

WORKPLACE HUMAN ENVIRONMENT AND STAFF PERFORMANCE IN
PUBLIC UNIVERSITIES IN KENYA

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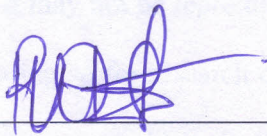


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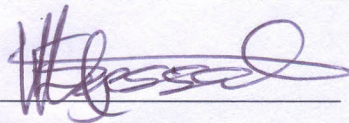
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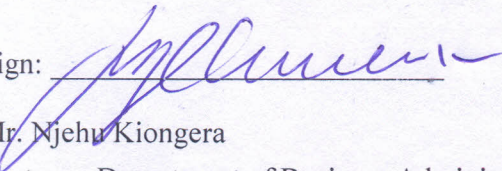
The undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a Thesis entitled "Workplace Human Environment and Staff Performance in Public Universities in Kenya"

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ABSTRACT

The workplace entails an environment in which the worker performs his work while an effective workplace is an environment where results can be achieved as expected by management. Human environment as an aspect of the workplace environment has a direct impact on the interpersonal interactions and thus performance of the employees. Most studies on work environment have concentrated on the physical work environment but little research has been done on human aspect of the work environment. This study, therefore, sought to analyze the influence of workplace human environment on the staff performance in public Universities in Kenya. The main focus of the study was MMUST, JOOUST and Kisii University. The specific objectives were; to examine the effect of teamwork on staff performance, to examine the influence of leadership on staff performance, to determine the influence of communication on staff performance and to establish the moderating effect of organizational factors on the relationship between workplace human environment and staff performance. The independent variable in this study was workplace human environment; the dependent variable was the staff performance while the moderating variable was organizational factors. Relevant Literature was reviewed in relation to the objectives of the study. The research adopted both descriptive survey design as well as correlation research design while the study population was drawn from the non-teaching staff of MMUST, JOOUST and Kisii University. The sample size was two hundred and seven members of staff (207). Both Purposive and stratified sampling techniques were used based on the respondents' designations. The primary data collection involved use of questionnaires scored on a Five-Point Likert scale. Data was analyzed using Descriptive statistics and inferential statistics such as Karl Pearson's Correlation and Mann Whitney U-Test and presented in tables, figures and pie-charts. The results revealed that 87.2% of staff performance in public universities in Kenya is due to teamwork, 64.9% of staff performance can be attributed to leadership, while 77.7% of staff performance can be explained by communication. However, the three workplace human environment factors are equally important in influencing staff performance. Further, the results indicated that organizational factors significantly moderated the relationship between workplace human environment and staff performance. The study revealed that teamwork in most departments in public Universities in Kenya has a positive impact on employee performance as most employees performed better when working in teams within their departments. However, the study established that there was a problem of leadership within most departments of the universities where departmental heads failed to provide incentives or recognition to the employees. The study exposed a general lack of staff participation in decision making within the departments of the three universities. Nevertheless, where effective leadership was provided, departmental goals were met within schedule. In addition, the study exposed that in most departments performance was hindered by lack of effective communication. This had a negative effect on the quality of service offered to clients. The findings of the study may be useful to the immediate institutions involved in the study as well as other public and private universities in Kenya. Secondly, the findings and recommendations of this study may also be useful to the managers and administrators of both the public and private organizations in the country. Thirdly, the research will form a basis for further research on the workplace environment in general. This may lead to the generation of new ideas for the better and more efficient management of public universities and other institutions of higher learning in Kenya and the rest of the world.

