regression model. The p -value was found to be well below .05 ($p = .000$); followed by a Beta of .459 showing a strong impact of the independent variable on the dependent. On the bases of the analysis it can be said that Occupational Health and Safety had a strong and significant impact on Employee performance.

Finally, the researcher in answering the research questions ‘what are the effects of internal organisational communication on the performance of non-teaching senior staff of UEW’, the researcher adopted recognition of input, level of cooperation among employees, reporting relationship and feedback as constructs of internal communication and these were regressed against Employee performance. The study found out that there was a medium relationship between Internal Communication and employee performance (R value of 0.451). The researcher further examined the significant level as well as the magnitude of the impact. The ANOVA indicated a statistically significant figure of $p=.000$ which is <0.05 and a Beta of .451 providing a justification that the impact of internal communication on employee performance is significant. It can therefore be concluded that Internal Communication has a positive and significant impact on Employee performance.

Conclusions

The study was conducted to assess the effects of working conditions on the performance of non-teaching senior staff of the University of Education Winneba. Working condition was put into physical conditions, occupational health and safety and internal organisational communication. The findings of the research revealed that, first, non-teaching senior staff of the University of Education, Winneba perform well or give out their best to increase their productivity when there are comfortable office furniture, clean and strong working environment, proper lighting and the provision of right tools for the job. Physical conditions such the temperature level at the work place, lighting, ventilation and presence of privacy at the work place come together to define the comfort level of the employees, which impacts directly on their performance.

The results of the study prove that even in an academic environment such as the university, the availability of equipment, appliances and protective clothing at the work place has a positive way of improving the performance of individual employees. If working conditions are good - for example clean and attractive surroundings – employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor – like dirty, noisy and unsafe surroundings – employees will find it difficult to carry out their work. When environmental supports are sound, employees are better equipped to do what is expected of them.

Secondly, it can be concluded that, non-teaching staff of UEW are particular about their health and safety as they carry out their duties in the

University. The study concludes that even in an academic institution devoid of a lot of unsafe conditions, it is important for the employee to feel safe and comfortable with their working environment. The feeling of safety and comfort in a work place can be affected if there are health and safety concerns within the institution. The study showed that Health and Safety practices of UEW has been good on with respect to non-teaching senior staffs as it provides an impetus for improved performance levels among the workers. The study concludes that upgrading employee performance can be done by improving health and safety practices, providing training to making sure that they get health and safety insurance in their work place. Good employee performance can better support company performance.

Finally, the study concluded that, internal communication among the non-teaching staff and management of UEW was key and positively influenced their performance. Internal communication in the form recognition of input, level of cooperation among employees, reporting relationship and feedback were found to be necessary determinants of performance of non-teaching staff of UEW. The findings of the study lead to the conclusion that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations and ultimately leads to improvement in the level of employee performance. The approach of UEW towards internal communication has been effective among non-teaching senior staff.

Recommendations

The following recommendations are made based on the findings and conclusions of the study. The University of Education should provide comfortable office furniture, clean and strong working environment, proper lighting and right tools for the job of the non-teaching staff. As it has been found in this research that such provision improves the performance of the non-teaching senior staff at UEW. Management of the University should also arrange which workers would collaborate to use as a continual improvement process, to protect and promote the health, safety and well-being of all workers as well as sustainability of the workplace. Staff should be given training on health and safety issues, be at a safe and accident free workplace, enjoy enough space to prevent accident, receiving health insurance and regular health and safety tips.

As it is shown that employee performance is dependent on communication, management should endeavour to facilitate interaction among workers, provide appropriate feedback on work progress and improving reporting channels and relationships in the University. Also, management of the University need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments. In addition, top managers should communicate directly with their subordinates on issues of importance. The university should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve staff performance.

Suggestions for Further Research

This study was carried out in only one public university in Ghana. Further studies can also engage in a comparative study across public and private universities in Ghana to assess the impact working conditions have on employee performance. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only three working condition variables; physical conditions, occupational health and safety conditions and internal communication.

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APPENDIX A

UNIVERSITY OF CAPE COAST

SCHOOL GRADUATE STUDIES

DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR SENIOR STAFF

Dear Respondent,

I am a post graduate student of the University of Cape Coast, embarking on an academic research study on the topic: Effects of working conditions on the performance of non-teaching senior in the university of education, Winneba.

Please find attached here, a copy of the questionnaire designed to get your response on issues related to this topic. I will be very glad if you could respond to the following questions relating to some aspects of your work setting. You are assured of high confidentiality on information that will be released in connection with the study.

Thank you in anticipation for agreeing to complete this questionnaire.

SECTION 'A'

Please provide appropriate information to complete the spaces provided or tick [✓] the correct response in the boxes provided.

BIO DATA

1. Gender: Male [] Female []

2. Age:
 - a. 20-29 years []
 - b. 30-39 years []
 - c. 40-49 years []
 - d. 50 and above []

3. What is your Rank:
 - a. Administrative Assistant (A.A) []
 - b. Senior Administrative Assistant (S.A.A) []
 - c. Principal Administrative Assistant (P.A.A) []
 - d. Chief Administrative Assistant (C.A.A) []
4. How many years have you been working in your current division/ department?
 - a. Below one year []
 - b. 2-4 years []
 - c. 5-9 years []
 - d. 10 years + []
5. What is your highest academic qualification?
 - a. Diploma
 - b. Bachelors' Degree
 - c. Post Graduate Diploma
 - d. Masters' Degree
 - e. Other

Section 'B': Physical working Conditions in UEW

This section of the questionnaire aims at eliciting your views on the physical working conditions of non-teaching senior staff in UEW. Please indicate by [√] the extent to which you agree to the statements below;

1- Least level of agreement, 5- Highest level of agreement

s/n	Statement	1	2	3	4	5
6	UEW provides comfortable and adjustable office furniture to perform my duties					
7	The office environment is strong, quality and clean					
8	There is the availability and usage of computer for work.					

9	Computers have up-to-date software					
10	There is Enough office space and privacy					
11	There is proper lighting and less power outages in my office					
12	UEW provides the right tools for the job					

Section ‘C’: Occupational Health and Safety conditions at UEW

This section of the questionnaire aims at eliciting your views on organisational health and safety conditions in the University of Education Winneba. Please indicate by [√] the extent to which you agree to the statements below;

1- Least level of agreement, 5- Highest level of agreement

s/n	Statement	1	2	3	4	5
14	The University cares about my safety					
16	The social environment at the workplace promotes work effectiveness					
17	The work environment is safe and accident free					
19	UEW provides a stress-free environment					
20	There is enough office space to prevent accidents					
21	UEW designs and arranges workplace and system to fit employees					

22	My health insurance is always paid for by my employers					
23	UEW provides regular health and safety tips to employees					
24	There is regular training programmes on health and safety for employees					
25	UEW has a health and safety policy in existence					

Section ‘D’: Internal Organisation Communication in UEW

This section of the questionnaire aims at eliciting your views on the condition of Internal Organisational Communication among non-teaching senior staff in UEW. Please indicate by [√] the extent to which you agree to the statements below;

1- Least level of agreement, 5- Highest level of agreement

s/n	Statement	1	2	3	4	5
26	There is constant appreciation for work done					
27	Management recognise employees for contributing new ideas					
28	My inputs are considered mostly in making decisions					
29	My relationship with colleagues affects my performance					
30	There is a high level of cooperation among staff					
32	There is high support by my superiors in performing my duties.					

33	UEW has clear reporting relationships which make it easy communication					
34	I am always given feedback on my performance					
35	There is a high level of trust by my superior					
36	Superiors effectively communicates with subordinates					

Section ‘E’: Employee performance in UEW?

This section is to elicit your views on your level of performance in UEW.

Indicate the extent of your agreement or otherwise about the statements measuring performance based on the conditions of work at UEW.

1- Least level of agreement, 5- Highest level of agreement

s/n	Statement	1	2	3	4	5
37	I am able to meet targets set for me by my organisation					
38	I clearly understand my role in achieving organisational goals.					
39	I am provided for resources needed to achieve targets					
40	Most colleagues are happy to work with me					
41	Students’ expectations are often met					
42	I am able to perform my duties in an efficient way.					
43	The working conditions at UEW encourages me to show more initiative					
44	I am always more willing to assist my colleagues at work.					

Thank You

Appendix B

Krejcie and Morgan's sample size determination table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384