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Effects of Work Environment Facilities on Employee Performance

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Abstract. This study investigates the effects of working environment on employee performance in non-governmental organizations in Nangarhar province of Afghanistan. The stratified random sampling technique is used in order to collect the data from the respondents. The simple linear regression technique is used to analyse the effects of working environment on employee performance. The sample size of the study is 120 senior, intermediate, and lower level managers working with NGOs in Nangarhar. The study found that working environment has positive significant correlations with the employee performance in NGOs sector of Nangarhar province of Afghanistan. There was a considerable positive link between employee performance and working environment ($r = 0.63$, $P < 0.05$). This correlation was extremely significant. The findings further show that R^2 is 0.399, which indicates that 39.9% of variation in the employee performance is being introduced by working environment. The finding further disclose the positive coefficients are assigned to the variable for the working environment. This suggests that a positive link exists between employee performance and working environment in non-governmental organizations in Nangarhar province of Afghanistan. The estimated coefficient of working environment is 0.345. This implies that as working environment rises by one unit, this would cause to rise the employee performance by 0.345 units on average by keeping all other variables constant. The constant coefficient is 0.635, which indicates that employee performance is equal to 0.635 when the working environment is equal to zero.

Keywords. Working Environment, Employee Performance, NGOs, Nangarhar

Introduction

The level of performance that workers demonstrate in their jobs is directly proportional to the level of success that a business has. The degree of motivation and therefore performance of workers is influenced by the quality of the working environment in which they are placed (Heath, 2006). If workers are motivated both mentally and physically to put in good work, then employers may expect higher levels of performance from their staff (Boles et al., 2004). They also mentioned that having a suitable office atmosphere assists in minimizing the quantity of absences, which may ultimately lead to an improvement in performance in today's competitive and dynamic corporate world. The atmosphere of the workplace has an effect, both favorably and adversely, on employees' attitudes, as well as their levels of performance and involvement in their job (Chandrasekar, 2011). The author goes on to say that aspects of the

workers' working environment have a significant influence in determining how well they do their jobs. The aspects of the working environment that contribute, either positively or negatively, to the performance of the workforce have a significant bearing on the results of such efforts.

The Two-Factor Theory serves as the theoretical foundation for our investigation (Herzberg, 1986). Herzberg reached the conclusion that there is a distinction between the components of the working environment that make people happy and those that make them unhappy in their jobs. According to this hypothesis, increasing the level of stimulation provided to workers by enhancing the conditions in which they do their jobs would lead to increased performance. The other theory is called the Affective Events Theory (AET), and it was developed by Weiss and Cropanzano. This theory explains the connection between an individual's internal influences and their reactions to incidents that occur in their work environment. These incidents can have an effect on employee performance, organizational commitment, and job satisfaction (Phua, 2012).

The atmosphere of the workplace is a significant factor in determining the level of performance achieved by workers. It has been stated that the working environment has a significant influence on employee performance, either in a bad direction or in a favorable one (Chandrasekar 2001). Around the globe, there are international organizations that discuss the rights of workers. The vast majority of individuals spend fifty percent of their lives indoors, in circumstances that have a significant impact on their mental state, behaviors, capabilities, and performance (Dorgan, 1994). When the working environment is improved, one may anticipate greater results and higher levels of performance. When the workplace has a better physical environment, it will stimulate the staff, which will eventually increase their production. Several pieces of research literature that pertain to the study of multiple offices and office buildings indicated that factors such as dissatisfaction, cluttered workplaces, and the physical environment are playing a major role in the loss of employees' performance (Carnevale 1992, Clements- Croome 1997).

According to Noble (2009), a greater amount of emphasis should be spent in recognizing and dealing with working environment since it has been shown that when employees have a poor opinion of their environment, they are more likely to suffer from chronic stress. According to Opperman (2002), the term "working environment" refers to the processes, systems, structures, tools, and circumstances present in the workplace that have an effect, either positively or negatively, on the performance of a person. The regulations, rules, culture, resources, working relationships, and work location, as well as internal and external environmental elements, are all included in the working environment, and they all impact the manner in which employees carry out their job tasks.

Because of this research, the employer will have the opportunity to learn how the employee's level of motivation and performance is significantly influenced by the work environment. The use of design in the interior of an office is a communication tool that helps a company convey its identity as well as its core beliefs and goals. Because of this, the layout of the office should be considered one of the elements that affects workers' output. When it comes to performance in the workplace, the morale of employees is often correlated to one another. Because of this, it is essential to investigate the effect that the working environment has on the performance of workers at this institute, which will then share this information and these measures to other public institutions in the country.

Nevertheless, the gap that has been identified as a result of theoretical and empirical research is that management needs to take an active role in not only defining the physical

environment of the workplace and making it conducive for workers, but also altering the management style to suit the needs of the employees. This refers to the process of altering parts of an employee's conduct, ethics, dedication, professionalism, drive, and interpersonal interactions in order to improve their performance. The management principles that determine how precisely to enhance employee performance rely on two key areas of focus: an individual's level of personal motivation and the architecture of the working environment. Accordingly, based on the reasons provided above, the purpose of this research is to investigate the influence that the working environment has on the performance of workers at non-governmental organizations in Nangarhar province of Afghanistan.

Literature Review

Throughout the course of academic history, the relationship between work happiness and performance has been predominantly analyzed by theorists affiliated with the Socio-technical and Human Relations schools of thought. Emery and Trist's socio-technical approach asserts that the level of an organization's performance may be directly correlated to the degree to which its social and technological structures are in harmony with one another.

In continuation with this line of thinking, the human relations point of view maintains that contented employees are productive workers (Likert, 1961; McGregor, 1960). Therefore, organizational performance and efficiency may be improved by paying attention to the workers' physical and socio-emotional requirements, in addition to satisfying the needs of the employees themselves. Further, researchers in the field of human relations argue that achieving high levels of employee satisfaction is best accomplished by fostering a constructive social environment within the organization. This can be accomplished, for example, by providing employees with opportunities for autonomy, participation, and mutual trust (Likert, 1961). According to this line of reasoning, it is claimed that the level of happiness experienced by employees influences the formation of habitual patterns of interaction inside firms. Employees create connections with their coworkers over the course of their daily encounters with one another, which also serve to prescribe behavioral expectations and impact conduct.

On the other hand, widespread dissatisfaction among employees could lead to a strike or sabotage, both of which could reduce an organization's efficiency. Alternately, disgruntled workers may decide to maintain performance levels (due to control mechanisms) but fail to alert their superiors of crucial information. This might, over time, lead to a reduction in the effectiveness or efficiency of the company. Therefore, the degree to which workers feel content in their jobs is significant, since it might influence the degree to which they collaborate (Harter et al., 2002). According to Brenner (2004), the circumstances of an employee's working environment are a critical factor in determining whether or not they are able to participate in the dissemination of information across an organization. When working conditions are favorable, certain workers have a greater propensity to maximize their output. In addition, the amount of comfort provided by the working environment is a significant factor in determining the level of contentment and performance experienced by employees. If the circumstances of the work environment are not good, then it is impossible for workers to achieve their maximum production. The performance of employees is increased when the working environment is improved. According to Govindarajulu (2004), in the twenty-first century, companies are adopting a more strategic approach to environmental management in order to improve the performance level of their staff and, as a result, their overall performance. It is clear from the results of the study conducted by Patterson et al., (1997) that the likelihood of a firm achieving

higher levels of profitability and performance in the future increases proportionately with the level of job satisfaction experienced by its employees.

For every business to succeed in accomplishing its objectives and missions, job satisfaction is an absolutely necessary factor. Because so many academics have been interested in it for so many years, we may consider it to be an established topic. It is the degree or amount of satisfaction (Agho et al, 1993) or dissatisfaction that an employee has towards his or her employment in general. It is possible that an individual's mental attitude and perception of the work (Hussin, 2011) will ultimately lead to the formation of the intention to join an organization, remain in the job, or quit the employment. Employees have their own individual needs, interests, preferences, choices, feelings, and wishes that make them feel at ease and give them the sense that they are in the right place in accordance to their capabilities, and that the job will be the source of satisfying both their needs and their expectations in this regard.

According to a study by Sumra (2005), numerous areas of interest on the status of teachers in Tanzania have been highlighted. These areas of interest include: It is possible to have a better understanding of the contextual national condition of teachers working in government-owned schools in Tanzania by doing research in these areas. Analysis may be done to investigate the elements that influence the job satisfaction and performance of teachers employed by public schools by taking advantage of the national setting in which they work. These aspects have been grouped together under the headings of working circumstances and living situations.

In most cases, the living and working conditions of teachers are deplorable, and there is little hope that these conditions would improve either the workers' performance or the children' academic results. This indicates that the level of satisfaction has a direct correlation to the level of performance achieved by the workers. This suggests that, assuming that all other conditions stay the same, pleasure should be directly proportional to performance.

According to this connection, it is expected that an improvement in the working and living circumstances of teachers will also lead to an improvement in their level of job satisfaction, which in turn will lead to an increase in their performance. Performance on the work is directly impacted by one's level of motivation (Inayatullah & Jehangir, 2012). Positive employee motivation acts as a catalyst for increased levels of performance in the workplace. In addition, there is a statistically significant association between the attitude of workers and the degree to which they are content with the reward they anticipate receiving as a return for the work that they have done. The upbeat demeanor of an employee contributes to an increased degree of job satisfaction for that individual. In addition to this, there is a one-to-one connection between working environment and performance (Adeyemi, 2010 cited by Inayatullah & Jehangir, 2012). Strong working environment is the catalyst for excellent performance among personnel. There is a positive association between work happiness and performance, according to several literatures referenced by Agho et al, (1993), however other researchers, such as Inayatullah & Jehangir (2012), believe that employees' motivation increases performance and performance.

In order for an organization to achieve high levels of employee performance, the physical environment must be designed in a way that is conducive to the needs of the organization. This includes the ability to facilitate interaction as well as privacy, formality and informality, functionality and cross-disciplinary work. As a consequence of this, the physical environment is a resource that can be used to enhance both the performance of the company (Mohr, 1996) and the well-being of the employees (Huang, Robertson and Chang, 2004). It is essential, in order to generate higher levels of employee dedication and performance, to make

sure that suitable facilities are given for the workers. It has been established that an organization's commitment to its employees and the employees' desire to remain with the organization are both impacted when insufficient equipment and unfavorable working circumstances are provided.

There have been a number of studies conducted on the topic of the working environment as a factor that affects employee performance. Tamessek (2009) investigated, as part of his research, the degree to which workers believe that the environment of their place of employment satisfies their intrinsic, extrinsic, and social demands, as well as their need to remain employed by the firm. He also conducted research into the effect that employees' perceptions of their workplace environments had on their levels of commitment and turnover within the organization. Based on his findings, he came to the conclusion that if workers were given supportive workplace environments, they would experience high levels of satisfaction, demonstrate a high level of commitment to their employer, and therefore experience a low rate of turnover.

According to the findings of a study conducted by Roelofsen (2002), enhancing the quality of the working environment results in increased levels of both performance and satisfaction among employees. The employee, and therefore their performance, will benefit from a working environment that is improved physically. According to the findings of a research that was carried out by Chevalier (2004), workers are better able to fulfill their responsibilities when they are provided with enough environmental supports. Chandrasekar's research from 2003 revealed that the atmosphere of the workplace has a significant impact on the level of performance achieved by workers. According to the findings of Ajala (2012), environmental factors in the workplace such as enough lighting, an absence of distracting noise, appropriate ventilation, and an effective layout arrangement significantly boost workers' levels of performance. According to the findings of Khan et al. (2011), who researched the influence of the workplace environment and infrastructure on workers' performance from the education sector in Pakistan, incentives at the workplace had a beneficial impact on employees' performance.

Hameed and Amjad (2009) conducted a study of 31 bank branches and found that pleasant and ergonomic office design inspires workers, which in turn leads to a significant rise in the employees' overall performance. According to the findings of Aisha and colleagues' (2013) study entitled "Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance," the factors of incentives, motivation, and working conditions all have a significant impact on employee performance at an Indonesian university. According to the findings of these research, a positive atmosphere in the workplace plays a clear and decisive role in the process of elevating the overall performance of workers.

Research Method

The term research design refers to a plan that outlines the methodology of an inquiry that is relevant to the study being conducted (Kothari, 2004). A quantitative research design was used for the aim of carrying out this investigation. The quantitative design provides an account of the phenomena in their natural state. It was distributed with the purpose of determining a specific problem or issue and gathering information on its features.

The term target population refers to the whole of the group of people or things that are the focus of a certain research project. A target audience would often consist of individuals who differ in a number of criteria, such as their ages, genders, educational backgrounds, and so on.

As a result, it is from this particular population that the researcher intends to derive the results of this study. A group of persons that shares one or more traits with other members of the group and that are of interest to the researcher is referred to as a population (Creswell, 2005). The population of the study is senior, intermediate, and lower level managers working in Non-governmental organizations in Nangarhar province of Afghanistan.

The primary data are those that are first-hand accounts or observations made by the researcher who conducted the study. According to Creswell (2005), there is no one method or instrument that can be deemed to be sufficient in and of itself when it comes to the collection of accurate and trustworthy data. As a result, one primary resources were used in order to collect material that was sufficient and trustworthy for this research. This include the self-administrated and adopted questionnaire via Google form. According to Kothari (2004), a questionnaire is a kind of data collection technique that consists of a series of questions that are used for the purpose of data collection. Data are gathered via the use of questions in this approach of data collection. Select individuals who participated in this study were given the opportunity to answer questions independently before submitting their responses to the researcher. For the purpose of assisting the researcher in obtaining replies and pertinent information from respondents.

The information was acquired by using questionnaire. In experimental research, we gather data by utilizing the main data as the technique, and we do it over the process of conducting questionnaires (Kothari 2004). The questionnaire through Google form was distributed to the senior, intermediate, and lower level managers working in the non-governmental organizations in Nangarhar province of Afghanistan. 120 questionnaires were distributed to the senior, intermediate and lower level managers of non-governmental organizations working in Nangarhar province of Afghanistan.

For the purpose of this investigation, the data obtained from the completed questionnaires were analyzed using descriptive statistics, correlation matrix, and regression analysis. The descriptive statistics would help us to summarize the data. Correlation matrix would assist us to identify the association between the dependent and independent variables of the study. Finally, the regression analysis would examine the effects of working environment on employee performance in non-governmental organizations in Nangarhar province of Afghanistan.

Result and Discussion

Descriptive Statistics of the Study

In the descriptive analysis, all the important features of all the research variables were identified. Maximum, minimum, average and standard deviation are the quantitative summary of all research variables in descriptive analysis. The number of observation of the study is 118 managers, supervisor and other employees working NGOs. The table of descriptive statistics gives satisfactory results in all variable. Among the two research variables, employee performance has the average value of 3.68 given the standard deviation by 0.895. Its maximum value is 5, while its minimum value is 1. Identically, the mean value of working environment facilities is 3.87 given the standard deviation by 0.772. Its maximum value is 5, while its minimum value is 2.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Working Environment Facilities	118	2	5	3.87	.772
Employee Performance	118	1	5	3.68	.895
Valid N (listwise)	118				

Correlation Matrix

Pearson bivariate correlation coefficient was used in order to establish the degree of correlation that exists between the independent variables of working environment and employee performance NGOs sector of Nangarhar province of Afghanistan. According to Singh (2014), it is presumed that the correlation is linear, with the correlation coefficient ranging from -1.0 (a perfect negative correlation) to +1.0 (a perfect positive correlation). The correlation coefficient was calculated so that the strength of the association between the dependent variable and the independent variables could be determined (Haradhan, 2017).

The findings are summarized in following Table, which shows that at the 5% level of significance, independent variables, the study found that working environment has positive significant correlations with the employee performance in NGOs sector of Nangarhar province of Afghanistan. There was a considerable positive link between employee performance and working environment ($r = 0.687$, $P 0.05$). This correlation was extremely significant.

Correlations			
		1	2
1. Working Environment Facilities	Pearson Correlation	1	.687**
	Sig. (2-tailed)		.000
	N	118	118
2. Employee Performance	Pearson Correlation	.687**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

Model Summary

R² is the coefficient of determination that illustrates how the dependent variable, which is the employee performance, fluctuates with changes in the working environment facilities. The working environment facilities is related to the employee performance. According to the data shown in the table above, R² is 0.472, which indicates that 47.2% of variation in the employee performance is being introduced by working environment facilities. Therefore, other factors other than the working environment are responsible for 52.8% of employee performance. The nature of the relationship that exists between the predicated and actual value of employee performance by the Pearson correlation coefficient, which is denoted by the letter R. As can be seen in the table that was just shown, the coefficient of determination, R, is equal to 68.7%.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.467	.653
a. Predictors: (Constant), Working Environment Facilities				

Analysis of Variance

The analysis of the variance Table is for the purpose to specify the validity of the model. As the F-value is greater than the critical value, this implies that the model is well fit. This indicates that the utilization of the primary data to arrive at a decision regarding the parameter of the population is acceptable because the p-value, which is also referred to as the level of significance, is less than 5%. This further shows that the model is well fit and the working environment truly influence the employee performance in non-governmental organizations in Nangarhar province of Afghanistan.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.245	1	44.245	103.646	.000 ^a
	Residual	49.518	116	.427		
	Total	93.763	117			
a. Predictors: (Constant), Working Environment Facilities						
b. Dependent Variable: Employee Performance						

Regression Result

Positive coefficients are assigned to the variable for the working environment facilities. This suggests that a positive link exists between employee performance and working environment in non-governmental organizations in Nangarhar province of Afghanistan. The estimated coefficient of working environment facilities is 0.796. This implies that as working environment rises by one unit, this would cause to rise the employee performance by 0.796 units on average by keeping all other variables constant. The estimated coefficient of working environment facilities is significant at 1 percent significance level because the probability value is less than 1 percent. The constant coefficient is 0.594, which indicates that employee performance is equal to 594 when the working environment is equal to zero. The significance level for the constant is less than 10 percent, therefore, the constant is significant at 10 percent significance level.

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.594	.309		1.925	.057
	Working Environment Facilities	.796	.078	.687	10.18	.000

a. Dependent Variable: Employee Performance

Conclusion

This study investigates the effects of working environment on employee performance in non-governmental organizations in Nangarhar province of Afghanistan. The stratified random sampling technique is used in order to collect the data from the respondents. The simple linear regression technique is used to analyse the effects of working environment on employee performance. The sample size of the study is 118 managers, supervisors and other employees working with NGOs in Nangarhar. The descriptive statistics gives satisfactory results in all variable. Among the two research variables, employee performance has the average value of 3.68 given the standard deviation by 0.895. Its maximum value is 5, while its minimum value is 1. Identically, the mean value of working environment facilities is 3.87 given the standard deviation by 0.772. Its maximum value is 5, while its minimum value is 2.

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The findings shows that at the 5% level of significance, independent variables, the study found that working environment has positive significant correlations with the employee performance in NGOs sector of Nangarhar province of Afghanistan. There was a considerable positive link between employee performance and working environment ($r = 0.687$, $P < 0.05$). This correlation was extremely significant.

R^2 is the coefficient of determination that illustrates how the dependent variable, which is the employee performance, fluctuates with changes in the working environment facilities. The working environment facilities is related to the employee performance. According to the data shown in the table above, R^2 is 0.472, which indicates that 47.2% of variation in the employee performance is being introduced by working environment facilities. Therefore, other factors other than the working environment are responsible for 52.8% of employee performance. The nature of the relationship that exists between the predicated and actual value of employee performance by the Pearson correlation coefficient, which is denoted by the letter R. As can be seen in the table that was just shown, the coefficient of determination, R, is equal to 68.7%.

As the F-value is greater than the critical value, this implies that the model is well fit. This indicates that the utilization of the primary data to arrive at a decision regarding the

parameter of the population is acceptable because the p-value, which is also referred to as the level of significance, is less than 5%. This further shows that the model is well fit and the working environment truly influence the employee performance in non-governmental organizations in Nangarhar province of Afghanistan.

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