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C O N T E N T

Editorial Note

Effects of Workplace Environment on employee Performance In The Ministry of Revenue

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ABSTRACT: The purpose of this study was examining the relationship between workplace environment and employee performance on Ministry of revenue. To this end, both descriptive and explanatory design was employed and 315 employees were selected representing one head office, and four branches for collecting quantitative data. For qualitative data collection 50 middle level managers were selected purposively. Standard questioner was used for the collection of quantitative data which assesses the relationship between workplace work place environment and employee performance on role based dimension. Quantitative data analysis was done using descriptive statistics, Pearson product moment correlation, simple and multiple linear regressions. On the other hand, Qualitative data were analyzed using narrative method and triangulation of findings from both sources was done at the interpretation phase. Using Pearson Product Moment Correlation the study shows that there was a substantial positive correlation between workplace environment and employees' performance in the study area (r=0.647, p< 0.01). The survey result also indicated that the explanatory variables (performance feedback (B=0.591, p=0.000), work incentive (B=0.553, p=0.000), job aids (B= 0.222, P =0 .000), supervisor support (B=0.075, p 0.027)) which are in the regression equation have positive and significant influence on the performance of employees. However, this study hasn't found out the significant relationship between physical work environment and employee performance in the organization under the study settings. Also the qualitative result confirmed the quantitative findings. The study recommends that Ministry of Revenue should ensure that the workplace environment is comfortable enough by conducting periodic assessment of employees perception towards their workplace environment, give due attention to job aids, work incentives, supervisor support, performance feedback factors.

Key words: Employees, Workplace, Environment, Ministry, Performance

Introduction

An organization articulates a vision and goals to have a better, improved and successful future. In order to achieve the intended goals an organization has to create a supportive work environment Caetano (1999). The study result of Samuel (2010) pointed out the necessity of establishing conducive work environment to enable productive workforce to promote the retention of the employees and the company's ability to sustain a competitive advantage. Foldspang *et al.* (2014) defined work environment as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people and includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity.

On the other hand, scholars such as Armstrong (2009), Sultana et al. (2012); Platt and Sobotka (2010) asserted that employee performance is the combined result of effort, ability and perception of tasks and organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. In this regard, Stup (2003) described several factors towards the success of employees' performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others. In support to this, a survey study result of Hughes (2007) indicated that, nine out of ten employees believed

that the work space quality affects the attitude of employees while the study result of Samuel, e t al. (2010) confirmed that about 86% of productivity problems reside in the work environment of organizations. The study of Tiow (2014) found that work environment significantly determines job satisfaction and this result corroborates findings of previous research that investigated the connection between variables in workplace environment and workforce or work process (Akinyele, 2010). Many organizations in developing countries, especially in Africa, have little concern for an improved and conducive workplace environment. For instance, the study conducted in Tiago, Nigeria found that the nature of the work environment and the experience of the work environment have a great influence on low productivity (Taiwo, 2010). Similarly, a studies result of Samson, Waiganjo and Koima (2015) indicated the critical effect of workplace environment on the performance of commercial Banks in Nakuru Town, Kenya. In Ethiopia, following the current political reform, the Ministry of Revenue has changed organizational systems, structures and mainly reorganized human resource placement on the basis of Job Evaluation and Grading system. Just a few months after the reform (HPR MM June 5, 2019) some existing employees raised the concerns about sharing of work spaces, resources and office facilities; and majority of employees expressed displeasure due to change in working conditions. In fact, it would take time to adapt the changes and get along with the new systems. But some the employees started to appreciate the previous workplace environment while majority of the employees blame the current workplace environment for their low performance. As far as the researcher's knowledge is concerned, there is lack of recent research work whether the emerging work environment of the Ministry has effect on employees' performance or not. Therefore, the purpose of this study was examining the perceptions of employees in Ministry of Revenue about the workplace environment of their job performance. To this end, the current study adopted three attributes (job aids, supervisor support and physical work place) used Lankeshwara (2016) which are expected to be in line with this study though it only focused on three attributes. In addition this study used the work incentive attributes of Tamessek (2009) as forth variable and then the study added performance feedback as the fifth variable of the study. Overall, this study is rooted on five attributes such as job aids, supervisor support, physical work place, work incentives and performance feedback. In an attempt to reach an empirical conclusion, some of the questions to be considered as guide in this research work are as follows:

What does the current workplace environment in Ministry of Revenue look like?
What relationships exist between workplace environment and employee performance?
To what extent the workplace environment factors affecting the employee performance?

Literature Review Concepts of Working Environment

Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Opperman (2002) defines working environment is a composite of three major sub-environments:- the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interaction, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

Employee Performance

Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to assert that the type of workplace environment in which employees operate determines whether or not organizations will prosper. A better work environment boosts employees' performance. Franco et al. (2002), defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards. Modern employees' motivation management methods have evolved over time. All employees that have job satisfaction are high performers in their respective workplaces. He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 2003). Based on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

Empirical study on Working Environment Factors

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Globally, a surge of recent studies have been carried out on workplace environment as a factor that determines employee performance.

A study result of Hameed and Amjad (2009) on 31 branch banks indicated that the importance of comfortable and ergonomic office design in motivating employees and their substantive contribution in boosting employee performance. Likewise, a study result of Khan et al (2011) on the impact of workplace environment and infrastructure on employee performance in education sector in Pakistan, found out that the positive relationship between incentives and performance.

Niemela et al. (2002) found out that there are decrements in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how the employees perform their tasks (Al- Anzi, 2009). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much distraction. According to McCoy and Evans (2005) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships at work. All in all, the physical work environment should support the desired performance. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees. In his study, Tamessek (2009) analyzed 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. He also analyzed 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.

Lankeshwara (2016) also conducted on the impact of workplace environment on employees' performance in Awissawella. The study used primary data and covered 85 sample size including managerial and non-managerial employees from Brand-ix Intimate Apparel-Awissella. This study revealed that job aids, supervisor support and physical work environment have positive effect on employee performance. This finding particularly highlighted the significance influence of job aids and concluded it as the most critical predictor. Using a descriptive survey research design Daniel Cross Ogohi (2019) analyzed the Ministry of works and infrastructure at Bayesal state and found out that physical work environment and work reward have positive significant impact on employees' commitment to work. Aisha, et al. (2013) in a study on the effects of working on conditions employees' multidimensional performance in Indonesia University attempted to establish the relationship of determinant factors of work conditions and the way in which they act up on employee performance. This study found out that the significant effect of incentives, motivations and working conditions up on employee performance. The study further highlighted the significance effect of workplace environment and its predictive ability.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekhar (2003) in her study found out that workplace environment plays a big role in increasing employees' performance. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' performance.

In Ethiopian context, some attempts have been done to assess the impact of workplace environment on employee's performance in Ethiopian Airlines (Muluken, L. 2015) and asserted the relationship of workplace environment, motivation and compensation on employees' performance in Ethiopian Airlines. Likewise, Mesert, A. (2017) indicated the effect of organizational culture on employees' performance in Ethiopian construction works while Belete, T. (2017) tried to show the effect of workload on employees' performance in Commercial Bank of Ethiopia. It is evident from the above literature that the studies done by Chandrasekhar, (2011), Roelofsen (2002) and Chevalier (2004) focused on physical work environment basing on different aspects; Ajala (2012) based his study physical factors such as sufficient light, absence of noise, proper ventilation and layout arrangement as attribute. In this regard, a study result done by Aishal (2013) focused on incentives, motivation and work conditions as attributes whereas the study area of Tamessek (2009) focused on intrinsic, extrinsic and social needs as attributes. The other study of Lankeshwara (2016) used job aids, supervisor support and physical work place as attribute.

Research Design and Methods

The research designs for this study were both descriptive and explanatory methods. The descriptive design was to describe the current situation of work environment and assess the relationship between work environment and employee's job performance in Ministry of Revenue. As Chandra, (2004), indicated descriptive design is useful in exploring how workplace environment affects performance in the study areas. It is also considered as the efficient approach of collecting data regarding characteristic of sample of a population, current practices, conditions or needs. In explanatory method, independent and dependent variables are measured at the same point in time using a single questionnaire (Bhattacherjee, 2012). The purpose of this design is to identify if there is a relation between the predictor variable and the response variable. The predictor variable was work environment, and the response variable was employee job performance. The researcher used mixed type of research approach. The reason why the

researcher prefers mixed approach was:- to develop a more complete understanding of the phenomenon under study settings; to cross-validate or corroborate findings and to provide a well-validated and substantiated findings.

Target Population, Sampling and Sample size

Target population is said to be a specified group of people or object for which questions can be asked or observed to develop required data structures and information (Hair e t al. 2006). For this study, employees of Ministry of Revenue head office and four branches working at Addis Ababa were selected as target population and they are 6095 in number (HR report 2018). Due to time and financial limitations and the nature of the population sample determination method developed by Carvalho (1984), was applied to determine a sample size.

Table 3.1: sample size determination

Population size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Adapted from Carvalho (1984)

Based on Carvalho (1984) sample size determination method, out of (6095) population of Ministry of Revenue 315 employees were selected for survey questionnaire. After determining the above sample size, the researcher used simple random sampling method to get the appropriate respondents for questionnaire. For qualitative data (interview), the researcher considered directors and team coordinators as eligible respondents. The reason why they are purposefully selected was that, they were expected to have first-hand experiences in confronting with the challenges of work environment and may have adequate knowledge about it. In addition a focus group discussion was employed with supportive staffs selected purposefully from the institution under study setting.

Types and Sources of Data

Both qualitative and quantitative data were collected from primary sources. The primary data sources of this study were employees, directors and team leaders of Ministry of Revenue. The primary and secondary data were collected using various tools such as questionnaire, interview, and focus group discussion, observation, and document review.

Measurement for Questionnaire

Employee performance measure for this study was role based performance scale questionnaire adapted from 20 items of self-rating instrument of Welbourne, Johnson & Erez (1998) and was used with modification in the context of the public sector in Ethiopia. It includes five items designed to assess the performance of employees on job (e.g. "The quantity of work I do on my job"), career (e.g. "Developing of skills needed for my future career"), innovator (e.g. "Work to implement new ideas by me on my job"), team (e.g. "Work of me as a part of team"), and organization (e.g. "Doing things by me to promote the organization"). Each item is rated using five-point Likert scale ranging from 1 (Need much improvement) to 5 (Excellent). All the constructs under workplace environment were measured on a five point Likert scale of 1-5

where, (1) "needs much improvement", (2) "needs some improvement", (3) "satisfactory", (4) "good" and (5) "excellent". In addition employee performance was measured by standardized tools developed by Sakha l, (2003).

Descriptive analysis Method

For descriptive analysis using mean values computed from the 5-likert scale, the study followed the approach recommended by Zaidatol and Bagheri (2009). The following indexes' ranges and interpretations were applied for analysis and discussion purposes in this study.

Table No. 2. Comparison bases of mean score of five point Likert scale instrument

Mean Score	Description
< 3.39	low
3.4.-3.79	Moderate
>3.80	High

Source: Zaidatol and Bagheri (2009)

Correlation Analysis Method

For correlation analysis purpose the descriptors developed by Davis (1971) and cited by Alwadael (2010) was used as indicated in the table below.

Value of coefficient	Relation between variables
0.70-1.00	Very strong association
0.5-0.69	Substantial association
0.30-0.49	Moderate association
0.10-0.29	Low association
0.01-0.09	Negligible association

Source: Alwadael (2010)

Validity and Reliability

The researcher used the most common internal consistency measure known as Cronbach's Alpha (α) which was generated by SPSS. In this regard, 0.638 was generated from the questionnaires of this study.

Item Statistics				Reliability Statistics	
Items	**Mean**	**SD**	**N**	**Cronbach's Alph**	**N of Items**
Organization	1.3516	.653 56	`315		
Job	3.0349	.61591	315		
Employee Performance	2.3341	.28565	315	**.733**	**6**
Career	3.5246	.81535	315		
Innovator	2.5048	.46619	315		
Team	1.2548	.41849	315		

Source: SPSS Analysis

ANALYSIS AND DISCUSSION

Introduction

The main objective of the study was to determine the effect of workplace environment on employee performance in Ministry of Revenue. The first step towards achieving the objective

was measuring workplace environment and later on determining its effect on employee performance. Workplace environment was categorized into five categories. These are:-job aids, performance feedback, physical environment, work incentives and supervisor support. To this end, 315 questionnaires were distributed to the respondents and all the distributed and usable questionnaires were returned giving a response rate of 100%.

RESULTS OF THE STUDY

Level of Employee performance

In order to understand the current working capacity of working employees of the study organizations 20 items concerning with overall work performance of employees were included in the questionnaire. As can be seen in table 4.1 below, out of 20 items the respondents level of performance on four items. These are:- making progress in my career (4.22), obtaining personal career goals (3.47), seeking out career opportunities (3.46), services provided to customers(both internal and external) when doing my job (3.36). However, the respondents' levels of work performance on 16 items were satisfactory and below level (needs improvement).

Table 4.1 Descriptive statistics of employees' performance level

S/N	Items	Mean	Std. Deviation
1	Quantity of work delivered	2.47	1.112
2	Quality of work delivered	2.1	1.043
3	Accuracy of doing work	2.34	.824
4	Services provided to customers(both internal and external) when doing my job	3.36	1.014
5	Developing of skills needed for my future career	2.94	.724
6	Obtaining personal career goals	3.47	.928
7	Making progress in my career	4.22	1.259
8	Seeking out career opportunities	3.46	.987
9	Coming up with new ideas	2.94	.817
10	Working to implement new ideas	2.80	.588
11	Finding improved ways to do things	2.07	.476
12	Creating better processes and routines	2.19	.758
13	Working as part of a team or work group	1.30	.620
14	Seeking information from others to in my work group	1.29	.568
15	Making sure my work group succeed	1.21	.487
16	Responding to the needs of others in my work group	1.28	.570
17	Doing things that help others when it's not part of my job	1.35	.643
18	Working for the overall good of the company	1.36	.838
19	Doing things to promote the company	1.29	.520
20	Helping so that the company is a good place to be	1.40	.833
	Total	**2.24**	**0.780**

The overall response indicates that employee level of work performance has mean=2.24 and SD=0.780 to the 20 items of work performance. In addition, it is possible to see from the figure below 70.5% of the respondents agreed that the performance workers in the study organization is at "satisfactory" level while 13.0% believe that the need of "much improvement" on employee performance. However, 16.5% responded that the employee performance is at "good" level. This indicates that 83.5% of the respondents perceive that the extent of employee performance at their organization needs improvements.

Fig. 4.1 Employee Performance Level by Category; M=2.24, SD=0.780
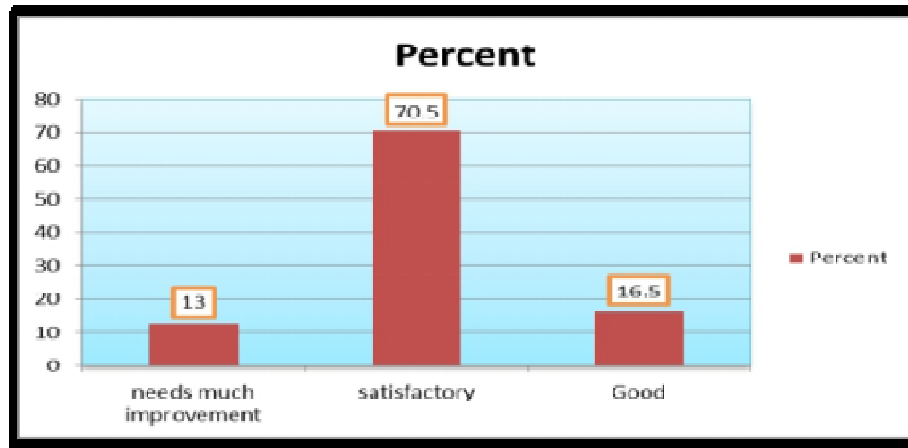
Source: SPSS Analysis 2020

Description of workplace environment

The finding in the table below indicates that the extent workplace environment rating by the respondents. According to the respondents response, towards workplace environment 45.7% rated as satisfactory, 27.9% rated as the need of much improvement, 22.2% rated as the need of some improvements. But the remaining 4.1% responded as either good or excellent. In other words 67.9% of the respondents responded either satisfactory or the need of some improvement. The workplace environment at the study institution is at satisfactory and below levels as indicated by a large proportion of the respondents (95.9%). This result is further confirmed by the mean value 2.24 and SD=1.12. This gives a clear indication to the need of some improvements like office lightening, the floor configuration, office layout and the furniture layout though with notable variations in responses shown by a standard deviation of 1.12.

As indicated below majority of the respondents (67%) rated as the need of some improvements regarding performance feedback with mean value 2.35 and standard deviation of 0.824. Regarding work incentive 75% of the respondents rated as either the need of some or much improvements and is supported by the mean value of 2.13 and with notable variation in responses shown by a standard deviation of 1.04 slightly above 1.00. This indicates that the need of some improvements in work incentive factors such as financial and non-financial items.

Table 4.2 Description Of Workplace Environment

Items	Needs much improvement(1)		Needs some improvement(2)		Satisfactory(3)		Good(4)		Excellent(5)		M	SD
	F	%	F	%	F	%	F	%	F	%		
Physical Environment	88	27.9	70	22.2	144	45.7	2	0.6	11	3.5	2.29	0.99
Supervisor Support	104	33.0	62	19.7	23	7.3	125	39.7	01	0.3	2.54	1.31
Performance Feedback	18	5.7	211	67.0	57	18.1	17	5.4	12	3.8	2.34	0.82
Work Incentive	84	26.7	155	49.2	47	14.9	9	2.9	20	6.3	2.13	2.04
Job aids	66	21.0	206	65.4	15	4.8	18	5.7	18	3.2	1.04	0.87

Source: SPSS Analysis 2020

Mean comparison of workplace environment constructs

In terms of job aids, 65.4% of the respondents rated for the need of some improvements in providing job aids with the mean value of 2.05 and standard deviation of 0.88. While talking about the physical environment, comparable results are depicted at both ends. These are the responses rated as satisfactory and above (47.3%) and the need of improvement (52.7%). With respect to supervisor support, 52.7% believe that the need improvements while 40% responded as good and above. These results is further substantiated by mean value of 2.55 and with a notable variation in responses shown by a standard deviation of 1.31. This result further indicates that supervisor support is slightly at satisfactory level (M=2.55).

Table 4.3 Mean comparison of workplace environment constructs

Workplace Environment	Mean	Std. Deviation
Physical Environment	2.2381	1.12179
Supervisor Support	2.5460	1.31392
Performance Feedback	2.3460	.82416
Work Incentive	2.1302	1.04312
Job aids	2.0476	.87841
Overall Mean of Workplace Environment	2.26158	1.03628

Source: SPSS Analysis 2020

The findings in table 1 indicates that the overall mean for workplace environment was rated as (M=2.26; SD=1.04) and imply the need of some improvements. From the constructs of workplace environment, supervisor support rated as (M=2.55; SD=1.31) is at the top as compared to others. Performance feedback emerges the second (M=2.35; SD=0.82) while physical environment (M=2.24; SD=1.12) emerges as the third. The other construct of workplace environment, work incentive (M=2.13; SD=1.04) rated as the fourth while the least rated construct is job aids (M=2.05; SD=0.88). The result implies that workplace environment in the study institutions needs some improvement in relation to providing job aids, establishing work incentives, creating conducive physical work environment, provision of performance feedback and strengthening the support provided by immediate supervisors to their subordinates.

Table 4.4 Pearson product moment correlation of the Items

S/N	Variables	1	2	3	4	5	6
1	Job based performance	1					
2	Physical Environment	.499**	1				
		.000					
3	Supervisor Support	.168**	-.168**	1			
		.003	.003				
4	Performance Feedback	.653**	.190**	.290**	1		
		.000	.001	.000			
5	Work Incentive	.567**	.891**	-.119*	.177**	1	
		.000	.000	.034	.002		
6	Job aids	.160**	-.125*	-.072	-.010	-.108	1
		.005	.027	.201	.865	.056	

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

In order to determine the effect of workplace environment on employee performance, an attempt was made to establish the relationship through Pearson product moment correlation. In this

regard five variables of the workplace environment were correlated with employee performance and the results are presented as shown in table 2 above. The findings in this table indicates that there is a moderately positive and significant correlation between performance feedback and employee performance(r=0.653, p<0.01). It is also clear from the findings that work incentives positively and moderately correlated with employee performance (r=0.567, p<0.01). Next to the above constructs, it is also indicated that physical environment is almost moderately and positively correlated employee performance (r=0.499, p<0.01) while the relationship between job aids and employees performance is weak and positive(r=0.160, p=0.05). However, supervisor support has weak and negative correlation with employee performance (r=0.168, p<0.01). Further correlation was carried out between the overall means of employee performance and workplace environment in order to establish the overall strength and magnitude of relationship between a dependent and independent variables.

Table 4.5 Correlation Matrix of Workplace Environment and Employee Performance

Items	Correlation	Workplace Environment	Employee Performance
Workplace Environment	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	315	315
Employee Performance	Pearson Correlation	.647**	1
	Sig. (2-tailed)	.000	
	N	315	315
**. Correlation is significant at the 0.01 level (2-tailed).			

  Source: SPSS 220

The findings in the above table indicates that there is a moderate positive significant correlation between employee performance and workplace environment (r=0.647, p< 0.01). This implies that there is a moderate relationship between employee performance and workplace environment. Therefore employee performance is associated with workplace environment such that the better workplace environment, the better employee performance. In order to determine the effect of workplace environment, further analysis was done using multiple linear regressions. Employee performance was regressed against workplace environment. The model summary results are presented below table 4.

Table 4.6.Regression Result of Workplace Environment and Employees Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.647a	.418	.417	.43928	.418	225.261	1	313	.000

Source: SPSS Analysis 2020

The findings in table 4 indicates that there is a positive significant multiple correlation between the five constructs of workplace environment and employee performance (r=0.647). It is also clear from the model that workplace environment accounts for 41.8% variance in employee performance (R square =0.418, p=0.000). An adjusted R square value further indicates that workplace environment accounts for 41.7% after controlling for overestimation or underestimation of the estimate values (Adjusted R square value=0.417). These findings are significant, or not by chance (F (1, 313) =225.261) but as result of fitting the model. It can thus be deduced from the findings that workplace environment explains much amount of variation on the employee performance in the study organization.

Table 4.7 ANOVA table indicating the fitness of the model

	Model	Sum of Squares	d.f	Mean Square	F	Sig.
	ANOVA					
1	Regression	71.653	5	14.331	137.456	.000[b]
	Residual	32.215	309	.104		
	Total	103.868	314			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Physical Environment, Job aids, Performance Feedback, Supervisor Support, Work Incentive						

Source: SPSS Analysis 2020

Furthermore, the researcher is interested in explaining the effect of each of the constructs of workplace environment on employee performance. The findings are presented in table 5 below as follows:-

Table 4.8   Linear Multiple Regression Result of the effect of workplace on Employees' Performance

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.655	.098		6.658	.000
	Job aids	.145	.021	.222	6.922	.000
	Work Incentive	.305	.039	.553	7.916	.000
	Performance Feedback	.413	.023	.591	17.646	.000
	Supervisor Support	.033	.015	.075	2.226	.027
	Physical Environment	-.034	.036	-.065	-.927	.355
a. Dependent Variable: Employee Performance						

Source: SPSS Analysis 2020

The findings in table 5 above also indicate the effects or contributions of each of the constructs of workplace environments on employee performance. The model coefficients clearly indicate that performance feedback has the highest unique contribution to the employee performance (B=0.591, p=0.000). The second construct that uniquely contributing to the employee performance is work incentive (B=0.553, p=0.000). Job aid becomes the third construct with B value is equal to 0.222 and P value equal to 0 .000. The fourth variable with the least significant unique contribution to employee performance is supervisor support (B=0.075, p 0.027). However physical environment doesn't have a significant contribution to employee performance in this model.

According to coefficients table 5 above, performance feedback, work incentive job aids and supervisor support are significant as the p value of those four variables are less than 0.05 significant level. In contrast, physical work environment has recorded an insignificant explanatory variable with employee performance due to higher p values. Based on the results of the above analysis, the equation of the regression can be depicted as follows:-

$$Y = 0.655 + 0.413X_1 + 0.305X_2 + 0.145X_3 + 0.033X_4$$
Where,
Y= performance of employees
X_1= performance feedback
X_2 = work incentives
X_3= job aids
X_4=supervisor support

As can be seen from the above equation the constant value (0.655) indicates the value of employee performance when all of the independent factors remain constant. The value (0.413) of performance feedback suggests that, if performance feedback component is increased by one unit, employees' performance will increase by 0.413 units when all of the other variables remain constant. Similarly the value of work incentive (0.305) indicates that the value of employee performance will increase by 0.305 units as the value of workplace environment increases by one unit. The same is true in both job aids (0.145) and supervisor support (0.033) cases. In this regard, performance feedback has the highest Beta value as 0.413 and it has become the most influential factor for the employee performance in the institution under study settings. In general, all the explanatory variables which are in the regression equation have positive and significant influence on the performance of employees.

Table 4.9 Simple linear Regression Result of Effects of Workplace environment on Employees' performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1	(Constant)	.887	.115		7.690	.000	.660	1.114
	Work Place Environment	.748	.050	.647	15.009	.000	.650	.846

a) Dependent Variable: Job based performance   Source: SPSS Analysis 2020

The findings in the above table no. 6 indicates that workplace environment has a unique positive and significant relationship with employee performance (B=0.647, p=0.000). This implies that workplace environment has moderately strong effect on employee performance. As can be deduced from the above table, the standard beta value of workplace environment (B=0.647) indicates the number of SD that the scores in employee performance would change if a one SD unit change occurs in workplace environment. From this finding, it shows that if we could increase workplace environment by one SD (1.03, from descriptive statistics) then the employee performance would be likely to increase by 0.647 SD units. If we multiply this value by 1.03 (the SD of workplace environment), we would get 0.647 X 1.03=0.666. When this value is multiplied by 100% it implies that putting more effort on workplace environment leads to 66.6% increase in employee performance. Thus, workplace environment could lead to two-third of the increase in employee performance.

Interview and Focus Group Discussion Results

The aim of the Interview and Focus Group Discussion was to understand, determine and provide insights about how employees and leaders perceive the current situation of workplace environment in their institution. As the participants responded, the physical work environment also known as an ergonomic workplace, is favorable to the employees to perform their job more effectively. The institutional office layout, the floor configuration, the furniture layout and lightning are convenient.

Majority of the respondents suggested that employee get support from their immediate supervisor sometimes and it needs much improvement to make the employee more satisfied and performance their works up to the expected standards. Also they mentioned that performance feedback to employees is not common but evaluation at the end of physical year is a mandatory practice. They mentioned that instead of waiting the whole year for evaluation, it would be better providing regular performances feedback.

While talking the office facilities and furniture in the center, all the participants agreed that the office in all branches including head office are equipped with the necessary office facilities, furniture and computers including Internet access. However, they mentioned that, the centers lack waiting place and chair, front line workers (information desk), lack of signs inside the center indicating the work flow and the desk where the customers to go and get the service.

Regarding the job aids, some of the participants mentioned that employees have clear information about the type of services they provide the kind of documents they should process, have clear procedures to follow and understand when the results will be returned to the customers. On the other hand, majority of the participants mentioned that employees are not serving as per the standards because of lack of clear working procedures for new staffs. This has created a challenge for them to deliver the services based on the standards as they said. When we come to the issue of work incentive, it is not based on predetermined conditions outlined on the basis of performance but dominantly based on personal relationships.

Discussion Of Results

Now days the most important organizational asset is the human resource which determines the success of an organization. In other words, it is possible to say that the success of an organization highly depends on its employees' performance. In this regard, any condition affecting employees' performance will affect the organizational performance in the end. Findings from this study shows that employees' performance at the study organization is at satisfactory level and overall workplace environment "needs much improvement". These results are consistent with the study result of McCoy and Evans (2005) who found out that the workplace environment should be conducive for employees so that they would not be stressed while doing their works. Stress affects the performance of employees in that they are not able to perform to the expected standards.

The findings from the results of Pearson Product Moment Correlation indicates that there is a substantial positive correlation between workplace environment and employees' performance (r =647, p<0.01). In addition, this Pearson Product Moment Correlation analysis indicates that there exist moderate relationship between employees performance and some of elements of workplace environment (performance feedback r=0.653, p<0.01; work incentives r=0.567, p<0.01 and physical environment r=0.499, p<0.01). While another variable of workplace environment, job aids has positive and weak correlation (r=0.160, p=0.05), the remaining variable has weak and negative correlation (r=0.168, p<0.01) with employees' performance. The findings are in line with Chandrasekhar, K., (2011), Daniel Cross Ogohi (2019) and Aisha e t al (2013) who indicated that workplace environment had a positive impact on employees' performance. Therefore it is anticipated that there is a positive significant correlation between workplace environment and employee performance. The findings are also supported by the study of Lankeshwara, P. (2016), Hameed, A. (2009) and Gulali, D. et al (2018) indicating that a significant positive relationship between employee performance and workplace attributes such as feedback performance, physical environment, job aids and work incentives. They therefore concluded that workplace environment had influence on employees' performance.

Regression analysis indicates that performance feedback has the highest unique contribution to the employee performance (B=0.591, p=0.000) followed by work incentive (B=0.553, p=0.000). The third variable in this study, job aids has low contribution with beta value (B=0.222, p=0.000) whereas the fourth variable, supervisor support has the least significant contribution (B=0.075, p=0.000). However, the other variable of workplace environment (physical environment) doesn't have a significant contribution in this model. When we see the overall value of the workplace environment, it has a unique significant contribution on employees performance (B=0.647, p=0.000) and accounts for 41.7% of variation in employees performance.
An alternative analysis also indicates that the possibility of increasing the employees' performance by 66.6% while improving the workplace environment by one standard deviation

(B=0.647, SD=1.03, P=0.000). Mathematically this could be done by multiplying the beta value (B = 0.647) with SD (1.03) and we would get 0.647X1.03=0.666; when multiplying the result by 100% it would give us 66.6%. This finding corresponds with Gulali; D. (2018) who found out that putting more efforts on organizational culture could lead to over half the increase in organizational performance.

Major Findings

The Purpose of this study was to determine the effect of workplace environment on employee performance in Ministry of Revenue. Mainly, findings of this study shows that majority of the respondents 83.5% perceive that the extent of employee performance at their organization needs improvements. As confirmed by respondents, the workplace environment in the study institutions needs some improvement in relation to providing job aids, establishing work incentives, creating conducive physical work environment, provision of performance feedback and strengthening the support provided by immediate supervisors to their subordinates.

On the other hand, analysis of inferential statistics indicates that the existence of significant positive relationship between employee performance and workplace attributes such as feedback performance, physical environment, job aids and work incentives. All study variables except physical work environment are significantly contributing to the variation of the dependent variable.

Recommendations

In light of the research findings the researcher made the following recommendations:

Recommendations for practice

- ➢ The Ministry of Revenue should ensure that the workplace environment is comfortable enough by conducting periodic assessment of employees' perception towards their workplace environment.
- ➢ The Ministry needs to set in place better reward system that motivates employees to work
- ➢ The ministry has to establish strong and periodic supervisory support and performance feedback.
- ➢ The ministry has to set clear procedures for employees towards their work to guide and facilitate performance.

Suggestions for further research

Based on the findings drawn from this study there should be a sequence after a while to find out if there are any changes that have occurred and a comparison with this data may be done to measure the extent of change or otherwise. A replicate study may be carried out in other areas of contract administration.

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