

WORKPLACE ENVIRONMENTAL PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC HEALTH SECTOR IN MACHAKOS COUNTY

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ABSTRACT

The general objective of the study was to establish the effect of workplace environmental practices on employee performance in the Public Health Sector at Machakos County. It adopted a descriptive correlational research design and utilized a structured questionnaire as the primary instrument for data collection. The unit of analysis comprised Level 4 and Level 5 public health facilities in Machakos County. Both descriptive and inferential statistical methods were used to examine the data using SPSS Version 29. While inferential analysis employed correlation and multiple regression techniques to look at the connections between the research variables, descriptive statistics, such as frequencies and percentages, were used to characterize demographic information. The results showed that employee performance was positively and significantly correlated with each of the independent factors. The psychosocial work environment ($r = 0.52$, $p < 0.05$), the physical work environment ($r = 0.38$, $p < 0.05$), organizational culture ($r = 0.20$, $p < 0.05$), and leadership style ($r = 0.64$, $p < 0.05$) showed the largest positive correlation with employee performance. Based on these results, the study came to the conclusion that organizational culture, psychological work environment, physical work environment, and leadership style all have a major impact on worker performance in Machakos County's public health sector. The research recommends that the public health sector in Machakos County invest in ergonomic equipment and comfortable workplace furniture to improve employee productivity. It also emphasizes the need for leaders to cultivate a collaborative work environment, encourage innovation, and adopt coaching, mentoring, and continuous training initiatives to enhance employee growth and performance.

Key words: *Workplace Environmental Practices, Employee Performance, Public Health Sector*

1.INTRODUCTION

Employee performance affects productivity, efficiency, and overall effectiveness, making it a crucial factor in company success (Colquitt et al., 2021). It includes the activities, behaviors, and results of employees that have a major influence on the accomplishment of organizational objectives (Al-Anzi, 2021). In today's fast-paced, intensely competitive corporate world, increasing productivity is essential for long-term success and preserving a competitive advantage (Organ et al., 2019). Keeping a competitive edge and luring and keeping top personnel depend on efficient employee performance management (Bell, 2021).

In order to maximize their human capital and eventually help them achieve their goals and objectives, organizations understand the need of establishing an atmosphere that encourages and supports employee performance (Colquitt et al., 2021). Employee performance is critical to a business's success. Nevertheless, the existing competitive labor market creates difficulties in attracting and keeping high-quality talent (Sunday & Madu, 2024). Faez et. al. (2023) recommend that organizations should proactively manage their employee relationships to tackle this challenge.

In the highly competitive global business sector, companies cannot afford to underutilize the potential of their staff. A workplace study conducted by the global design firm Gensler found that 90% of American employees believe that well-designed office spaces and effective workplace layouts enhance their productivity, efficiency, and overall organizational competitiveness (Audiana, 2022). Merely 5% of employees think that innovation is promoted in the workplace. Additionally, the poll reveals that workplace productivity is higher in high-performing companies than in ordinary companies (Audiana, 2022).

In Sydney, many companies today are increasingly focused on the provision of quality work to their workers. It is not a technique but rather a philosophy that is being adopted by many companies in today's business environment in balancing the business, human, and social needs (Ouppara & Victoria, 2012). It focuses on developing the employee joining the organization while at the same time increasing productivity in order for all sectors of the society to benefit. Coca-Cola Amatil in Sydney, for instance, supports the core value of developing new employees coming into the organization through rewarding their performance as they gradually internalize the working environment (Ouppara & Victoria, 2012). Coca-Cola, as a leading multinational company, takes pride in the fact that it undertakes its operations on the basis of developing and nurturing its workforce anchored on the fundamental principles of a quality work environment (Xiaojun & Mary, 2020).

In China, according to Xiaojun and Mary (2020), public service employee performance has a major impact on China's development, and during the past 20 years, improvements have been made to the country's human resource systems in an effort to improve them (Xiaojun & Mary, 2020). The 2012 report of the Communist Party of China's 18th National Congress stated that modernizing government agencies will improve the nation's social and economic development. The public service personnel' compensation increased as a result, but the management anticipates that they will be more responsive in exchange (Xiaojun & Mary, 2020).

According to data from Bangladeshi industries, staff productivity significantly affects a company's performance (Omar et al., 2020). Just 24.6% of workers in the 27 member states are entirely satisfied with their jobs on average, according to research from the EU Statistics Centre. Since workplace culture influences employee behavior, managers and companies have long sought to understand the link between job performance and employee satisfaction, with a primary focus on improving performance. Essentially, people's performance is most affected by their surrounds and the setting in which they work (Al-Qudah et al., 2022).

Workplace environmental practices significantly impact employee performance in Africa. Conducive work environments, including physical conditions, social support, and organizational culture, boost productivity, motivation, and job satisfaction (Sunday & Madu, 2024). Conversely, unfavorable environments negatively affect employee well-being and productivity. Stress and burnout are reduced in an atmosphere that promotes a work-life balance, increasing engagement and productivity (Sunday & Madu, 2024).

The working environment in South Africa's public health system significantly impacts employee performance, affecting not only staff productivity but also the quality, safety, and compassion of care. This study examines how organizational systems, resources, the physical environment, the psychosocial climate, and larger contextual realities affect performance (Waqar, 2023). It outlines mechanisms through which these factors operate and provides practical levers for improvement tailored to the South African context. Overcrowded wards, poorly ventilated waiting areas, and inadequate isolation spaces increase infection risk, amplify stress, and slow workflow. In tuberculosis and respiratory-disease settings, ventilation and space zoning are particularly crucial (Audiana, 2022).

Low worker productivity is one of the main problems Ghanaian companies face, according to Wang et al. (2021). Despite being thought of as some of the world's hardest workers, they said that Ghanaians sometimes produce less than their international counterparts. Effective management should thus recognize and assess the workplace-related elements that affect worker productivity and comprehend how these elements might inspire workers to improve their performance (Wang et al., 2021).

Al-Anzi (2021) carried out a regional analysis of Tanzanian employees at different organizations. According to the report, 90% of employees feel their workplace has an influence on their attitudes and productivity. Organizations prioritize creating suitable workplace designs and settings in order to fulfill employees' needs for comfort and personal control. As a result, every workplace has its own set of organizational norms that influence the lighting, heating, furniture, noise level, and other aspects of employees' lives (Al-Anzi, 2021).

In Kenya, workplace environmental practices significantly impact employee performance. These factors include the physical environment (like office layout, ventilation, and lighting), psychosocial elements (such as supervisor support, work-life balance, and social interactions), and workplace policies. As a result, every workplace has unique standards for furniture, heating, lighting, noise reduction, and other aspects of working there (Audiana, 2022).

Healthcare sector in Machakos County has been marred by challenges, primarily revolving around the promotion and designation of health workers, inadequate medical cover, and the overall treatment of staff. For the past two years, health workers have been advocating for several key reforms, but their pleas have largely gone unheeded by the county government (Audiana, 2022). After two years of meetings to discuss their Collective Bargaining Agreement (CBA), they feel that their concerns have not been adequately addressed. The failure to reach a resolution has led them to the brink of industrial action, indicating a breakdown in trust and communication between healthcare workers and the county administration (Audiana, 2022).

2. STATEMENT OF THE PROBLEM

Employee performance is a critical global issue driven by historically low worldwide employee engagement rates of around 20% to 21%, which cost the global economy trillions of dollars in lost productivity. Global workplace engagement recently dropped, leaving only about one in three employees feeling that they are thriving in their overall well-being. Multinational organizations struggle to align goals because differing cultural dimensions such as power distance and individualism drastically change how workers respond to feedback and authority (McGuire & McLaren, 2021).

Empirically, the majority of Kenya County health sector experts have opted to engage in private practice due to bad working circumstances in the public sector. Junior doctors are now in control of public health institutions as more senior medical officers depart the public sector to work privately or overseas (Karanja, 2020). Over the past ten years, there has been criticism of the quality of services provided by Kenyan public institutions, particularly the County Governments (Akacho, 2021).

The research conducted by McGuire and McLaren (2021), which looked at the connection between the physical environment and employee engagement in contact centers, is set in a different context from the current study, which focuses on employee performance in the public health sector. Additionally, there is a methodological problem with the original study on this topic. Koskei et al. (2021) used an explanatory research design to examine the link between employee performance in government ministries and the psychological environment, in contrast to the descriptive research technique used in this study.

Empirical gaps highlight contradictions or missing pieces in the actual data collected by researchers. Studies show mixed results. Some show that green practices boost morale, while others find they cause "green-task overload," where extra eco-responsibilities stress employees and hurt core job performance. Conceptually, while researchers know a link exists, *why* it exists is conceptually weak. We need better frameworks showing how workplace practices translate into standard workplace performance (e.g., through motivation, pride, or cognitive comfort). Contextually, the vast majority of studies are conducted in Western economies or developed Asian nations. There is a severe shortage of research on how these practices affect employee performance in developing nations, Africa, and Latin America, where economic survival often trumps environmental concerns. The issues raised by the Machakos County Assembly Health Committee and the senator have contributed to poor workplace environment thus affecting

employee performance at Machakos County health facilities. Thus, the purpose of this study was to examine how workplace environmental practices impact employee performance in Machakos County's public health sector.

3. RESEARCH OBJECTIVES

- i To determine the relationship between physical work environment and employee performance in the Public Health Sector at Machakos County.
- ii To establish the relationship between organizational culture and employee performance in the Public Health Sector at Machakos County.
- iii To determine the relationship between psychosocial work environment and employee performance in the Public Health Sector at Machakos County.
- iv To assess the relationship between leadership style and employee performance in the Public Health Sector at Machakos County.

4. THEORETICAL LITERATURE REVIEW

The theoretical framework lays the groundwork for a study's constraints. This study makes use of the balanced scorecard model, Maslow's Hierarchy of Needs Theory, Upper Echelons Theory, and Spillover Theory. The anchor theory was Upper Echelons Theory.

Upper Echelons Theory

Hambrick and Mason's original work in 1984 laid the foundation for the theory, which has since been expanded and explored in various research areas, including strategic management and leadership studies. According to Hambrick and Mason's Upper Echelons Theory, the traits of a company's top management team such as their values, experiences, and cognitive bases have a major impact on organizational outcomes and strategic decisions, serving as the cornerstone of strategic leadership (Hambrick & Mason, 1984). The theory states that workers' performance and the way strategic choices are made are greatly influenced by the distinctive characteristics of top-level managers, such as their experiences, values, and cognitive basis (Hambrick & Mason, 1984).

Despite the theory's popularity, some scholars contend that it may overemphasize the importance of top management while undervaluing the impact of organizational procedures and outside variables (March, 1993). The Upper Echelons Theory highlights the importance of top management's leadership in shaping organizational direction and performance, emphasizing that their characteristics are key determinants of strategic choices through strategic human resources decisions (Hambrick & Mason, 1984). Upper Echelons Theory (UET) relates to the work environment directly, primarily through the strategic human resources decisions and preferences of top managers that determine the nature of that environment. Executives' backgrounds and values shape organizational outcomes, which can include the design and management of the physical workspace (Hambrick, 2018).

Balanced Scorecard

Managers have long recognized that operating profit and return on investment are insufficient measures to properly evaluate an organization's efficacy, according to Kaplan and Norton (1993). To achieve a more full view of performance, other non-financial criteria must be

considered. Financial indicators have the drawback of just reporting on past performance; they are unable to forecast future success. According to Kaplan and Norton (1993), indicators should be chosen from four categories in order to accurately assess an organization's overall performance: internal processes, customers, learning and innovation, and finances.

The BSC facilitates consensus-building and clarity as well as the identification and alignment of strategic initiatives, according to Kaplan and Norton (1996). These advantages will also boost the organization's performance, because it facilitates the quantitative translation of a company's business plan and goal statement (Yaghoobi & Haddadi, 2016). The Balanced Scorecard (BSC) has limitations even though it offers a comprehensive approach to performance monitoring. Schneiderman (2020) created an early version of a balanced scorecard for Analog Devices in 1987, which inspired Kaplan and Norton's later work. Madsen (2025) wrote extensively on the history, diffusion, and critical reception of the Balanced Scorecard as a leading management tool. The BSC offers a thorough understanding of performance at the individual and organizational levels by incorporating internal process efficiency, customer satisfaction, and employee learning and development in addition to traditional financial metrics. The scorecard provides a common framework and language for discussing performance, helping employees see how their efforts impact other departments and the entire organization (Kaplan & Norton, 1993).

Two-Factor Theory of Motivation

Frederick Herzberg's studies on employee contentment and discontent led to the initial proposal of Herzberg's Motivation-Hygiene Theory, also known as Two-Factor Theory, in the 1950s. Herzberg's work was based on interviews with engineers and accountants, where he sought to uncover the underlying causes of positive and negative feelings about work. Herzberg's investigation led him to the conclusion that contentment and discontent were influenced by different causes and were not only at opposite extremes of a spectrum. This realization served as the basis for his theory, which separated aspects connected to the job into two primary groups: hygiene factors and incentive factors (also known as motivators) (Herzberg et al., 1959; Herzberg, 1966).

According to Herzberg's theory, motivators are essential characteristics of the workplace that significantly influence actual work and can enhance long-term employee satisfaction. These components include achievement, acknowledgment, the nature of the job, accountability, and possibilities for growth and progress. Herzberg contended that motivators meet employees' psychological requirements and are necessary for genuine involvement. For instance, employees who achieve challenging goals or receive recognition for their accomplishments are likely to feel valued and satisfied. In particular, recognition boosts one's sense of self-worth and offers positive reinforcement (Herzberg et al., 1959). Since Herzberg's Two-Factor Theory aids in comprehending employee organizational culture, it is important and pertinent to this investigation. Organizational culture can be shaped to foster motivation by emphasizing these intrinsic motivators, moving beyond simply addressing the extrinsic "hygiene" factors that are necessary but insufficient for true job satisfaction.

Trait Theory

Thomas Carlyle (1795–1881), Francis Galton (1822–1911), Allport & Odbert (1936), Raymond Cattell, Hans Eysenck, and Sybil Eysenck are some of the key figures supporting the trait theory of leadership. According to this theory, effective leadership stems from possessing specific inherent traits. This theory, which has its roots in Stogdill's 1948 early work and has been improved upon by later scholars, focuses on determining the character attributes that set successful leaders apart from others. A useful theoretical framework for analyzing how conscientiousness, emotional stability, and openness to new experiences affect employees' performance at public hospitals in Machakos County is provided by trait leadership theory.

This study is especially pertinent to trait leadership theory since it describes how certain personality traits help leaders effectively promote teamwork and productivity. For example, emotional stability helps leaders to control stress and remain calm under duress, resulting in a peaceful and inspiring workplace (Chen & Haga, 2022; Kumari et al., 2022). Adaptability and creativity are fostered by openness to experience, which enables leaders to accept new approaches and promote creative problem-solving. These qualities are crucial in fields that are very complicated and uncertain (Cheng et al., 2022; Maqsoom et al., 2022). This study uses trait leadership theory as a thorough framework to examine the relationship between employee performance and leadership qualities in the public health sector in Machakos County. This enables the researcher to evaluate how different personality qualities impact worker performance, offering insightful viewpoints for leadership development and training programs targeted at the public health industry. Increased employee morale and fewer disagreements at work are associated with leaders that exhibit emotional stability, which is defined by resilience and poise under pressure.

5. EMPIRICAL LITERATURE REVIEW

Premarathne and Kappagoda (2020) investigated how Sri Lankan employees' job performance was affected by their physical workspace. The sample consisted of 150 randomly selected apparel industry workers. Information was collected through a standardized survey. To investigate the connection between the physical workplace and worker job performance, the study used univariate, bivariate, and multivariate data analytic methodologies. The results showed that employee performance was significantly improved by the physical workplace and its related elements. The study came to the conclusion that raising worker performance and output need better working circumstances. However, the research was conducted in a different context and did not examine the influence of the physical work environment on employee performance in the public health sector in Machakos County, which is the focus of the current study.

Ackon et al. (2024) explored how different forms of organizational culture affect the effectiveness of building projects in Ghana. The study used a census sampling approach and a descriptive cross-sectional research design. Standardized questionnaires were used to gather quantitative data from 375 medium-sized and large-sized construction companies. Both descriptive and inferential statistical techniques were used to examine the data. The findings indicated that market and hierarchy organizational cultures had a significant positive influence

on construction project performance, whereas clan and adhocracy cultures showed no significant effect. Furthermore, the study established that the characteristics of external orientation, stability, and control associated with a hybrid market–hierarchy culture were the strongest predictors of project success. Nevertheless, because the study was carried out in developed nations, its conclusions cannot be applied to developing nations like Kenya (Ackon et al., 2024). As a result, the current study looked at how organizational culture affected worker performance in Machakos County's public health sector.

Oyewole and Popoola (2020) investigated how psychological variables affect library staff members' work performance in Nigerian federal institutions. A correlational survey approach was used in the study. The comprehensive enumeration procedure included all 195 library employees. A standardized questionnaire measuring self-concept, work-family conflict, job satisfaction, job stress, and the library workers' job performance scale (SWJJLS) was used to gather data for the study. The results showed a strong correlation between library staff performance, self-concept, work-family conflict, job satisfaction, and workplace stress. Specifically, the study established that each of these factors significantly influenced employees' job performance (Oyewole & Popoola, 2020). However, the study focused on library employees in federal institutions, making its findings context-specific. As a result, the current study's focus, the public health sector in Machakos County, may not directly benefit from its findings.

Kebe, Kahl, and Liu (2024) assessed how transformational and transactional leadership styles affected employee performance differently during change projects in Sierra Leonean commercial banks. The study gathered information from 903 banking employees using a cross-sectional survey method. The study investigated the hypotheses using a structural equation model. The findings demonstrate that both transformational and transactional leadership styles have a significant impact on worker performance, with the latter having a bigger impact. Commercial banks should provide training programs that will improve leadership philosophies in order to encourage or inspire followers to demonstrate positive behavior and dedication in order to accomplish company goals, according to the research findings.

Ahmed, Hassan, and Ali (2024) looked at how leadership styles affected worker performance at Hormuud Telecom in Mogadishu, Somalia. A sample of 150 workers was used, with partial least squares (PLS) regression. The findings revealed that Autocratic Leadership (AL) had no obvious impact on employee performance, although Democratic Leadership (DL) and Transformational Leadership (TL) did. The results showed how crucial democratic decision-making and motivating leadership are to increasing worker motivation and output. The study found that various leadership ideologies had an effect on employee performance.

6. RESEARCH METHODOLOGY

The unit of analysis was Public Health Sector at Machakos County while the unit of observation was managerial staff from Machakos Level 5 and Level 4 hospitals, including hospital managers, medical superintendents, heads of sections, nursing officers and human resource officers, were be among the respondents. A descriptive correlational research design was used

in this study. The design was appropriate because data were collected from respondents at a single point in time to describe prevailing practices and examine relationships between variables. The researcher used stratified sampling, which restricts possible samples from the less extreme by ensuring that all demographic groups are represented in the sample, to improve accuracy and efficiency (Lohr, 2021). Because the population has multiple strata, such as hospital managers, medical superintendents, heads of sections, and nursing officers, stratified sampling was employed. In this study, the sample size was calculated using the Taro Yamane formula. The formula can be expressed as $n = N / 1 + N (e)^2$.

n = sample size

N = population size

e = margin of error (level of precision) = 0.05

$n = 1400 / 1 + 1400(e)^2$

$n = 1400 / 1401 * 0.0025$

$1400 / 3.5025$

n=400

7. RESULTS AND DISCUSSION

Influence of Physical Work Environment on Employee Performance

Respondents were asked to rate their agreement with the claims on the impact of the physical workplace on employee performance. Table 1 shows the outcomes.

Table 1: Descriptive Statistics Results of Physical Work Environment

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	(%)	(%)	(%)	(%)	(%)		
The way the office furniture is arranged allows me to work effectively.	6% (21)	3% (10)	17% (61)	31% (111)	44% (159)	4.41	.58
I can work effectively because the office has enough workspace.	-	8% (29)	10% (36)	49% (178)	33% (119)	4.18	.75
Natural light and additional lighting at work help me work more productively and with less eye strain.	1% (4)	4% (14)	13% (47)	65% (235)	17% (62)	3.98	.72
Amenities in the workplace help me focus better.	7% (25)	28% (100)	35% (126)	24% (86)	7% (25)	3.94	.68
Noise levels in the office are low, which helps me do my work effectively.	3% (10)	44% (159)	17% (61)	19% (71)	17% (61)	4.14	.74
Offices have sound proof materials to avoid distractions from noise and that increases my performance.	1% (4)	4% (14)	13% (46)	65% (235)	17% (61)	3.88	.88
Overall Mean						4.09	0.72

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is the physical workplace. The goal of the investigation was to prove the assertion. As a result, the respondents had to score their answers on a Likert scale of 1 to 5, where 5 represented very agree, 4 represented agree, 3 represented undecided, 2 represented disagree, and 1 represented strongly disagree. According to the research in table 1 above, the majority of respondents with the highest scores ($M=4.41$, $SD=0.58$) concurred that I can work efficiently because of the arrangement of the office furniture. This was closely followed by I can work effectively because the office has enough workspace ($M=4.18$, $SD=0.75$). Additional respondents concurred that noise levels in the office are low, which helps them do their work effectively ($M=4.14$, $SD=0.74$), and natural light and additional lighting at work help them work more productively and with less eye strain. ($M=3.98$, $SD=0.72$). Amenities in the workplace help me focus better ($M=3.94$, $SD=0.68$).

Influence of Organizational Culture on Employee Performance

The respondents were asked to rate their level of agreement with the organizational culture statements. Table 2 below shows the results.

Table 2: Descriptive Statistics Results of Organizational Culture

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	(%)	(%)	(%)	(%)	(%)		
The workplace values have contributed to organizational effectiveness by promoting positive behaviors	6% (21)	32% (114)	24% (86)	21% (76)	18% (65)	3.62	.82
The workplace values have impacted interactions with colleagues, approach to work, and commitment to the organization.	28% (101)	38% (136)	13% (47)	11% (39)	11% (39)	3.80	.64
The workplace norms have shaped the work environment and the way things are done.	7% (25)	11% (39)	18% (67)	50% (181)	14% (50)	4.00	.76
The workplace norms dictate acceptable and unacceptable behavior within the workplace.	4% (14)	17% (62)	1% (4)	49% (177)	29% (105)	3.91	.80
At my workplace beliefs have helped in creating a sense of shared identity and culture	-	19% (69)	22% (79)	33% (119)	25% (95)	3.85	.84
At my workplace beliefs have guided employees' actions and interactions, ensuring consistency and alignment with organizational goals.	1% (4)	4% (14)	13% (47)	65% (235)	17% (62)	4.20	.60
Overall Mean						3.91	0.74

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is organizational culture. The respondents were therefore required to rate their responses on a Likert scale of 1 to 5, with 5 denoting extremely agree, 4 denoting agree, 3 denoting undecided, 2 denoting disagree, and 1 denoting strongly disagree. According to the research in table 4.12 above, every respondent in the category agreed that: At my firm, beliefs have affected workers' interactions and activities, ensuring consistency and alignment with corporate goals (M=4.20, SD=0.60). The workplace norms have shaped the work environment and the way things are done (M=4.00, SD=0.76). The workplace norms dictate acceptable and unacceptable behavior within the workplace (M=3.91, SD=0.80). At my workplace beliefs have helped in creating a sense of shared identity and culture (M=3.85, SD=0.84), and the workplace values have impacted interactions with colleagues, approach to work, and commitment to the organization. (M=3.80, SD=0.64). The workplace values have contributed to organizational effectiveness by promoting positive behaviors (M=3.62, SD=0.82).

Influence of Psychosocial Environment on Employee Performance

Regarding the psychosocial environment and employee performance, the respondents were asked to indicate how much they agreed with the allegations. Table 3 displays the results.

Table 3: Descriptive Statistics Results for Psychosocial Environment

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	(%)	(%)	(%)	(%)	(%)		
My manager supports open communication and allows me to air my grievances.	7% (25)	3% (10)	7% (25)	47% (170)	36% (132)	4.11	.69
At my workplace management provide feedback on my performance	6% (21)	21% (76)	25% (91)	28% (102)	20% (72)	4.16	.72
I am a good team player and collaborate effectively with other colleagues at my work place.	1% (4)	8% (29)	10% (36)	57% (206)	24% (87)	3.84	.70
I communicate effectively with my team members at my workplace	6% (21)	10% (35)	64% (234)	14% (51)	6% (21)	3.74	.72
At work, tasks and responsibilities are well-defined, allowing me to do my obligations as needed.	7% (25)	-	10% (36)	44% (160)	39% (141)	4.68	.53
At hospital we support each other as colleagues in managing workload and personal issues.	7% (25)	11% (39)	18% (67)	50% (181)	14% (50)	4.45	.62
Overall Mean						4.16	0.66

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is the psychosocial environment. The respondents were therefore

required to rate their responses on a Likert scale ranging from 1 to 5, with 5 denoting strong agreement, 4 denoting agreement, 3 denoting undecided, 2 denoting disagreement, and 1 denoting significant disagreement.

The majority of respondents concurred that tasks and responsibilities at work are clearly defined, enabling me to fulfill my obligations as needed (M=4.68, SD=.53). This was closely followed by the fact that coworkers at the hospital assist one another in handling personal matters and workload (M=4.45, SD=.62). At my workplace management provide feedback on my performance (M=4.16, SD=.72). My manager supports open communication and allows me to air my grievances (M=4.11, SD=.69), and I am a good team player and collaborate effectively with other colleagues at my work place (M=3.84, SD=.70).

Influence of Leadership Style on Employee Performance

The respondents were asked to rate their level of agreement with the statements on leadership style and staff performance. The findings are shown in Table 4.

Table 4: Descriptive Statistics Results of Leadership Style

Statement	SD	D	U	A	SA	M	SD
Percentage (%)	(%)	(%)	(%)	(%)	(%)		
My supervisor shows concern for employee well-being, creating a positive environment.	7% (25)	3% (11)	7% (25)	47% (170)	36% (130)	4.41	.66
My supervisor inspires vision, fosters purpose, builds competence, and boosts innovation	6% (21)	21% (76)	25% (90)	35% (126)	20% (72)	4.11	.86
My supervisor involves employees in decisions, increasing engagement and job satisfaction.	1% (4)	8% (30)	10% (36)	57% (206)	24% (87)	3.96	.68
Delegation of responsibilities empowers me to perform better.	6% (21)	10% (36)	65% (235)	14% (50)	6% (21)	3.80	.66
My supervisor sets clear goals, encourages independence, and uses reward systems effectively.	7% (25)	-	10% (36)	44% (159)	39% (141)	3.35	.73
My supervisor focuses on developing and empowering employees, prioritizing their needs.	7% (25)	11% (39)	18% (65)	50% (181)	14% (50)	3.53	.82
Overall Mean						3.86	0.73

Source: Research Data (2026)

It has been recognized that one of the elements influencing worker performance in Machakos County's public health sector is leadership style. As a result, the respondents had to score their answers on a Likert scale from 1 to 5, where 5 represented strong agreement, 4 represented agreement, 3 represented undecided, 2 represented disagreement, and 1 represented strong disagreement. Table 4 analysis reveals that most respondents concur that their supervisor fosters a pleasant work environment by showing care for the well-being of their employees

(M=4.41, SD=0.66). My supervisor inspires vision, fosters purpose, builds competence, and boosts innovation (M=4.11, SD=0.86). My supervisor involves employees in decisions, increasing engagement and job satisfaction (M=3.96, SD= 0.68). Delegation of responsibilities empowers me to perform better (M=3.80, SD=0.66). My supervisor focuses on developing and empowering employees, prioritizing their needs (M=3.52, SD=.82).

Correlation Analysis

This part of the study presents regression, analysis of variance, and coefficient of determination results.

Table 5: Relationship between Independent Variables

		Correlations				
		Employee Performance	Physical work environ ment	Organizational culture	Psychosocial work environment	Leadership style
Employee Performanc e	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	362				
Physical work environmen t	Pearson Correlation	.389**	1			
	Sig. (2-tailed)	.000				
	N	362	362			
Organizatio nal culture	Pearson Correlation	.202**	.636**	1		
	Sig. (2-tailed)	.000	.000			
	N	362	362	362		
Psychosocia l work environmen t	Pearson Correlation	.529**	.559**	.567**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	362	362	362	362	
Leadership style	Pearson Correlation	.648	.537**	.551**	.762**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	362	362	362	362	362

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

• Correlation is significant at the 0.000 level (2-tailed).

Source: Research Data (2026)

The findings in Table 5 demonstrate that there is a positive correlation (average strength of 38.9%) between employee performance in the Machakos County Public Health Sector and the physical work environment at the significant 0.05 level. The same findings show a positive correlation of 20.2% between organizational culture and employee performance in Machakos County's public health sector at a significant 0.05 level. The results continue to show that employee performance in the public health sector at Machakos County is positively correlated with the psychosocial work environment at a significant 0.05 level, but with an average strength of 52.9%. The findings postulate that there is a strong positive correlation between leadership style and employee performance in the Public Health Sector at Machakos County at significant 0.05 level, the strength is average at 64.8%.

Table 6: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.481	.509

a. Predictors: (Constant), Physical Work Environment, Organizational Culture, Psychosocial Work Environment, Leadership Style

b. Dependent Variable: Employee Performance.

Source: Research Data (2026)

Referring to table 6 the study establishes the R² to be 0.487 implying that 48.7%, of employee performance in the Public Health Sector at Machakos County is explained by physical work environment, organizational culture, psychosocial work environment and leadership style leaving 51.3% unexplained. This suggests that the entire regression has a high degree of explanatory power. Therefore, in addition to the physical work environment, organizational culture, psychological work environment, and leadership style, future researchers should investigate additional aspects (51.3%) that impact employee performance in the public health sector at Machakos County. These results also support the claim made by Hitt, Ireland, and Hoskisson (2013) that the physical workplace, organizational culture, psychosocial workplace, and leadership style provide the opportunity to explore competitive opportunities and then allocate resources to initiatives that will shape the competitive advantages the business will need to succeed in the future.

Table 7: Relationship between Independent Variables

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.789	4	21.947	84.564	.000 ^b
	Residual	92.654	357	.260		
	Total	180.443	361			

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Physical Work Environment, Organizational Culture, Psychosocial Work Environment, Leadership Style

Source: Research Data (2026)

The probability value of $p < 0.00$ indicates that the regression relationship was very significant in predicting the effects of organizational culture, psychological work environment, physical work environment, and leadership style on employee performance in the public health sector in Machakos County.

Table 8: Relationship between Workplace Environmental Practices and Employee Performance

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	-.272	.247		-1.098
	Physical work environment	.239	.064	.195	3.751
	Organizational culture	-.436	.066	-.347	-6.596
	Psychosocial work environment	.199	.091	.135	2.194
	Leadership style	.849	.081	.631	10.432

a. Dependent Variable: Employee Performance

Source: Research Data (2026)

The t-test was used to determine the individual significance of the predictor variables. In particular, leadership style has the most beneficial impact on employee performance, followed by the physical work environment, psychological work environment, and organizational culture.

The results presented in Table 8 indicate that, when leadership style, physical work environment, psychosocial work environment, and organizational culture were considered simultaneously, the regression constant was -0.272 . The findings further showed that a one-unit increase in the physical work environment, while holding the other independent variables constant, was associated with a 0.239-unit increase in employee performance in the public health sector in Machakos County. Similarly, a one-unit improvement in the psychosocial work environment resulted in a 0.199-unit increase in employee performance, whereas a one-unit increase in leadership style was associated with the greatest improvement in employee performance, with a coefficient of 0.849. In contrast, a one-unit increase in organizational culture was associated with a 0.436-unit decrease in employee performance, holding all other variables constant, as indicated by its negative regression coefficient ($\beta = -0.436$). The findings reveal that leadership style, physical work environment, psychosocial work environment and organizational culture were individually statistically significantly related to employee performance $p\text{-value} < 0.05$.

8. CONCLUSIONS

The study comes to the conclusion that employee performance is positively and significantly impacted by a physical work environment that is safe, comfortable, and ergonomic. Key factors like lighting, temperature, noise control, and furniture layout directly affect productivity, job satisfaction, and employee well-being. Poorly designed workplaces increase errors and reduce productivity. Additionally, the study indicates that company culture has a significant positive effect on worker performance, ultimately encouraging output, commitment, and long-term

success. Strong cultures boost performance-driven behaviors, encourage innovation, and increase employee engagement. The study concluded that positive psychosocial work environment characterized by high social support, role clarity, autonomy, and low stress significantly increases employee performance, productivity, and retention. Conversely, negative psychosocial factors like high job demands, bullying, and low support lead to higher production loss, increased absenteeism, and lower organizational performance.

9. RECOMMENDATIONS

Public Health Sector at Machakos County should invest in ergonomic equipment and comfortable furniture to enhance productivity. Improving lighting and temperature control is essential to enhancing employee productivity and reducing fatigue. Ensuring a safe working environment with adequate facilities not only enhances productivity but also improves employees' mental health. Public Health Sector at Machakos County should consciously build a culture that rewards performance and fosters a sense of purpose. Leadership must foster a collaborative environment and promote innovation. Clear communication of organizational goals, values, and expectations improves performance. Providing opportunities for employee development aligns with a positive culture that supports high performance. Public Health Sector at Machakos County should invest in management programs that promote supportive, transformational, or participative leadership styles, as these directly translate to higher employee output. The management of Public Health Sector at Machakos County should encourage use of 360-degree reviews to assess how leadership behaviors impact team morale and performance, and provide targeted coaching to managers with low scores.

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