

**FACTORS INFLUENCING INTERNAL WORK ENVIRONMENT ON WORK
PERFORMANCE IN PARASTATALS IN KENYA: A CASE STUDY OF KENYA
POWER AND LIGHTING COMPANY**

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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DECLARATION

DECLARATION BY THE STUDENT

This research project is my own original work and has not been presented in any other company of learning for the award of a Diploma in Management and Leadership.

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DEDICATION

I dedicate this project to my loving family (My wife Elizabeth, my children Gift, promise, Angel and Favour) who have supported me in getting necessary materials, motivation and prayers that I needed in carrying out this project. It meant a lot and appreciates it all because I wouldn't have done it without you. May God's grace be with you always.

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ABSTRACT

This study sought to investigate factors influencing internal work environment on work performance in parastatals in Kenya. A case study of Kenya power and lighting company. The specific objectives were to determine how Organizational structure influences internal work environment at Kenya power and lighting company, to establish how Social support influences internal work environment at Kenya power and lighting company, to assess how Fringe benefits influences internal work environment at Kenya power and lighting company and to establish how Work politics influences internal work environment at Kenya power and lighting company. The research enables the management on working out the issues on internal work environment. The research enables the policy makers to come up with a viable and focused strategy that can help public university in internal work environment. The study generated empirical data and information beneficial to the Government and the University level. This study adopted a descriptive approach; this is because the approach gives more in-depth information suitable for this kind of study. Descriptive survey design enabled the researcher to determine the nature, state and factors influencing internal work environment in parastatals in Kenya. 127 employees in Kenya power and lighting company Offices who constituted the target population. A sample size of the 30% of the population was used to give a total sample of 38 respondents. Stratified random sampling involves dividing your population into homogenous sub groups and then taking the simple random sample in each subgroup. The data collection instruments were questionnaire constituting both closed and open ended questions. Data was analyzed using descriptive statistics mainly frequencies and percentages. Data was presented using pie charts, histograms and tables. 79% of the employees admitted that organization structure influenced their performance in their company. This clearly made the researcher conclude that organization structure really influenced a big percentage of employees in Kenya power and lighting company. 74% of the employees felt that they were certainly taken care of by the company. 53% thought that not all the time are the fringe benefits honoured. This could be influenced by the company honouring some employees with fringe benefits all the time while others not all the time. Majority of the respondents 34% said that training was on yearly basis. This showed a large group of employees undertook the training their training on yearly basis. The researcher concluded that the working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees. The researcher concluded that there is a positive relationship between organization communication, organizational commitment and job performance. The researcher concluded that factors in the internal work environment particularly; the job related pressures also have their negative effect on labour productivity. The researcher concluded that organizational politics influence majority of the middle and lower level employees and at very higher level. The researcher recommended that the organizational structure should be able to adjust to the internal work environment since it highly influences the performance of the organization. The researcher recommended that there should be strict supervision as an approach that would increase their productivity levels. The researcher recommended that both management and workers of enterprises should be considerate of work environment as having a great influence on productivity of workers. The researcher recommended that perceptions of organizational politics have strong, positive relationship with strain and turnover intention and strong, negative relationships with job satisfaction and effective commitment. The study suggested another study on factors influencing work environment in private companies in Kenya.

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DEFINITION OF TERMS

Management refers to the process of planning, coordinating, directing, and controlling operations of an organization to achieve specific goals

Performance refers to the standard or level to which an organization carries out a particular task.

Productivity refers to the rates at which goods or services are available for customers

Technology refers to the advanced scientific knowledge used for practical purposes using advanced machines and equipment

ABBREVIATIONS/ACRONYM

IT : Information Technology

CHAPTER ONE

1.0 Introduction

The chapter will cover the background of study, the problem statement, objectives of the study, research questions, significance of the study, and limitation of the study and the scope of the study.

1.1 Background of the Study

Human Resource Managers nowadays are faced with crucial issues of occupational health and safety than before. This is because the workers just like any other resources require maintenance and care in order to maximize their productivity (Casio, 2016). Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 2014). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. The constitution of Kenya (2010) Article (41) Section 2 (b) states that “every worker has the right to reasonable working conditions.” Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigour that may translate to higher productivity (Akinyele, 2007).

The concept of productivity is often measured differently, however. Sometimes in a more subjective manner, by asking about the degree to which the work environment influences productivity (Vischer, 2010) sometimes in a more objective manner by asking about the number of hours or percentage of time that is lost (Raw, 2010; Learnan, 2014). Some researchers use the term "job performance". A number of indicators are scored to provide an indication of this. Brill (2011) uses; the quantity of work, quality of work, meeting deadlines, frequency of errors, responsibilities, creativity, interpersonal relations, independence. Creating a work environment in which employees are productive is essential to increased profits for an organization, corporation or small business. Principles of management dictate that, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment (Chandrasekar, 2011).

According to Beer (2014) model of human resource management, work systems cannot only influence commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well being; there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. The mind and body need to be in a state of health and well-being for work and concentration. This is a prime prerequisite for productivity. High productivity brings a sense of achievement for the individual as well as increased profits for the work organization (Al-Anzi, 2009).

Kohun (2012) defines work environment as “an entirety” which comprises the totality of forces, actions and other influential factors that are currently and/or potentially contending with the employee's activities and performance. Brenner (2013) argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Job - related issues are also a factor within the work environment which has a bearing on the job satisfaction which in turn influences productivity of staff. According to the Steadman Report (2007) 29% of University of Nairobi staff identified job-related factors as a key satisfaction driver coming second after Organization focus at 49% which was the most popular.

Work environment includes some factors, which either contributes positively or negatively to achieving maximum employee productivity (Elywood, 2008). The factors which either contributes positively or negatively to employee productivity are: temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub-environment. How well employees engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job (Al-Anzi, 2009). Brown (2013) suggests a positive relationship between employees' perception of performance-related pay plans and management-employee relations. For instance, administrative staff in the University of Nairobi have to undergo performance appraisal from their immediate supervisors for promotion purposes (UoN Strategic Plan 2008-2013).

The quality of work depends upon safe and healthy working conditions in determining employee's job behavior. The organizational climate is an important indicator of employee behavior as a

combination of social and psychological factors. It is found that working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees (Scott , 2010).

In discussing the notion of the work environment, it is important to include the concept of office ergonomics. Ergonomics is the scientific study of human work. It considers the physical and mental capabilities and limits of the worker as he or she interacts with tools, equipment, work methods, tasks and the working environment. (Hayworth, 2010) Ergonomics reduces the risk of injury by adapting the work to fit the person instead of forcing the person to adapt to the work. In addition to injury prevention, ergonomics is also concerned with enhancing work performance, by removing the barriers that exist in many work places that prevent employees from performing to the best of their abilities. Another benefit of applying ergonomics to office work is that it helps people work more effectively, efficiently, and productively at their jobs. Office design incorporates both ergonomics and work flow, which examine the way in which work is performed in order to optimize layout (Hameed & Amjad, 2009). Miles (2010) found that the additional investment in ergonomic tables and chairs for workers yielded a 5-month payback in terms of increased productivity.

According to Hameed and Amjad (2009) the performance of an employee is measured by the output that the individual produces and it is related to productivity. At corporate level, productivity is influenced by factors such as employees, technology and objectives of the organization. It is also dependent on the physical environment and its influence on health and employees' performance.

The word 'administration' derives from the Middle English word administration, which has particular meanings in various contexts, but all retain a sense of service. In the administrative environment, hierarchy means a graded organization of several successive steps or levels that are interlinked, integrating the efforts of various individuals with one another (Collins, 2008). Administrative employees are referred to as non-managerial staff or employees. Their output is usually monitored and managed from the top to the bottom level, in other words in a top-down approach.

1.2 Statement of the Problem

Recently parastatals have received an influx of students through different programs such as the parallel programs. This has led to an increase in management and administration challenges to be able to effectively and efficiently ensure the smooth operations aimed at facilitating students' and academic staff operations. The ability of administrative staff to undertake these duties and responsibilities have received much discussion and have led to implementation of performance measurements to influence delegation of duties among administrative professionals. However, hardly any research has been undertaken to identify the work environment in which university administrative staff operate and how this influences their performance and inevitably contributes to their productivity. Despite improved pay packages and promotions based on these performance appraisal, workers' productivity is influenced by their well-being in the workplace given that employees today spend a considerable amount of time in their workplace. Employee absenteeism is major constraint to productivity in the workplace. There is therefore a need for organizations and employers to acknowledge the environment in which their employees are working in order to sustain and promote employee well-being which invariably leads to productivity. The study seeks to investigate on factors influencing internal work environment in parastatals in Kenya focusing on Kenya power and lighting company.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to investigate on factors influencing internal work environment in parastatals in Kenya.

1.3.2 Specific Objectives

The specific objectives are as follows;

- i. To determine how Organizational structure influences internal work environment at Kenya power and lighting company.
- ii. To establish how Social support influences internal work environment at Kenya power and lighting company.
- iii. To access how Fringe benefits influences internal work environment at Kenya power and lighting company.
- iv. To establish how Work politics influences internal work environment at Kenya power and lighting company.

1.4 Research Questions

- i. To what extent does Organizational structure influences internal work environment at Kenya power and lighting company?
- ii. To what extent does Social support influences internal work environment at Kenya power and lighting company?
- iii. To what extent does Fringe benefits influences internal work environment at Kenya power and lighting company?
- iv. To what extent does Work politics influences internal work environment at Kenya power and lighting company?

1.5 Significance of the Study

The research will enable the management on working out the issues on internal work environment. The research will enable the policy makers to come up with a viable and focused strategy that can help public university in internal work environment. The study will also generate empirical data and information beneficial to the Government and the University level. The study will be a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies.

1.6 Limitations of the Study

Some of the respondents were uncooperative this was experienced by the researcher and this influenced the achievement of a high response rate. As a result, it led to a number of questionnaires not being returned from some of the respondents who failed to voluntarily participate in answering of the questionnaires. To this effect, the researcher was forced to engage the respondents in a brief interview to let them know the importance of this study as a strategy to avoid lack of cooperation. Confidentiality and sensitivity of the study posed a major limitation since most of the respondents were barred by the organization confidentiality policy to expose some of the internal organization matters. The respondent feared that the findings might be used as a weapon to terminate their employment contracts. The researcher assured the respondents of confidentiality of the information to fight the fear in them. Some of the individuals involved in answering the questionnaires answered the questions based from their opinions but not from the existing facts in the organization. This made some of the respondents to be biased. The researcher therefore employed qualitative techniques to select and document, reliable and accurate findings.

1.7 Scope of the Study

The study focused on Kenya power and lighting company. A population in all cases is a whole group of individuals with something in common of whom a study is being done and from which samples are taken. The target population working at Kenya power and lighting company is 127 employees and those who will participate being 30%. The study took three months to complete from January 2023 to March 2023.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section reviews literature related to the current study. This chapter comprises the review of past studies, critical review and the summary.

2.2 Literature Reviews

2.2.1 Organizational Structure

Contemporary literature on stress in the work environment typically focuses on psycho-social factors that influence job performance, strain and employee health. Some theoretical models of stress at work have included the physical environment as a factor (Matteson & Ivancevich, 2007). McCoy and Evans (2015) say that physical elements and workspace design have an important role in determining social relationships and networks that develop at work. In addition, the researcher increasingly found many links between employee health and aspects of the physical environment at work such as indoor air quality, ergonomic furniture and lighting (Dilani, 2014).

In their overview of stress related to the physical work environment, McCoy and Evans (2015) go beyond ergonomics to characterize as stressful those situations where elements of the physical environment interfere with the attainment of work objectives. Studies have found that aspects such as openness, noise, lighting and temperature can influence productivity. Lan , (2010); Niemela , (2008) have revealed that temperature has an effect as long as the task concerned lasts at least 60 minutes Lan , (2009). Lan (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees felt slightly uncomfortable in both the coolest and warmest of these climates and were less motivated and that they experienced their workload as more onerous, with a consequent decline in productivity.

Leblebici (2012) acknowledges that higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Ryan and Deci (2010) also note that although compensation package is one of the extrinsic motivation tools, it

has a limited short term effect on employees' performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Some factors in workplace environment may be considered keys influencing employee's engagement and productivity. It is found that working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees (Scott, 2010). Studies indicate that, the physical layout of the workspace, along with efficient management processes, is playing a major role in boosting employees' productivity and improving organizational performance (Uzee, 2008).

An organization's physical environment and its design and layout can influence employee behavior in the workplace. Brill (2012) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Statt (2014) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 2016) and employee well-being (Huang, Robertson & Chang, 2013).

Rowan and Wright (2015) highlight the importance of ergonomics in a workplace, as injuries and illnesses interface the employee and machine system. So, they opine the need for ergonomics in a workplace. They proposed that physical environmental factors like temperature, noise, flow of air, humidity, and furniture influences the employees' productivity. The office environment in which employees work and undertake most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment (Kallaus, 2016), while Quible (2010) points out those poor environmental conditions can increase inefficiency as well as reduce their job satisfaction, which in turn will impact on the financial well-being of the organization. Huges (2007) survey of two thousand employees in various organizations and industries at multiple levels found that a better workplace influences attitude of employees and enhance their productivity. There are several elements of the physical work

environment that may influence the productivity of the staff in the organization. The next section of the study literature review covers this sub – themes.

Employees use lighting for visual tasks. Indoor lighting is relied upon because of lack of external or natural light inside office spaces (Mills, 2007). Therefore bad lighting can be defined as incorrect lighting for a particular task and ‘good lighting’ is said to increase productivity, reduce stress and may also assist in making indoor environments more pleasant and Mills (2007). Cushman. (2008) stated that problems caused by bad lighting include headaches, eyestrain, general bodily discomfort, rates of human error may increase and bad light which and also reduce alertness. Taking these complaints into consideration, the researcher may conclude that bad lighting may have an impact on the economics of the business (Cushman, 2016.).

Cohen (2013) defined noise as a physiological concept involving unwanted sound perceived by the listener as being unpleasant, bothersome, distracting or physiologically harmful. Irregular sound such as speech is said to be the most bothersome. The hum of a computer is less stressful because it is a constant sound. Glass (2011) suggest that sound that is controlled by the individual is also seen as less stressful. Therefore conversations from co-workers and music are seen as more stressful because they are uncontrollable sounds. Noise stemmed from communication is not the only cause of noise on office environments. External noise including traffic and other external noises such as office equipment may also cause discomfort in office environments.

There have been contradicting statements about the optimum comfort temperature for humans. Bennett (2007) in Abdou’s (2007) paper states that the optimum temperature for a comfortable environment is twenty five degrees Celsius. Seppänen; Fisk William & Lei, (2016) says that the optimum temperature for productivity is about twenty two degrees Celsius. Both sources agree that incorrect temperature decreases productivity and both suggest that temperature is an important factor to consider when analyzing work environments. A Dutch study showed that absenteeism could be reduced by thirty four percent when employees were able to control their own temperature in their environments. (Abdou 2007)

2.2.2 Social Support

There are several factors that influence job satisfaction include pay, promotion, recognition, working conditions, supervision and leadership, skills and abilities, organizational policies and procedures. The level of job satisfaction is influenced by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and degree to which individuals succeed or fail in their work (Armstrong, 2016). Social support has been defined by Theorell et al (2013) as good relations between employees and managers. Support is also perceived as having two separate components, one being emotional and the other instrumental. Emotional support concerns the employee's personal feelings, while instrumental support refers to practical help and relief among employees.

Hall,(2007) studying the relationship between supervisor support and Registered Nurses outcome in nursing care units found a positive correlation between perceived supervisor support and nurse occupation-related outcomes. According to Karasek & Theorell (2010) psycho-social stressors in the work environment, such as quantitative overload, qualitative under-load, lack of control and lack of social support, and the interaction of such conditions, may have harmful effects on an individual's health and well-being.

The term 'work environment' is used in stress research to incorporate psychosocial dimensions such as employee-employer relations, motivation and advancement, job demands and social support. The social support means the help that an individual receives from his/her co-workers, supervisor and colleagues to perform his/her work effectively. The literature reveals social support as the structure of relationships. Greenhaus and Parasuraman (2014) maintain it can be divided into two categories such as the work related social support and the personal social support. The present study deals with work social support that may come from the work place within organizations including the supervisor and the co-workers.

Research indicates that people having social support at work are more productive than people who do not have social support at work (Castilla, 2015). The co-workers provide a sense of identity, support and friendship to other individuals (Bowler and Brass, 2016). Lambert (2015) was able to show in his findings that it is the number of management functions in the work environment which appear to have been the key factor inhibiting higher productivity. Imtiaz and Ahmad (2010) study on the impact Of Stress On Employee Productivity, Performance and turnover found many

workers express that their job is prominent source of stress in their life but reduced workload, improve management and supervision, better pay, benefits, and vacation times can reduce the stress among employees.

Accordingly Lambert (2015) identifies the management functions to provision of adequate fringe benefits, supervision, work method and organization. Nwachukwu (2007) also identified supervision, subordinates, the environment and outcome as the major variables that influence productivity. In his study on the influence of the work environment on employee productivity in Nigeria Taiwo (2010) found that only a small fraction of employees' indicated strict supervision as an approach that would increase their productivity levels. Abualrub (2013) in a study of the nurse working environment found that, perceived social support from co-workers enhance job performance and decrease job stress. Similarly, it is suggested that supportive management practices are crucial to achieve high performance (Drach-Zahavy, 2013).

Another related aspect of social support is communication defined as the transmission of meaning from one person to another or many people, verbally or non-verbally. Chen (2016) found that there are positive relationships between organization communication, organizational commitment and job performance. Effective interpersonal communication skills are essential for social interaction, building and maintenance of relationships. Poor communication skills can cause irrevocable damage to relationships; influencing productivity, satisfaction, performance, morale, trust, respect, self-confidence and even physical health (Mating , 2010).

Backhouse and Drew (2012) discovered that 80 per cent of meetings between colleagues occur spontaneously – when, for example, they encounter each other by chance in a corridor or the staff canteen. Although communication is not the same as productivity, organizations often assume that the former promotes the latter. Collaborative learning can have a more positive effect than individual learning on deep learning of complex cognitive tasks (Kirsches , 2009) and according to Stroller and York (2007) collaboration can lead to an enhancement of productivity.

2.2.3 Fringe Benefits

A study conducted by Ellickson and Logsdon (2008) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits. Taiwo (2010) notes that both management and workers of enterprises are less considerate of work environment as having a great influence on productivity of workers as resulting from workers' negative attitude to work while the workers' view of low productivity may stem from poor pay system, absence of fringe benefits, inappropriate leadership style, wrong job location and unfavorable organizational change.

Taiwo (2010) study on the influence of work environment on workers' productivity found factors in the internal work environment particularly; the job related pressures also have their negative effect on labour productivity. Coupled with these are the human factors, namely, the worker's relationship with management and, or co-workers, the level of fringe benefits particularly the non-cash benefits, as well as factors associated with the workers' place of residents.

2.2.4 Work Politics

It was indicated that in an organization, politicking activities in organization may create conflicts. The stress and social exchange perspectives are useful to understand reactions to perceptions of organizational politics (Levy, 2009). This is due to political behavior is a fact of life in organization and encompasses those activities that are not required as part of one's formal role in the organization. Factor analyses of data from an organizational climate survey performed by Parker, (2015) suggested that organizational politics is an important dimension of peoples' perception of the work environment. As maintained by Levy (2009) perceptions of organizational politics had a stronger relationship with role conflict.

The authors also revealed that perceptions of organizational politics have strong, positive relationship with strain and turnover intention and strong, negative relationships with job satisfaction and effective commitment. In particular, perceptions of organizational politics were associated with increased psychological strain, which associated directly with reduced performance, as well as indirectly with increased turnover intentions through reduce morale.

Appropriate personal attributes amongst leader are important in managing their subordinates. By using Delphi method, a study on personal attributes needed by professionals has been conducted

by Williams (2013) listed seven important attributes ranked by professionals. These attributes were independent, strong ethic, bilingual, has persuasive ability, loyal, persistent and courageous. A study regarding affinities for personal attributes by Hartz, Watson and Noyes Jr. (2015) has found that a person's well-being is strongly influenced by the attributes of close associates such as family or close friends. Spence and Helmreich (in Ward, Thorn, Clements, Dixon and Sanford, 2016) measuring personal attributes with three dimensions namely Masculinity (scale describe such traits as self-confidence and competitiveness), Femininity (scale items pertain to kindness and interpersonal warmth) and Masculinity-Femininity (scale has a mixture of masculinity and femininity). Studies regarding personal attributes have shown that in achieving particular objectives, individuals' personalities and their strategy to gain power will influence their attributes to control and influence other parties. The need of power is more associated with leaders. McClelland and Boyatzis (2011), need of achievement was associated with lower level workers, while leaders are more involve with need for power which associated with influencing others. Need for power refers to the ability to influence others, defeating an opponent or competitor, winning and arguing or attaining a position of greater authority (Yulk, 2011). McClelland (2012) has divided need for power into two dimensions which are socialized power and personal power. Socialized power (including influencing others for the sake of organizational goals) is the characteristic of effective manager. On the other hand, personal power portrays personal dominance or aggression (Harrel and Stahl, 2010). Therefore, in utilizing politics in organization, employees will utilize or manipulate their power to win the competition among themselves. There are many studies Theoretical as well as empirical which demonstrated that perceptions of politics have negative effects on performance (Kacmar & Barron, 2007) since few decades but these studies focused on bivariate relationships with various outcomes thus leaving gap for understanding mechanism and processes through which these perceptions operate. These processes are very necessary to understand its influence on the attitudes and behaviors of employees. When employees view that they will not receive exchange equivalent to their own social and economic investment, they hesitate to take risk. In this way, perceptions of politics reduce productivity and performance of employees, specifically voluntary behaviors (Organizational Citizenship Behaviors) and task performance. Hussain and Haque (2011) affirmed that organizational politics influence majority of the middle and lower level employees and at very higher level. When employees have lower level of

qualification and illiterate due to poverty they also have less knowledge about political tactics in work settings as a result their performance is influenced. Poon (2016) admitted that political sensitivity is the major force which determines trusting relationship among employees and administrator and between colleagues.

When perceptions of organizational politics are higher workers trust less on coworkers as their political beliefs are strong and they don't help them. On the other hand in the presence of trust political perceptions are neutralized. Vigoda (2007) confirmed that Organizational politics perceptions moderately mediate the relationship among leadership in-role performance and organizational citizenship behavior. Cropanzano (2008) and Randall (2007) found no significant relationship between politics perceptions and OCBs and task performance. The non-confirmation suggests that there is some mechanism or mediators between the both through which performance is influenced. Moreover many studies have argued that relationship between politics and performance is complex which indicates potentially existence of some mediators and moderators (Ferris, 2010). Rosen (2016) suggested that politics perceptions are related with employee outcomes through their perceptions of exchange relationships.

2.3 CRITICAL REVIEW

Job performance is the result of three factors: skill, effort and the nature of work conditions. The skills include knowledge, abilities and competencies the employee brings to the job; effort is the degree of motivation the employee puts forth toward getting the job done and the nature of work conditions is the degree of accommodation of these conditions in facilitating the employee's productivity (Kazmi, 2008). Conducive work environment including friendly human resource policies may enhance employee productivity, organizational commitment and overall performance (Chiang & Birtch, 2010).

The literature reviewed suggests the work environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. Stallworth and Kleiner (2016) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction.

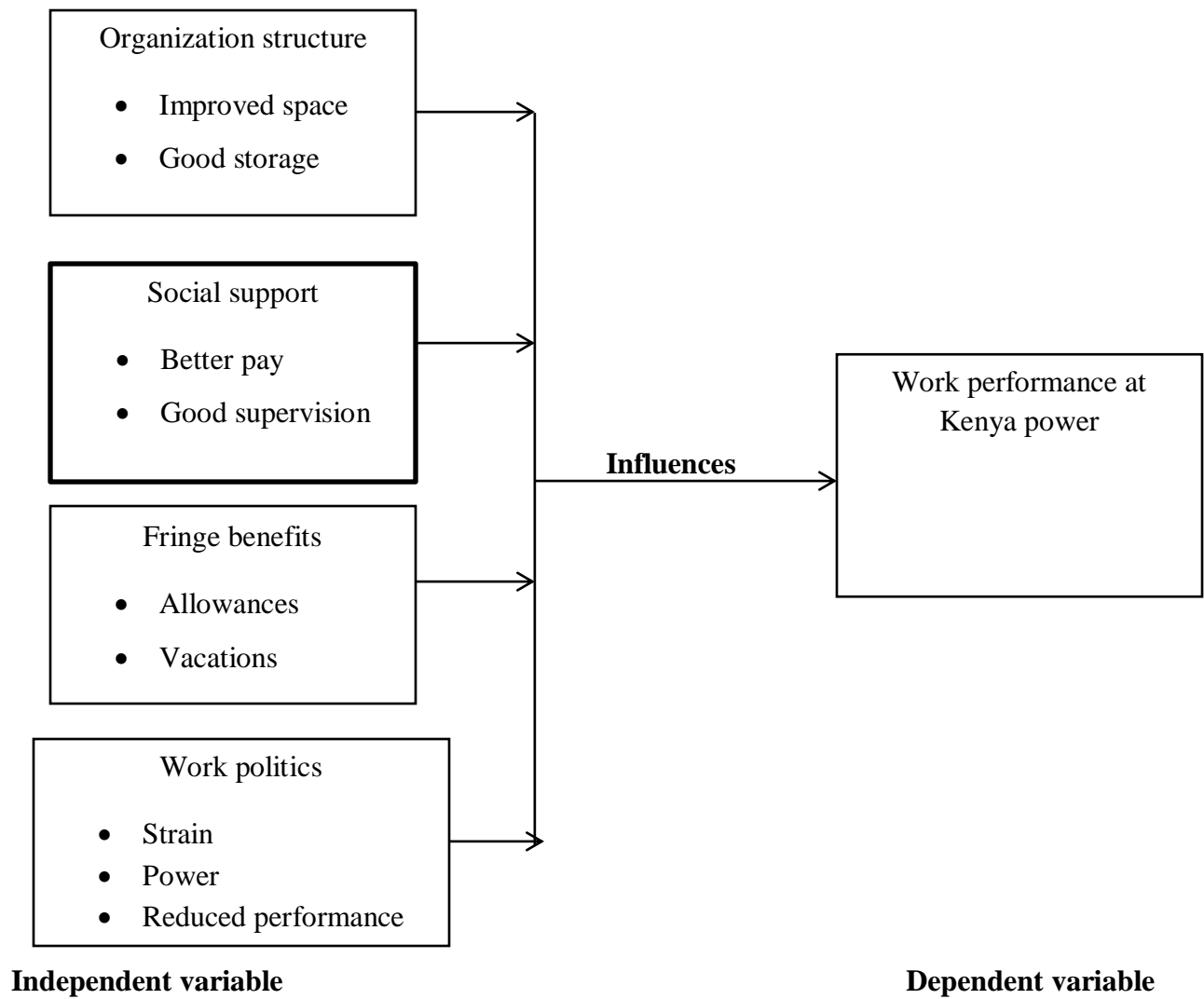
There are also several definitions of productivity in the reviewed literature. For instance Rolloos (2007) defined the productivity as that which people can produce with the least effort. Productivity is also defined by Sutermeister (2015) as output per employee hour, quality considered. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. Another proxy to measure productivity involves considering performance increase as when there is less absenteeism, fewer employee leaving early and less breaks; whereas increase in performance can be measured by the number of units produced per employee per hour.

2.4 SUMMARY OF GAPS TO BE FILLED BY THE STUDY

The researcher undertook an extensive literature review of published non-published journals and articles related to the concept of the work environment; this material was related to the concept of employee productivity. The researcher identified the different factors of the work environment that have an effect on employee productivity such as the physical environment, peer and supervisor support in the workplace and fringe benefits influence on job performance vis - a - vis employee productivity. The literature exhibits extensive research on work environment for instance in the banking sector (Leblebici, 2012), academic staff research productivity (Usang , 2007), work environment of IT consultants (Wallgren, 2011) and petroleum and gas industry (Taiwo, 2010). The researcher also found that there has been no research on the work environment on administrative employees in the university work environment.

2.5 CONCEPTUAL FRAMEWORK

Figure 2.1 conceptual framework



Source author, (2023)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology used to determine the factors influencing internal work environment in parastatals in Kenya. This section comprises of study design, target population, sample size and sampling procedure, data collection procedures and data analysis.

3.2 Research Design

Ahmed (2008) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. This study adopted a descriptive approach; this is because the approach gives more in-depth information suitable for this kind of study (Mugenda and Mugenda, 2013). A descriptive study sought to describe a unit in detail, in content and holistically. It is a way of organizing educational data and looking at the object to be studied as a whole (Orodho, 2009). Orodho continues to say that this approach should be used when the researcher intends to analyze an issue in detail. Descriptive survey design enabled the researcher to determine the nature, state and factors influencing internal work environment in parastatals in Kenya

3.3 Target Population

According to HR Department (2023), there are 127 employees in Kenya power and lighting company Offices who constituted the target population. Table 3.1 below showed the distribution of target population in the Kenya power and lighting company

Table 3.1 Target population

Population	Frequency	Percentage %
Managers and auditors	15	12 %
Office staff and stake holders	33	26 %
Subordinates	40	31 %
field and marketing staff	39	31 %
Total	127	100 %

Source author, (2023)

3.4 Sampling Design

A sample size of the 30% of the population was used to give a total sample of 38 respondents. Mugenda and Mugenda, (2013) suggests that 30% of the accessible population is enough for descriptive studies. Stratified random sampling was used to ensure equitable distribution of employee in the various sections of the company. According to Orodho (2009) stratified random sampling involves dividing your population into homogenous sub groups and then taking the simple random sample in each subgroup. He continues to say that the sample is selected in such a way that certain subgroups in the population are represented in the sub group in proportions to their number in population. Table 3.2 showed the distribution of the sample of employees.

Table 3.2: sample size

population	Frequency	Percentage
Managers and auditors	5	12 %
Office staff and stake holders	10	26 %
Subordinates	12	31 %
field and marketing staff	11	31 %
Total	38	100%

Source author, (2023)

3.5 Data Collection Tools

The data collection instruments were questionnaire constituting both closed and open ended questions. The use of questionnaires was supported by Cooper (2011) who asserts that, they assist in collecting a wide variety of data needed from a large number of people.

3.5.1 Research Procedure.

The researcher obtained a letter of introduction from Management University of Africa which helped her when approaching respondents to provide the relevant information so as to achieve the research objectives. The questionnaires were administered using the drop and pick method. A letter from the researcher describing the study and instructions was included in the questionnaires.

3.5.2 Validity

In order to ensure validity and reliability, questionnaires were composed of carefully constructed questions to avoid ambiguity and answer all questions. The validity of the researcher instruments

was then tested through presentation to an expert (my supervisor) who ascertained their face validity

3.5.3 Reliability

According to Mugenda and Mugenda (2013) reliability is the degree to which a research instrument yields consistent results or data after repeated trials. To achieve this, the questionnaire will be designed with systematic and comprehensive questions to enable respondents answer them without much reference. The questionnaires were pre-tested before actual data collection took place.

3.6 Data Analysis and Presentation

The researcher examined all the completed questionnaires for completeness and consistency. The items (variables) will be categorized, coded and respondents' data filled for analysis. Data was analyzed using descriptive statistics mainly frequencies and percentages. Data was presented using pie charts, histograms and tables. Descriptive statistics are very useful to give an initial pre view of the data. Frequencies, percentages, mean, mode, variance and standard deviation.

CHAPTER FOUR

4.0 Data Analysis, Presentation and Interpretation of Findings

4.1 Introduction

This chapter consists of data analysis, presentation, and interpretation of findings and summary of analyzed data.

4.2 Presentation of Findings According To Research Questions

4.2.1 Response rate

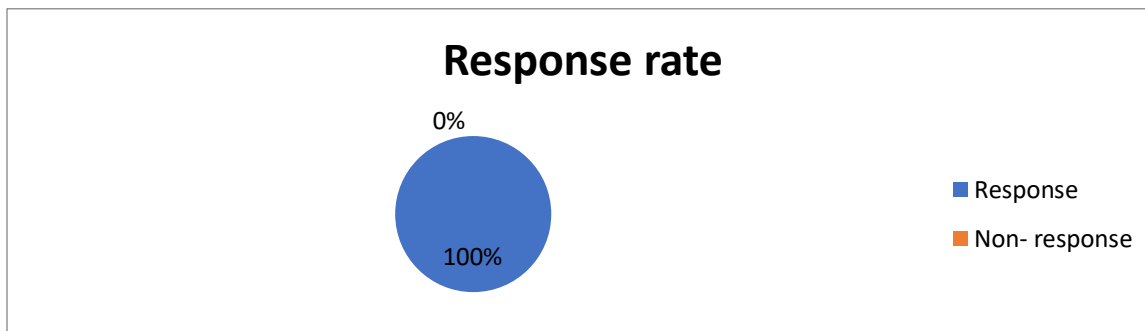
This was done to show the number and percentage of respondents whose data was analyzed. Questionnaires were administered to the respondents. There were 100% questionnaires that were completed and returned. The response rate was shown in table 4.1 and figure 4.1 below.

Table 4.1 showed the response rate from the questionnaires administered.

CATEGORY	RESPONDENTS	PERCENTAGE
Response	38	100%
Non- response	0	0%
TOTAL	38	100

Source: Author, (2023)

Figure 4.1 showed the response rate from the questionnaires administered.



Source: Author, (2023)

Table 4.1 and fig 4.1 showed the number of respondents who responded to the questionnaires was 100%. This showed good representation for the purpose of data analysis.

4.2.2 Gender of the respondents.

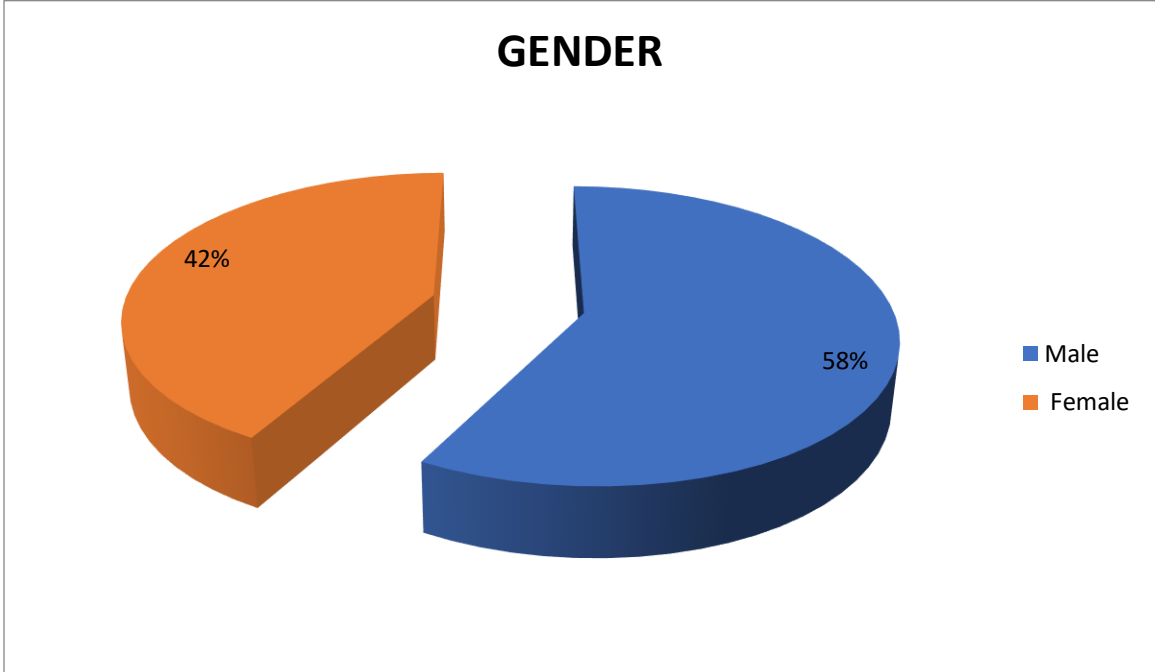
The researcher sought to analyze the gender of the respondents. This was done to show the number of male and female respondents of questionnaires administered.

Table 4.2 Distribution of respondents relative to gender.

GENDER	RESPONDENTS	PERCENTAGE
Male	22	58%
Female	16	42%
TOTAL	38	100

Source: Author, (2023)

Figure 4.2 Distribution of respondents relative to gender.



Source: Author, (2023)

Table and figure 4.2 indicated that 58% were male and 42% were female. This showed that there are more male employees in Kenya power and lighting company. This also showed that there is no gender equality within the company.

4.2.3 Level of Education

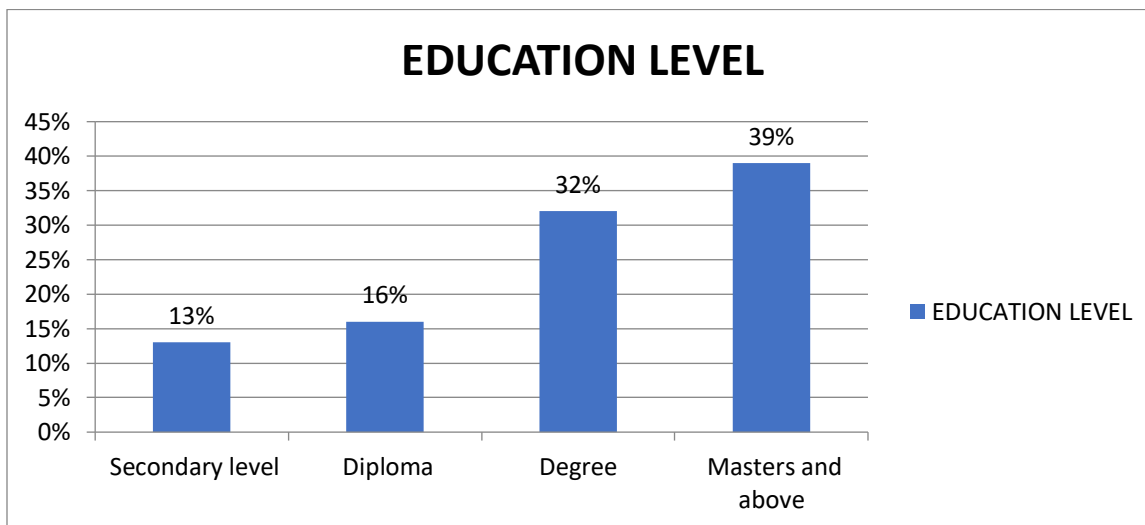
In order to get information from all categories of people, those that have attained Secondary, Diploma, Degree and Masters Levels of education were all approached during the study process. This established the levels of education of the respondents as indicated in table 4.3 and fig. 4.3.

Table 4.3 Level of Education of the employees

EDUCATION LEVEL	FREQUENCY	PERCENTAGE
Secondary level	5	13%
Diploma	6	16%
Degree	12	32%
Masters and above	15	39%
TOTAL	38	100

Source: Author (2023)

Figure 4.3 Level of Education of the employees



Source: Author (2023)

Table and Figure 4.3 showed that 13% of the employees had attained secondary school level of education, 16% had attained Diploma level, 32% had attained Degree level of Education and 39% had undertaken Masters and above. This showed that Kenya power and lighting company is well equipped with professionals as the largest percentage of the employees have done masters, followed by degree, diploma and secondary level. It was a benefit to the company since the learned employees were able to deliver due to their skills.

4.2.4 Age group of the respondents.

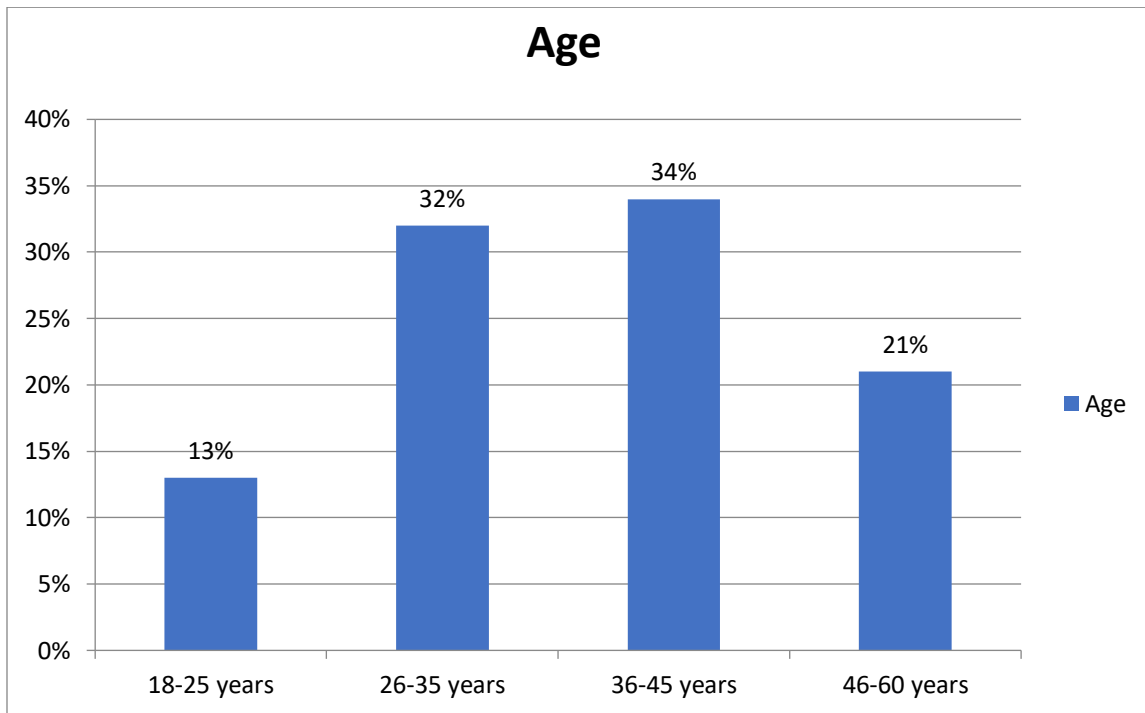
The age composition of the study respondents was also an important in the process of understanding the factors influencing internal work environment in parastatals in Kenya especially Kenya power and lighting company. Data on age of the employees was collected with the aim of finding out age distribution within the company. This was so because different age groups were assumed to understand the study variables differently yet considered vital to the study as shown in table and figure 4.4.

Table 4.4 Age group of the respondents

Age of respondents	Respondents	Percentage (%)
18-25 years	5	13%
26-35 years	12	32%
36-45 years	13	34%
46-60 years	8	21%
TOTAL	38	100

Source: Author (2023)

Figure 4.4 Age group of the respondents



Source: Author (2023)

Table 4.4 and fig 4.4 indicated that 13% was the age of 25 years and below, 26 to 35 years were 32%, 34% were the majority between the age of 36-45 years and 21% were between the age 46-60 years. This indicates that majority of working age are people who are not too young nor too old. It showed that Kenya power and lighting company personnel are energetic, mature and experienced.

4.2.5 Work experience

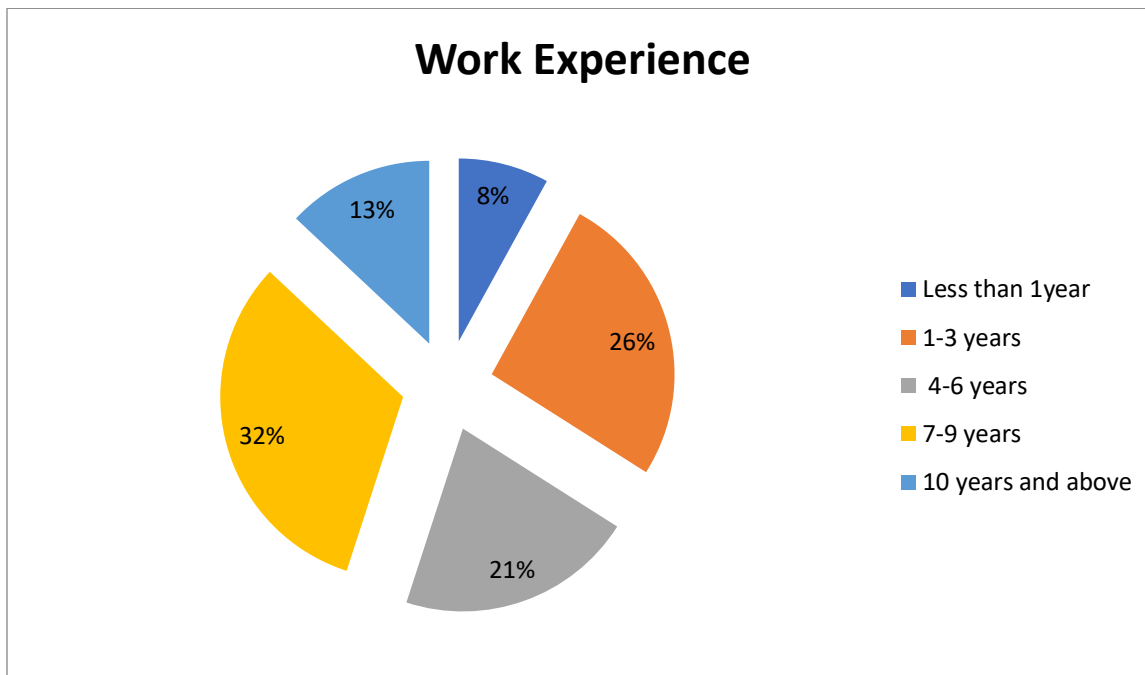
The researcher sought to find out the work experiences of the employees by grouping them within different range of years, as shown in Table 4.5 and Figure 4.5.

Table 4.5 Work experience of the respondent

Work Experience	Respondents	Percentage (%)
Less than 1 year	3	8%
1-3 years	10	26%
4-6 years	8	21%
7-9 years	12	32%
10 years and above	5	13%
TOTAL	38	100

Source: Author (2023)

Figure 4.5 Work experience of the respondent.



Source: Author (2023)

Table 4.5 and figure 4.5 showed 8% of employees have worked for less than a year, 26% employees have worked between 1 to 3 years, 21% employees have worked between 4 to 6 years, 32% employees have worked between 7 to 9 years and 13% of the employees have worked for more than 10 years. This indicates that majority of the employees well experienced and it clearly showed that the company absorbs new members thus there is no status quo, as this encourages new ideas and new strength within the company.

4.2.6 Marital status

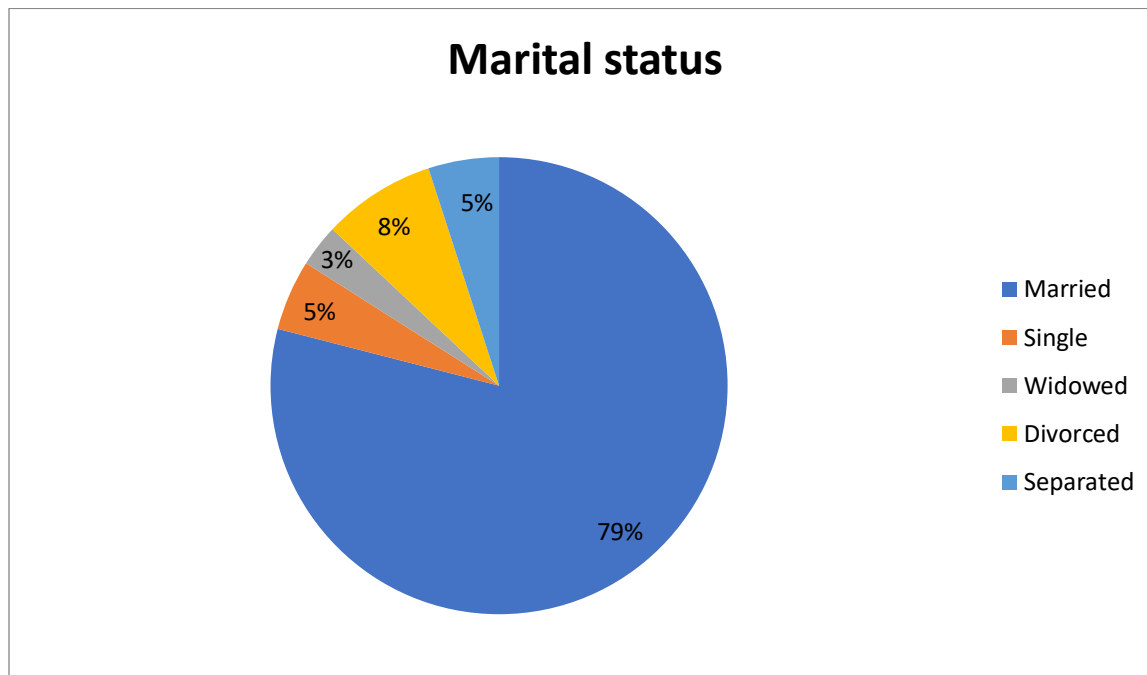
The study also sought to know the marital status of the employees which in most cases influence productivity of employees in their work.

Table 4.6 Marital status

Marital status	Respondents	Percentage (%)
Married	30	79%
Single	2	5%
Widowed	1	3%
Divorced	3	8%
Separated	2	5%
TOTAL	38	100

Source: Author (2023)

Figure 4.6 Marital status



Source: Author, (2023)

Table and Figure 4.6 showed that 79% of the employees were married, 5% were single, 3% widowed, 8% divorced and 5% were separated. This showed that a large number of the university employees were married. This was a clear indication that majority of the respondents are responsible people.

ORGANIZATION STRUCTURE

4.2.7 Does organization structure in your organization influence internal working environment?

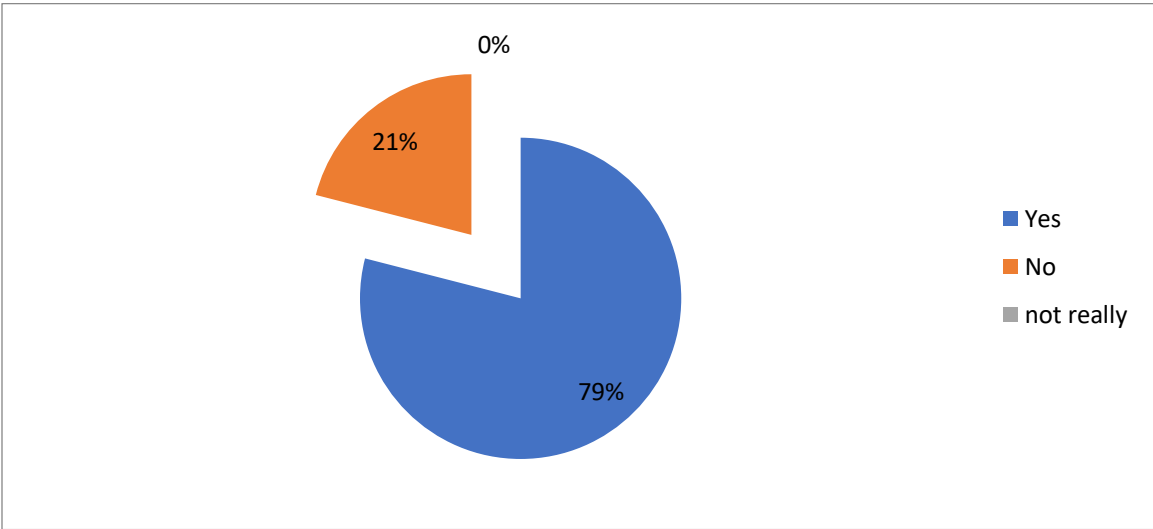
The researcher sought to investigate if organization structure in the organization influence internal working environment. The outcomes were demonstrated in table and figure 4.7 below.

Table 4.7 Does organization structure in your organization influence internal working environment?

CATEGORY	Frequency	Percentage (%)
Yes	30	79%
No	8	21%
Not really	0	0%
Total	38	100%

Source: Author, (2023)

Figure 4.7 Does organization structure in your organization influence internal working environment?



Source: Author, (2023)

Table and figure 4.7 showed that 79% of the employees admitted that organization structure influenced their performance in their company, whereas 21% admitted that it did not influence their performance. This was a clear indication that the organizational structure influenced majority of the respondents.

4.2.8 How does organization structure influence quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operations?

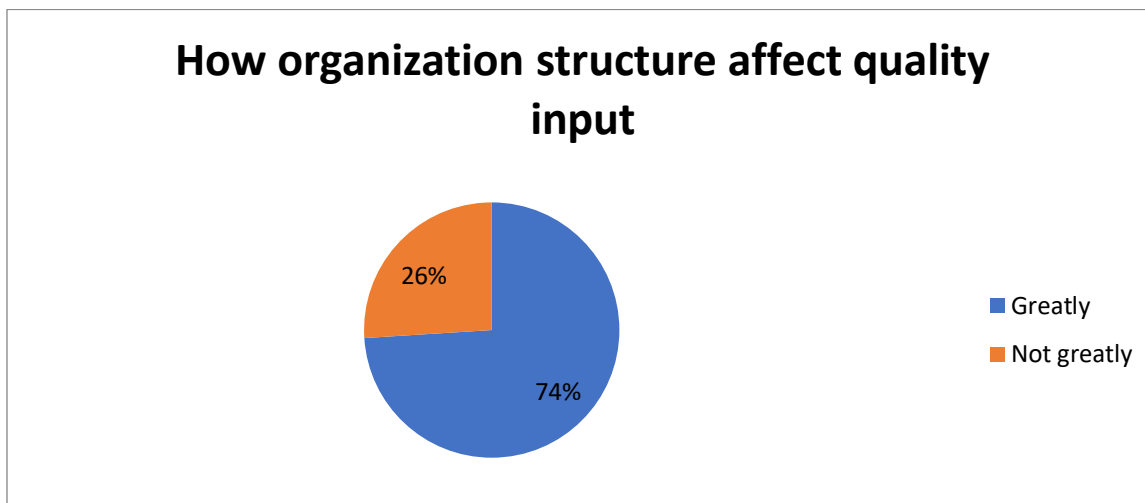
The study sought to investigate how the organization structure influenced quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operations as demonstrated in the table and figure 4.8 below

Table 4.8 Demonstrates how organization structure influence quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operations

Category	Frequency	Percentage (%)
Greatly	28	74%
Not greatly	10	26%
Total	38	100%

Source: Author, (2023)

Figure 4.8 Demonstrates how organization structure influence quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operations



Source: Author, (2023)

Table 4.8 and Figure 4.8 clearly illustrates that 74% of the respondents felt that organization structure greatly influenced quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operation, whereas 26% felt that it did not greatly influenced quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operation.

4.2.9 Does organization structure encourage the employees to deliver their expectations to the organizations?

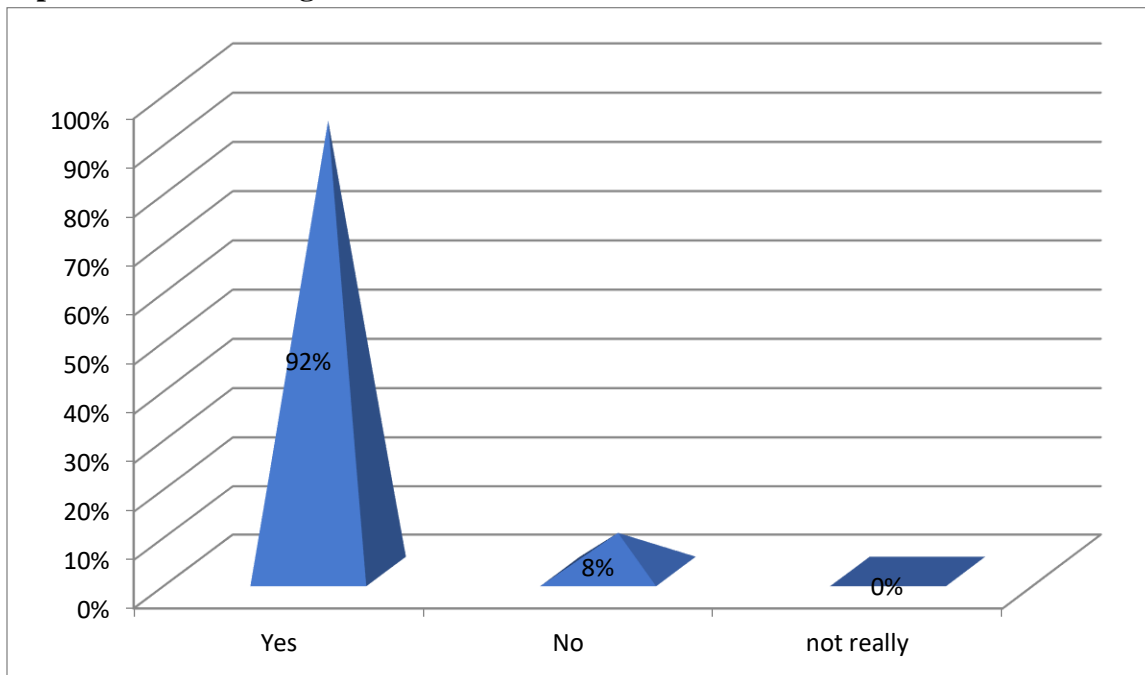
The researcher also sought to investigate whether organization structure encourage the employees to deliver their expectations to the organization. The response was illustrated in the table and figure 4.9

Table 4.9 Does organization structure encourages the employees to deliver their expectations to the organizations?

Category	Frequency	Percentage (%)
Yes	35	92%
No	3	8%
Not really	0	0%
Total	38	100%

Source: Author, (2023)

Figure 4.9 Does organization structure encourages the employees to deliver their expectations to the organizations?



Source: Author, (2023)

Table 4.9 and Figure 4.9 show that 92% agreed that organization structure encourage the employees to deliver their expectations to the organization, whereas 8% disagreed with them saying that it did not encourage the employees to deliver their expectations to the organization that human resource management was an important body in the operations of Kenya power and lighting company internal work environment.

4.2.10 in your view, is organization structure important in creating a conducive internal working environment?

Majority of the respondents said that it is important for the organization structure in creating a conducive environment since the employees feel appreciated when they have a conducive internal working environment.

SOCIAL SUPPORT

4.2.11 Are the employees well taken care of in the company?

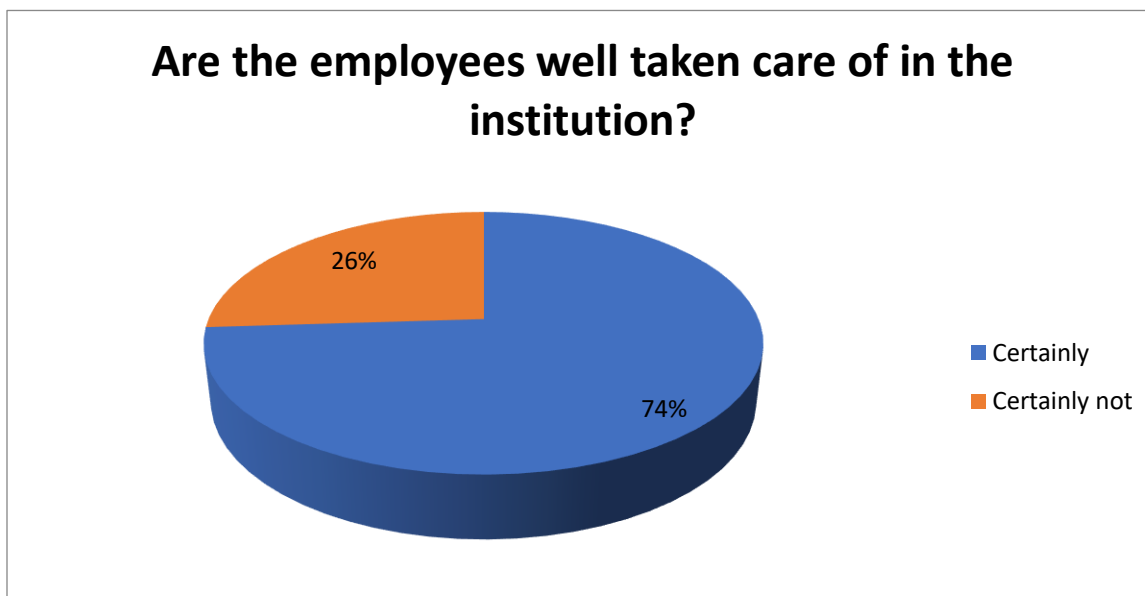
The researcher also sought to know whether the employees were well taken care of in the company which would influence their internal work environment in Kenya power and lighting company.

Table 4.11 Are the employees well taken care of in the company?

Category	Frequency	Percentage (%)
Certainly	28	74%
Certainly not	10	26%
Total	38	100%

Source: Author, (2023)

Figure 4.11 are the employees well taken care of in the company?



Source: Author, (2023)

74% of the employees felt that they were certainly taken care of by the company whereas 26% felt that they were certainly not taken care of as illustrated in table and figure 4.11. This was a clear indication that the work environment was adaptable since majority of the employees felt that they were well taken care of.

4.2.12 how often do you think the organization should hold parties for the employees?

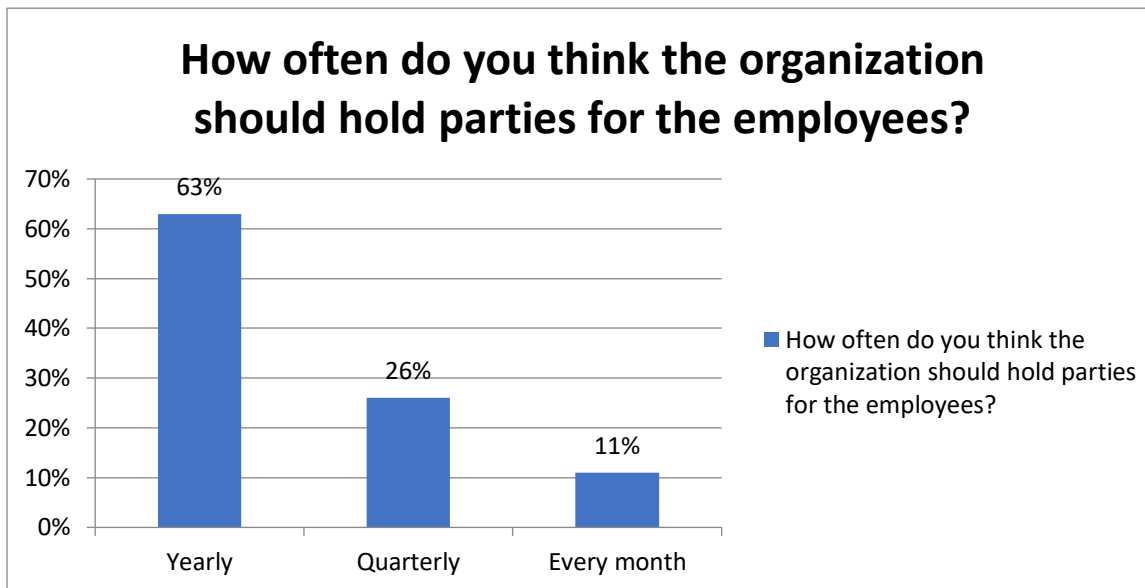
The researcher also wanted to get the views of the employees concerning how often they think the company should hold parties for them .and the table and figure 4.12 below illustrate the findings

Table 4.12 how often do you think the organization should hold parties for the employees?

Category	Frequency	Percentage (%)
Yearly	24	63%
Quarterly	10	26%
Every month	4	11%
Total	38	100%

Source: Author, (2023)

Figure 4.12 how often do you think the organization should hold parties for the employees?



Source: Author, (2023)

Table and figure 4.12 indicated that 63% of the employees felt that parties were well suited for an yearly basis when closing the year, 26% felt that it should be held on quarterly basis as this would be motivating them as they review the set quarterly milestones, whereas the 11% of the group thought that it should be a regular thing being done on monthly basis. Holding parties for employees could be a way of appreciating them for the work they have done for the company as well as motivating them and showing them that the company recognizes the efforts that they put in place.

4.2.13 Are the employees gathered together in tea breaks or lunch breaks?

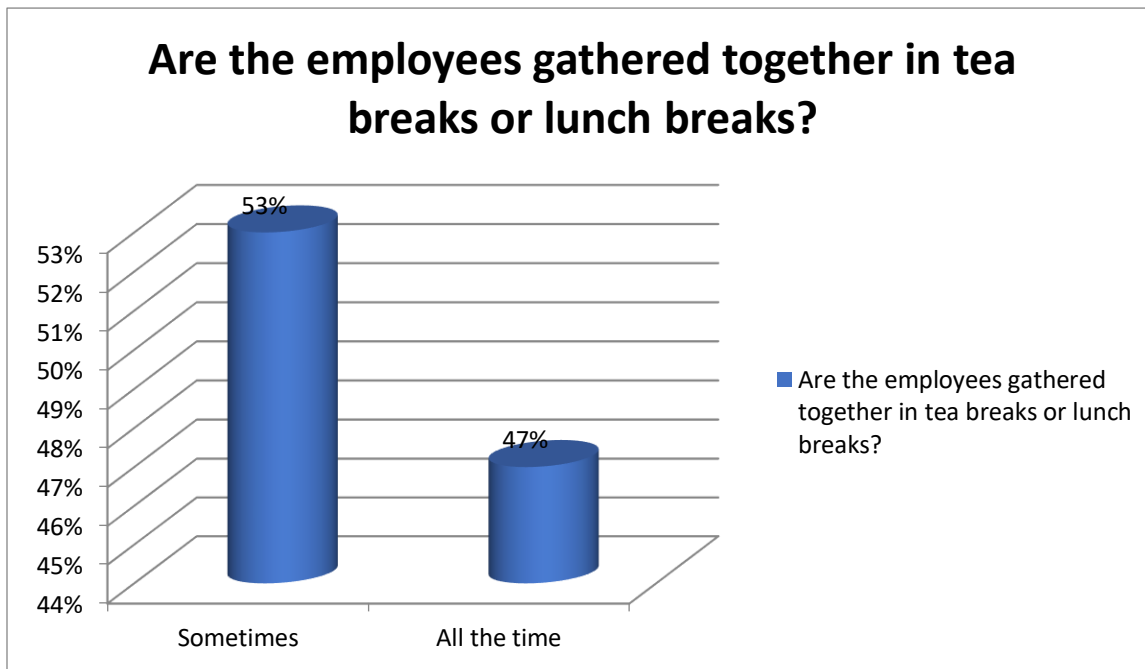
The researcher also wanted to know whether the employees took time together during tea breaks or lunch breaks as demonstrated in table 4.13 and figure 4.13

Table 4.13. Showing whether the employees gathered together in tea breaks or lunch breaks

Category	Frequency	Percentage (%)
Sometimes	20	53%
All the time	18	47%
Total	38	100%

Source: Author, (2023)

Figure 4.13 Showing whether the employees gathered together in tea breaks or lunch breaks



Source: Author, (2023)

Table 4.13 and figure 4.13 illustrated that 53% of employees gathered sometimes during tea breaks and lunch breaks, whereas, 47% gathered all the time. The 47% comprised mostly the senior group

of employees who had to meet all the time to discuss the milestones taken in their departments as well as make strategic decisions that would influence the operations of the company which would otherwise not be made by a single individual.

FRINGE BENEFITS

4.2.14 Do you think the company honor the fringe benefits in the organization?

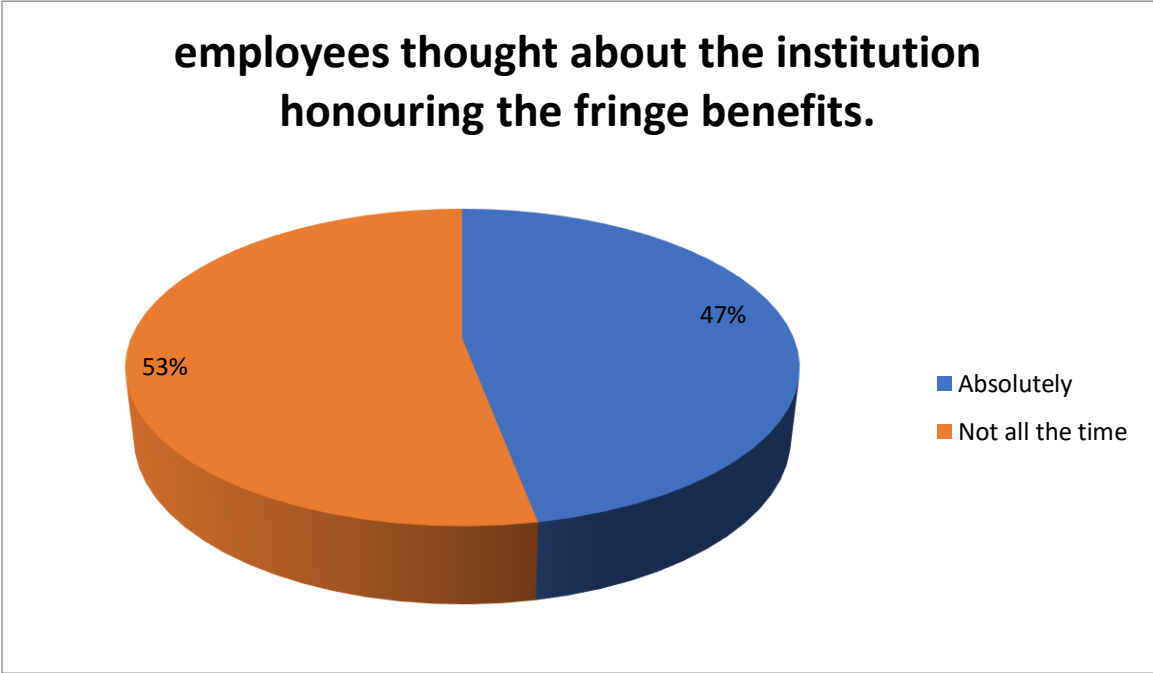
The study sought to know what the employees thought about the company honoring the fringe benefit as demonstrated in Table and figure 14.14

Table 4.14 Do you think the company honor the fringe benefits in the organization?

Category	Frequency	Percentage (%)
Absolutely	18	47%
Not all the time	20	53%
Total	38	100%

Source: Author, (2023)

Figure 4.14 Do you think the company honor the fringe benefits in the organization?



Source: Author, (2023)

Table 4.14 and figure 4.14, 47% concurred that they think the company honored the fringe benefits, whereas 53% thought that not all the time. This could be influenced by the company honoring some employees with fringe benefits all the time while others not all the time. This also demonstrated that Kenya power and lighting company management honors the fringe benefit of the employees which is also a way of motivating the employees.

4.2.15. How often are the fringe benefits reviewed in the company?

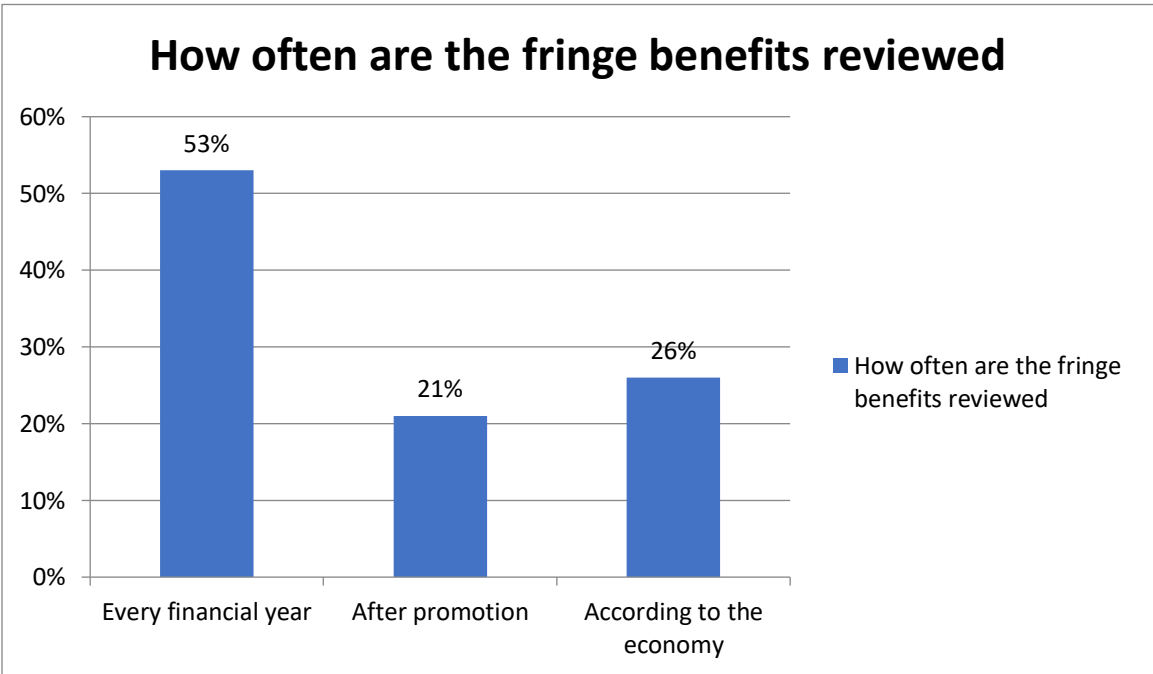
The researcher sought to know how often the company of Kenya power and lighting company reviewed their fringe benefits.

Table 4.15 showed how often the fringe benefits were reviewed in Kenya power and lighting company.

Category	Frequency	Percentage (%)
Every financial year	20	53%
After promotion	8	21%
According to the economy	10	26%
Total	38	100%

Source: Author, (2023)

Figure 4.15 showed how often the fringe benefits were reviewed in Kenya power and lighting company.



Source: Author, (2023)

Table and figure 4.15 demonstrated that 53% of the fringe benefits in the company were reviewed every financial year, 21% were done after promotion and 26% were reviewed according to the economy. The study came up with conclusions that the fringe benefits were reviewed according departments whereby others were reviewed after every financial year, others after promotion, while others were being reviewed according to the economy

4.2.16 is there any dialogue held when it comes to the discussion of the fringe benefits in the company?

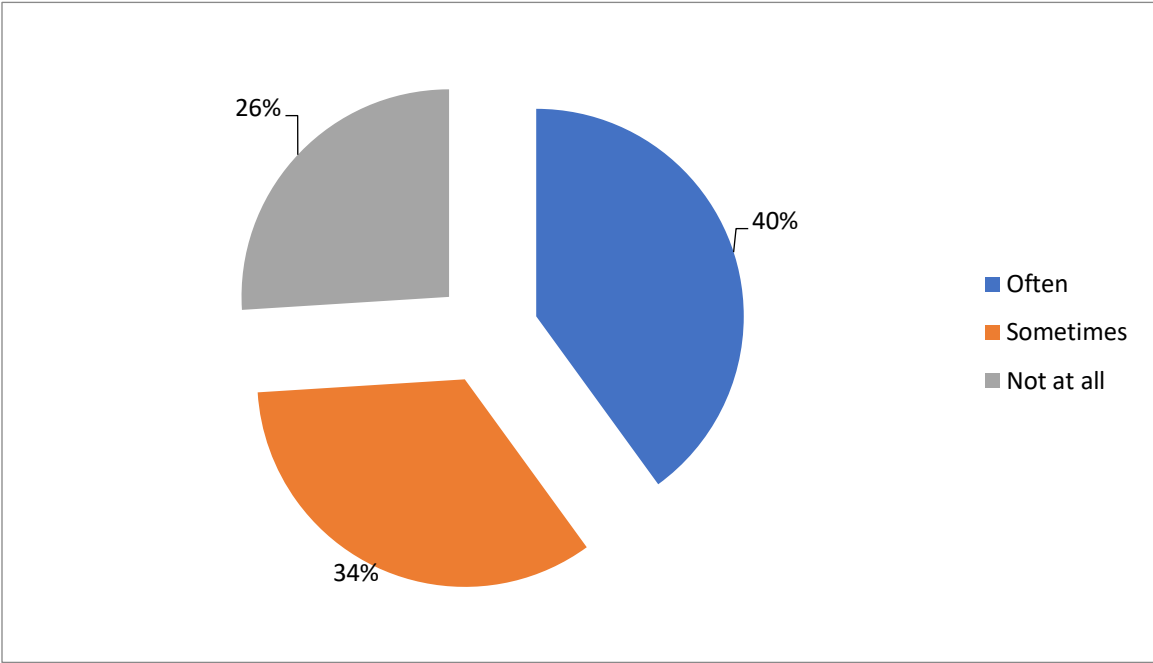
The researcher was also interested in knowing whether there is any dialogue when it comes to the discussion of the fringe benefits in the company. This was demonstrated in the table and figure 4.16

Table 4.16 showed whether there was any dialogue held when it comes to the discussion of the fringe benefits in the company.

Category	Frequency	Percentage (%)
Often	15	40%
Sometimes	13	34%
Not at all	10	26%
Total	38	100%

Source: Author, (2023)

Figure 4.16 showed whether there was any dialogue held when it comes to the discussion of the fringe benefits in the company.



Source: Author, (2023)

Table and figure 4.16 illustrated that 40% of the employees knew that dialogue was held often, 34% were sometimes involved and 26% were not involved at all. The researcher concluded that this was brought about by the aspect of employee involvement in matters of the company, therefore leading to others being involved often, sometimes while others not involved at all.

4.2.17 does the organization take care of the health insurance of the employees in the company?

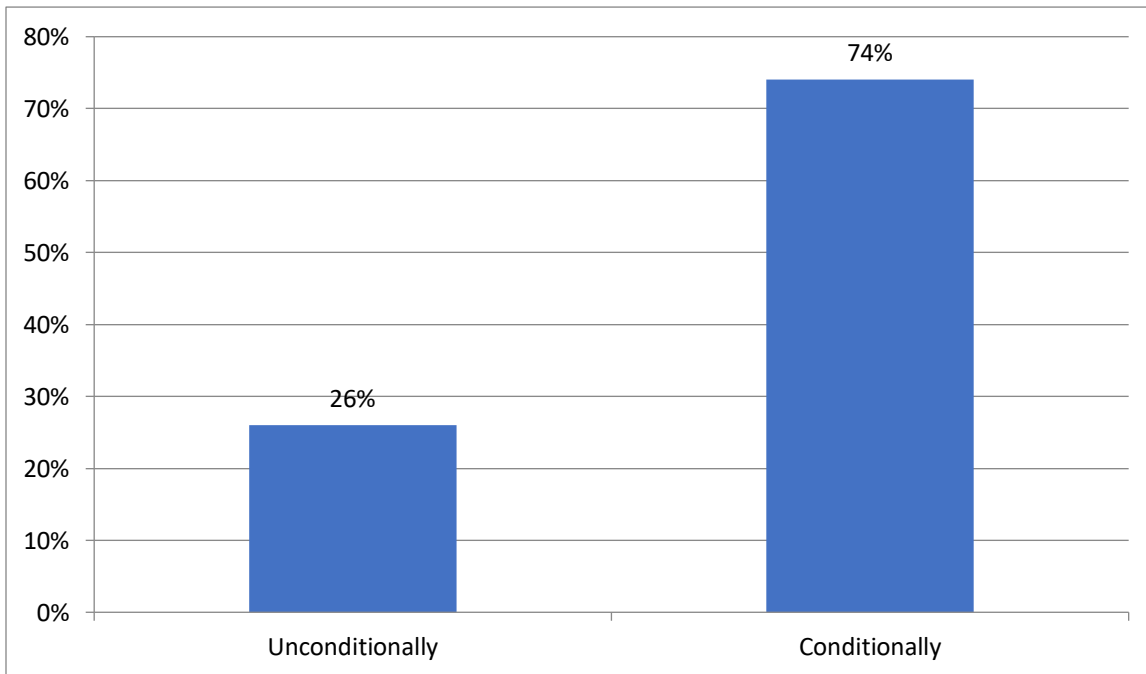
The researcher also wanted to know to what extent the organization took care of the employees' health insurance.

Table 4.17 showed the extent to which the organization took care of the employees' health insurance.

Category	Frequency	Percentage (%)
Unconditionally	10	26%
Conditionally	30	74%
Total	38	100%

Source: Author, (2023)

Figure 4.17 showed the extent to which the organization took care of the employees' health insurance.



Source: Author, (2023)

Table 4.17 and Figure 4.17 showed that 26% of the employees felt that the organization took good care of their health insurance unconditionally, whereas 74% felt that it was conditional. The researcher concluded that some of the employees received health insurance unconditionally which

could be influenced by some things like disabilities, whereas the conditional could be influenced by policies of the company etc.

WORK POLITICS

4.2.18 how often are employees trained on work politics in the company?

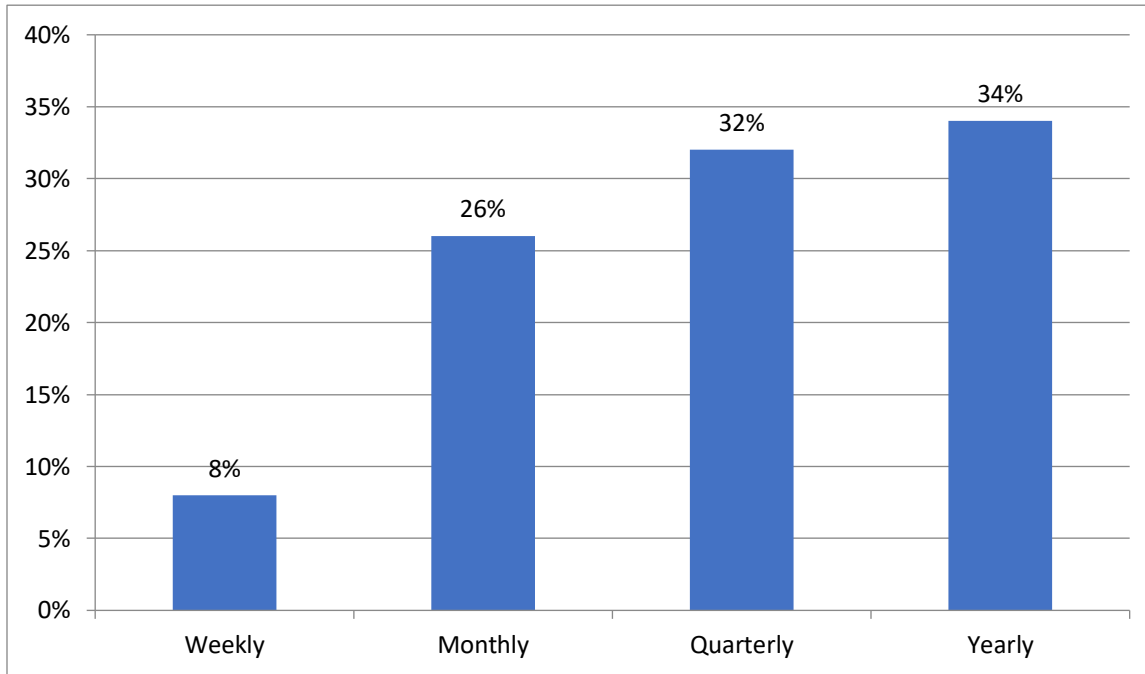
The study sought to enquire whether the employees were being trained on work politics in the company. As demonstrated in the table 4.18 and figure 4.18

Table 4.18 Showed How often are employees trained on work politics in the company

Category	Frequency	Percentage (%)
Weekly	3	8%
Monthly	10	26%
Quarterly	12	32%
Yearly	13	34%
Total	38	100%

Source: Author, (2023)

Figure 4.18 Showed How often are employees trained on work politics in the company



Source: Author, (2023)

Table 4.18 and Figure 4.18 showed that 8% were trained on weekly basis, 26% on monthly basis, 32% on quarterly basis and 34% on yearly basis. This showed a large group of employees undertook the training their training on yearly basis. Therefore this gave a good view of the company, since they train their employees.

4.2.19 Are there measures identified to reduce the work politics in the company?

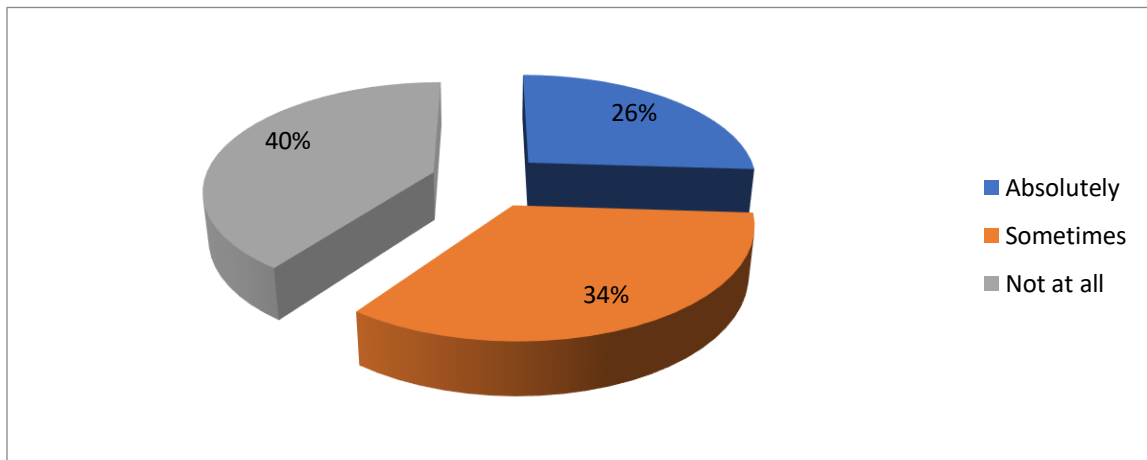
The researcher sought to understand whether there were measures identified to reduce the work politics in the company as demonstrated on table and figure 4.19 below

Table 4.19 Are there measures identified to reduce the work politics in the company?

Category	Frequency	Percentage (%)
Absolutely	10	26%
Sometimes	13	34%
Not at all	15	40%
Total	38	100%

Source: Author, (2023)

Figure 4.19 Are there measures identified to reduce the work politics in the company?



Source: Author, (2023)

Table and Figure 4.19 illustrated that 26% of the employees of Kenya power and lighting company felt that there were absolutely measures identified to reduce the work politics in the company, 34% of the employees of Kenya power and lighting company felt that there were measures identified

sometimes not all the time to reduce the work politics in the company, whereas 40% of the employees of Kenya power and lighting company felt that there were no measures at all identified to reduce the work politics in the company. This clearly indicated that employees felt that the company is not keen on reducing the work politics since no measures were taken according to the majority's response.

4.2.20 is there any disciplinary action taken on bad work politics by an employee?

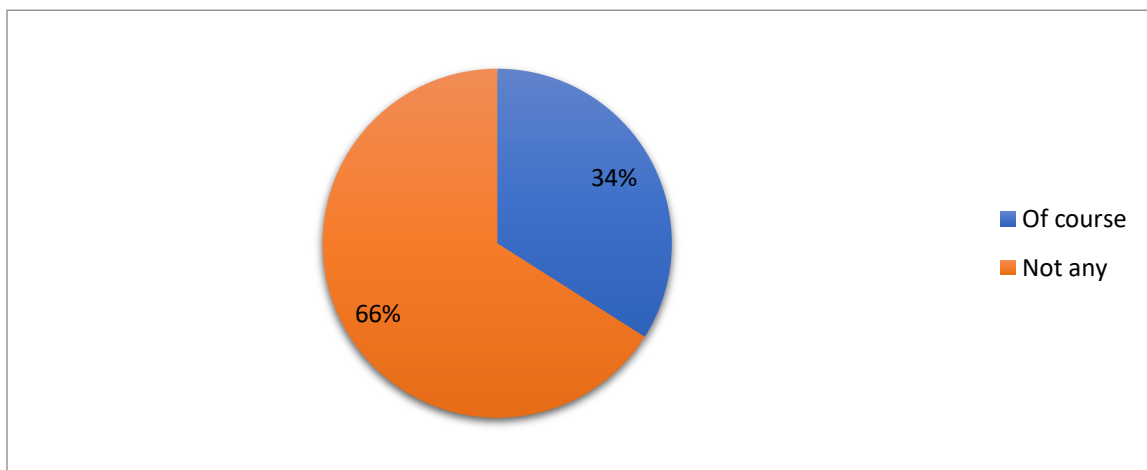
The study sought to know whether there were any disciplinary action taken on bad work politics by an employee.

Table 4.20 is there any disciplinary action taken on bad work politics by an employee?

Category	Frequency	Percentage (%)
Of course	13	34%
Not any	25	66%
Total	38	100%

Source: Author, (2023)

Figure 4.20 is there any disciplinary action taken on bad work politics by an employee?



Source: Author, (2023)

Table and figure 4.20 indicated that 66% believed that not any disciplinary action was taken on bad work politics, whereas 34% believed that disciplinary action was taken on bad work politics. This indicated that the company could not prove the person who starts the politicking hence making it hard for the disciplinary action.

4.2.21 kindly explain the disciplinary action that should be taken in your organization due to bad work politics?

Bad work politics can influence the internal work environment in a negative way which calls for a disciplinary action which could be of many forms but majority of the respondents said they would prefer suspension without pay so that it can be a lesson to others which would make the company work politics free.

4.3 Summary of Data Analysis

The number of respondents who responded to the questionnaires was 100%. This showed good representation for the purpose of data analysis. 58% were male. This showed that there are more male employees in Kenya power and lighting company. This also showed that there is no gender equality within the company. 39% had undertaken Masters and above. This showed that Kenya power and lighting company is well equipped with professionals as the largest percentage of the employees have done masters, followed by degree, diploma and secondary level. It was a benefit to the company since the learned employees were able to deliver due to their skills. 34% were the majority between the age of 36-45 years. This indicates that majority of working age are people who are not too young nor too old. It showed that Kenya power and lighting company personnel are energetic and experienced. 32% employees have worked between 7 to 9 years. This indicates that majority of the employees well experienced and it clearly showed that the company absorbs new members thus there is no status quo, as this encourages new ideas and new strength within the company. 79% of the employees were married. This showed that a large number of the university employees were married.

79% of the employees admitted that organization structure influenced their performance in their company. This clearly made the researcher conclude that organization structure really influenced a big percentage of employees in Kenya power and lighting company. 74% of the respondents felt that organization structure greatly influenced quality input in designation of duties and roles in

provision enabling employees' performance in firms on human resource operation.92% agreed that organization structure entail human resource for its operations to deliver in a proper manner to setting up of performance in terms of training and skills enhancement, This therefore lead to the conclusion that Human resource was an important body in the operations of Kenya power and lighting company.

74% of the employees felt that they were certainly taken care of by the company .63% of the employees felt that parties were well suited for a yearly basis when closing the year. Holding parties for employees could be a way of appreciating them for the work they have done for the company as well as motivating them and showing them that the company recognizes the efforts that they put in place.53% of employees gathered sometimes during tea breaks and lunch breaks

53% thought that not all the time are the fringe benefits honored. This could be influenced by the company honoring some employees with fringe benefits all the time while others not all the time.53% of the fringe benefits in the company were reviewed every financial year. The study came up with conclusions that the fringe benefits were reviewed according departments whereby others were reviewed after every financial year, others after promotion, while others were being reviewed according to the economy.40% of the employees knew that dialogue was held often

The researcher concluded that this was brought about by the aspect of employee involvement in matters of the company, therefore leading to others being involved often, sometimes while others not involved at all.74% felt that it was conditional. The researcher concluded that some of the employees received health insurance unconditionally which could be influenced by some things like disabilities, whereas the conditional could be influenced by policies of the company etc.

Majority of the respondents 34% said that training was on yearly basis. This showed a large group of employees undertook the training their training on yearly basis. Therefore this gave a good view of the company, since they train their employees.40% of the employees of Kenya power and lighting company felt that there were no measures at all identified to reduce the work politics in the company.66% believed that not any disciplinary action was taken on bad work politics.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter includes the summary of major findings of the study, answers to the research questions, conclusion in line with research questions. The chapter also includes the recommendations giving credence and justification to the significance of the study. Include in chapter are suggestions for further study in line with the study and justifying the limitations and scope of the study.

5.2 SUMMARY OF THE MAJOR FINDINGS

The number of respondents who responded to the questionnaires was 100%. This showed good representation for the purpose of data analysis. 58% were male. This showed that there are more male employees in Kenya power and lighting company. This also showed that there is no gender equality within the company. 39% had undertaken Masters and above. This showed that Kenya power and lighting company is well equipped with professionals as the largest percentage of the employees have done masters, followed by degree, diploma and secondary level. It was a benefit to the company since the learned employees were able to deliver due to their skills. 34% were the majority between the age of 36-45 years. This indicates that majority of working age are people who are not too young nor too old. It showed that Kenya power and lighting company personnel are energetic and experienced. 32% employees have worked between 7 to 9 years. This indicates that majority of the employees well experienced and it clearly showed that the company absorbs new members thus there is no status quo, as this encourages new ideas and new strength within the company. 79% of the employees were married. This showed that a large number of the university employees were married.

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5.3 ANSWERS TO RESEARCH QUESTIONS

5.3.1 To what extent does Organizational structure influences internal work environment at Kenya power and lighting company?

79% of the employees admitted that organization structure influenced their performance in their company. This clearly made the researcher conclude that organization structure really influenced a big percentage of employees in Kenya power and lighting company.74% of the respondents felt that organization structure greatly influenced quality input in designation of duties and roles in provision enabling employees' performance in firms on human resource operation.92% agreed that organization structure entail human resource for its operations to deliver in a proper manner to setting up of performance in terms of training and skills enhancement, this therefore lead to the conclusion that Human resource was an important body in the operations of Kenya power and lighting company.

5.3.2 To what extent does Social support influences internal work environment at Kenya power and lighting company?

74% of the employees felt that they were certainly taken care of by the company .63% of the employees felt that parties were well suited for a yearly basis when closing the year. Holding parties for employees could be a way of appreciating them for the work they have done for the company as well as motivating them and showing them that the company recognizes the efforts that they put in place.53% of employees gathered sometimes during tea breaks and lunch breaks

5.3.3 To what extent does Fringe benefits influences internal work environment at Kenya power and lighting company?

53% thought that not all the time are the fringe benefits honored. This could be influenced by the company honoring some employees with fringe benefits all the time while others not all the time.53% of the fringe benefits in the company were reviewed every financial year. The study came up with conclusions that the fringe benefits were reviewed according departments whereby others were reviewed after every financial year, others after promotion, while others were being reviewed according to the economy.40% of the employees knew that dialogue was held often. The

researcher concluded that this was brought about by the aspect of employee involvement in matters of the company, therefore leading to others being involved often, sometimes while others not involved at all

5.3.4 To what extent does Work politics influences internal work environment at Kenya power and lighting company?

Majority of the respondents 34% said that training was on yearly basis. This showed a large group of employees undertook the training their training on yearly basis. Therefore this gave a good view of the company, since they train their employees.40% of the employees of Kenya power and lighting company felt that there were no measures at all identified to reduce the work politics in the company.66% believed that not any disciplinary action was taken on bad work politics.

5.4 Conclusions

5.4.1 Organizational structure

The researcher concluded that the working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to better performance of the employees. Studies indicate that, the physical layout of the workspace, along with efficient management processes, is playing a major role in boosting employees' productivity and improving organizational performance

5.4.2 Social support

The researcher concluded that there is a positive relationship between organization communication, organizational commitment and job performance. Effective interpersonal communication skills are essential for social interaction, building and maintenance of relationships. Poor communication skills can cause irrevocable damage to relationships; influencing productivity, satisfaction, performance, morale, trust, respect, self-confidence and even physical health.

5.4.3 Fringe benefits

The researcher concluded that factors in the internal work environment particularly; the job related pressures also have their negative effect on labor productivity. Coupled with these are the human factors, namely, the worker's relationship with management and, or co-workers, the level of

fringe benefits particularly the non-cash benefits, as well as factors associated with the workers' place of residents.

5.4.4 Work politics

The researcher concluded that organizational politics influence majority of the middle and lower level employees and at very higher level. When employees have lower level of qualification and illiterate due to poverty they also have less knowledge about political tactics in work settings as a result their performance is influenced. Political sensitivity is the major force which determines trusting relationship among employees and administrator and between colleagues. When perceptions of organizational politics are higher workers trust less on coworkers as their political beliefs are strong and they don't help them.

5.5 Recommendations

5.5.1 Organizational structure

The researcher recommended that the organizational structure should be able to adjust to the internal work environment since it highly influences the performance of the organization. The organization should have enough space to avoid congestion and also provide a reliable working environment

5.5.2 Social support

The researcher recommended that there should be strict supervision as an approach that would increase their productivity levels. Perceived social support from co-workers enhance job performance and decrease job stress. The study also suggested that supportive management practices are crucial to achieve high performance

5.5.3 Fringe benefits

The researcher recommended that both management and workers of enterprises should be considerate of work environment as having a great influence on productivity of workers as resulting from workers' negative attitude to work while the workers' view of low productivity may stem from poor pay system, absence of fringe benefits, inappropriate leadership style, wrong job location and unfavorable organizational change.

5.5.4 Work politics

The researcher recommended that perceptions of organizational politics have strong, positive relationship with strain and turnover intention and strong, negative relationships with job satisfaction and effective commitment. In particular, perceptions of organizational politics were associated with increased psychological strain, which associated directly with reduced performance, as well as indirectly with increased turnover intentions through reduce morale.

5.6 suggestions for further studies

The study suggested another study on factors influencing work environment in private companies in Kenya.

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QUESTIONNAIRE

The purpose of this questionnaire is to collect data on factors influencing internal work environment in parastatals in Kenya.. The information provided through this questionnaire was used purely and exclusively for academic purpose and was treated with top most confidentiality. Please feel to give your answers and all was considered right. Please tick in the spaces provided.

SECTION A: PERSONAL INFORMATION

1. Kindly indicate your gender

- Male
- Female

2. Please indicate your highest level of education

- Secondary level
- College
- University
- Masters and above

3. Kindly indicate your age group

- 18-25 years
- 26-35 years
- 36-45 years
- 46-60 years

4. Please indicate below your work experience and the years you have worked with saving groups/members

- Less than 1 year
- 1-3 years
- 4-6 years

- 7-9 years
- 10 and above

5. Marital status

- Married
- Single
- Windowed
- Divorced
- Separated

SECTION B: ORGANIZATION STRUCTURE

6. Does organization structure in your organization influence internal working environment?

- Certainly
- Not at all
- Not really

7. Is the organization structure necessary in determining the quality of input employees give the organization to the organization to enhance internal working environment?

- i) Very necessary
- ii) Moderately necessary
- iii) Unnecessary
- iv) Not applicable

8. Does organization structure encourage the employees to deliver their expectations to the organizations?

- Absolutely
- Not at all

Not really

9. In your view, is organization structure important in creating a conducive working environment-----

SECTION C: SOCIAL SUPPORT

10. Are the employees well taken care of in your company?

Certainly

Certainly not

11. How often does your organization hold parties for the employees?

Yearly

Quarterly

Every month

12. Are the employees gathered together in tea breaks or lunch breaks in your organization?

Sometimes

All the time

13. Does social support influence the internal work environment in your company?

Absolutely

Not at all

Not really

SECTION D: FRINGE BENEFITS

13. Does the company honour the fringe benefits in your organization?

Certainly

Certainly not
Not really

14. How often are the fringe benefits reviewed in your company?

Every financial year
After promotion
According to the economy

15. Is there any dialogue held when it comes to the discussion of the fringe benefits in the company?

Often
Sometimes
Not at all

16. Does the organization take care of the health insurance of the employees in your company?

Unconditionally
Conditionally

SECTION E: WORK POLITICS

17. How often are employees trained on work politics in your company?

Weekly
Monthly

Quarterly

Yearly

18. Are there measures identified to reduce the work politics in your company?

Absolutely

Sometimes

Not at all

19. Is there any disciplinary action taken on bad work politics by an employee?

Of course

Not any

20. Explain how the disciplinary action should be taken in your organization?.....

.....

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