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Assessing the impact of working environment on employee's performance in Rwanda construction industry. Case study: Rwanda-Kigali City

A dissertation submitted to the Faculty of Civil Engineering in partial fulfilment of the requirements for the award of the Bachelor of Science in Technology at Université Privée Africaine Franco-Arabe (U.P.F.A.)

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CERTIFICATION

This is to certify that the thesis entitled: **"Assessing the impact of working environment on employees' performance in the Rwanda construction industry"** Submitted by Prosper GATARIGAMBA to the **Université Privée Africaine Franco-Arabe (U.P.A.F.A.)** for the award of Bachelor of Science in Civil Engineering (C.E) in Construction Technology under my direct supervision and guidance. The work embodied in this Dissertation is original and has not to my knowledge been published or submitted in part or full for any other Degree of this or other University.

……	**……**
Supervisor	Head of department
Dr. Bashir Ali	**Prof. Kante BRAHIMA**

Submitted for the Project Examination held in Bamako, 2025 at UPAFA

DECLARATION

I, **Prosper GATARIGAMBA**, declare that to the best of my knowledge, this work is my original and has never been presented or submitted for any academic award in any university or institution as a whole or in part except where specially acknowledged.

Prosper GATARIGAMBA

DEDICATION

This dissertation is dedicated to almighty God, to my parents, to my lovely wife UMURISA Ines, friends and colleagues especially to those who supported me from our bottom line till the end of my studies.

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LIST OF ABBREVIATIONS, SYMBOLS AND ACCRONYMS

U.P.A.F.A: Université Privée Africaine Franco-Arabe

Dr: Doctor

Prof: Professor

ABSTRACT

Organizations must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of working environment on employees' performance in Kigali city construction companies. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were Twenty-six (26) made up of Twelve (12) Managing director Thirteen (13) Human resource. Structured questionnaires were used for data collection.

The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

KEY WORD: ***Environment, Employee, Construction and Industry.***

CHAPTER I: GENERAL INTRODUCTION

1.0 Introduction

In today is competitive business environment, organizations can no longer give to waste the potential of their workforce. Therefore, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance. Better outcomes and increased productivity are assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity.

There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. Organizations must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential productivity.

1.1 Background to the Study

The concept of 'workplace performance' means that the factor of workplace environment that is being provided by the employer to their employees that could support the employee's performance at work (Clements-Croom, 2006). By having a high-level performance of employees, it will increase the levels of the corporate productivity and thus will increase the company's profit.

Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale, 1992).

In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun, 2005). When employees are physically and emotionally fit will have the desire

to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles, 2004). It is of little surprise that in recent years there has been a shift of focus from a singular interest in economic growth to an enlarged concern with improving the quality of work. Governments from across Africa have forcefully called for action to overcome these challenges. The Government of RWANDA supports this pan-African call for the integration, as reflected in its The Second Economic Development and Poverty Reduction Strategy (EDPRS 2) is a launch into the home channel of our Vision 2020.

1.1.0 Statement of the Research Problem

Employees' performance in construction companies is the most important aspect towards maintaining the profit made by the company. Therefore, the factors of workplace environment majority in the industry could affect the employees' health and performance and thus gives a great impact towards the employees' performance.

Employees' performance is the most important dependent variables in an industrial and organizational psychology. Nowadays attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress (Noble, 2009). Some main application needs to be applied as to improve the employees' performance (Borman, 1993).

This study is designed to examine the impact of working environment on employee's performance within the construction industry in Rwanda.

1.2 Research Objectives

This research will be guided by the following study objectives.

1.2.0 General Objective

The general objective of this study is to assess the impact of working environment on employees' performance in the construction industry in Rwanda.

1.2.1 Specific Objectives

1. To understand how is working environment in Rwanda construction industry.

2. To analyze how workplace factors affecting the employee's performance.

3. To examine whether supervisor support contribute towards employees' performance.

4. To determine the contribution of performance feedback on employees' performance.

1.3 Research Questions

From the background and objectives of this study, the researcher shall be able to answer to the following research questions:

1. Who is the working environment in Rwanda construction industry?

2. How does the workplace effect the employee's performance?

3. Which contribution does a supervisor has towards employees' performance?

4. How does performance feedback improve employees?

1.4 Significance of the Study

It is expected that the findings of the study will cover way for the authorities of the construction industry in KIGALI City to be aware of how is working environment in construction industry and how it affects the workers performance. Such an acceptance could be utilized to improve on the working conditions of employees. It will therefore serve as a reference material for future researches in this area.

1.5 Scope of the Study

The study will focus on the working environment factors affecting workers performance in the construction industry in Rwanda. As an urban area and the capital of Rwanda, Kigali was chosen for case study of this research to present the whole country Because of the time and financial constraints, due to the reason that it is assumed to have a large number of infrastructures to accommodate large number of people and their activities due the most rapid development in this area. Kigali is made of three districts (Nyarugenge, Gasabo and Kicukiro).

1.6 Organization of the Study

The study will be structured into five chapters. Chapter one will deal with introduction, statement of research problem, research objectives and significance of the study. Chapter two will consist of literature review which will comprise of conceptual definitions, theoretical review, empirical analysis and conceptual frame work. Chapter three will contain the research methodology which comprise of the research design, study area, research population, sampling design, and data collection methods. Chapter four will highlight the presentation and interpretation of data as well as discussing of findings. Chapter five will contain the summary of the study, recommendations and conclusions.

CHAPTER II: LITERATURE REVIEW

2.0 Introduction

This literature review attempts to discuss the various literature related to working environment which has impact on employee performance. The discussion also identifies gaps left by other researchers of similar studies. However, this study attempts to fill those gaps so that the write-up can contribute to a new body of knowledge in the companies. Through this review, literature is re-packaged and analyzed as a way of bringing new insights into the problem studied.

2.1 Conceptual Definitions

This subsection provides definitions of key concepts such as working environment and employee performance from various sources.

2.2 Working environment

(Kohun, 1992) defines working environment as an entirely 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. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. The ability to share knowledge throughout organizations depends on how the work environment is designed to enable the organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity (Brenner, 2004). (Opperman C.S, 2002) defines working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies.

Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

2.2.1 Employee Performance

The employees 'performance is depending on the willingness and also the openness of the employees itself on doing their job. Additionally, by having this willingness and openness of the employees in doing the job, it could increase the employees' productivity which also leads to the performance (Sinha, 2001).

Thus, to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance (Stup, 2003).

Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task.

There are several factors that being described by (Stup, R, 2003). Towards the success of the employees' performance the factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

The performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards (Franco LM, 2000).

2.3 Theoretical Literature Review

Employees' performance has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on 'Works, Wages and Profits' in 1913. Modern employees' motivation management methods have evolved over time

which discredited Taylor's" differential piece rate -work" and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective (Lamberd and Gardner, 1972).

The people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most specially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces (Maslow (1943).

The most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity (Taiwo, 2009). Accordingly, when the employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert, 1972).

2.3.1 Goal-setting Theory

The goal-setting theory had been proposed by Edwin Locke in the year 1968. The individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. In order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman, Graeme; Storey, John; Billsberry, 2005).

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas, Q. and Yaqoob, S, 2009). The Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir, M. S., Iqbal, J. J., Rehman, K., Shah, K. A. and Yameen, M, 2012)

Employees ‘goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, A. S, 2009).

2.3.2 Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman, Graeme; Storey, John; Billsberry, 2005).

This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Taiwo, A. S, 2009).

2.3.3 Maslow’s Hierarchy of Needs Theory

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator (Ramlall.S, 2004).

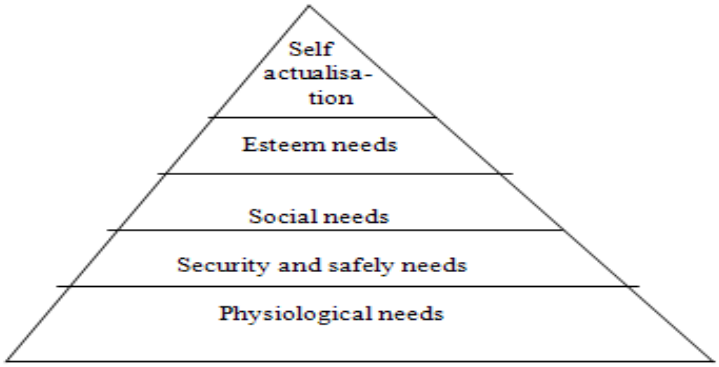


Figure 1.1: The above chart shows that Maslow's theory hierarchy needs

Source: (Ramlall, 2004)

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc).Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication). Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. Self- actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at work (Ramlall, 2004). It should also take care that employees don't just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs hence increase performance. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets. Maslow's model has great potential appeal in the business world. The message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards (Ramlall, 2004).

2.3.4 Frederick Herzberg's Theory

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can

change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization. The theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:

1. High Motivation/High Hygiene: Perfect state of happy, motivated employees

2. High Motivation/Low Hygiene: Motivated employees who love the work but have lots of Complaints

3. Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check

4. Low Motivation/Low Hygiene: Total mess of bored, unhappy employees.

Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary. Then as now, poorly managed organizations fail to understand that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment.

2.3.5 McGregor Theory X and Theory Y

McGregor has developed a theory of motivation on the basis of hypotheses relating to human behavior. According to him, the function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people. THEORY X considers individuals who dislike work and avoid it where possible, individuals who lack ambition dislike responsibility and prefer to be led, and individuals who desire security. The management implications for Theory X workers were that, to achieve organizational objectives, a business would need to impose a management system of coercion, control and punishment. THEORY Y considers effort at work as just like rest or play, ordinary people who do not dislike work. Depending on the working conditions, work could be considered a source of satisfaction or punishment, individuals who seek responsibility (if they are motivated). The management

implications for Theory X workers are that, to achieve organizational objectives, rewards of varying kinds are likely to be the most popular motivator. The challenge for management with Theory Y workers is to create a working environment (or culture) where workers can show and develop their creativity.

2.3.6 Working Environment Factors that Affect Employees Performance

Attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service (Elangovan, 1999).

2.3.7 Supervisor Support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Adair, 1988). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis (Adair, 1988). The supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure (Rabey, 2007). A supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris, R., Simon, M., & Bone, J, 2000).

In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will leads to positive result to the performance from the employees (Blau, 1964).

2.3.8 Job Aid

The purpose of job aid is to direct and guide as to enlighten the employees performance (Rosett, A, and Downes, G, 1991). Job aid also helps in order to support the employees' performance. An example of a military performance had been reviewed by (Dorgan, 1994). Regarding the military

reliance on job aids between 1958 and 1972 which is significant and positive contribution toward military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance. There are three ways to increase performance based on the job aid (Cavanaugh, 2004). The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself. As for the third way, it is called the intrinsic support. An intrinsic support is an insider or software that is being used as for the efficiency of workflow.

2.3.9 Physical Work Environment

Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper, C., &Dewe, P, 2004).

Furthermore, the elements of working environment need to be proper so that the employees would not be stressed while getting their job done. In their article, and the physical element plays an important role in developing the network and relationship at workplace (McGregor, 1960). Result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992).

Further, (Amir, 2010) mentions elements the related to the working environment. There are two main elements which are the office layout plan and also the office comfort. The physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved (Amir, 2010).

2.3.10 Performance Feedback

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to

be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

2.3.11 Workplace Incentives

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011). Performance of professional employees is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employees who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome. Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production.

2.4 Empirical Analysis

This empirical analysis attempts to discuss various studies on working environment which has impact on employee performance. These studies will be categorized as empirical analysis in the world, empirical analysis in Africa and empirical analysis in Rwanda.

2.4.1 Empirical Analysis in the World

Historically, the job satisfaction-performance linkage has been primarily discussed by theorists from the Socio-technical and Human Relations schools of thought. According to the Socio-technical approach (Emery, 1960), organizational performance depends on congruence between the technical and social structures of the organization. Building on this notion, the Human Relations perspective posits that satisfied workers are productive workers (Likert, 1961),

Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical as well as socio-emotional needs (McGregor, 1960). Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). Based on this logic, employee satisfaction is believed

to influence the development of routine patterns of interaction within organizations. Through mutual interactions, employees develop relationships with co-workers that also prescribe behavioral expectations and influence behaviors (e.g. norms or informal standards of acceptable behavior).

For example, an unhappy employee could be prevented from lowering their performance by control mechanisms (e.g., standards of measurement, supervisory influence); however, widespread dissatisfaction among employees could lead to a strike or sabotage that might hinder an organization's effectiveness. Alternatively, dissatisfied employees might choose to maintain performance levels (due to control mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organizational effectiveness or efficiency. Thus, employees' job satisfaction sentiments are important because they can determine collaborative effort (Harter, J. K., Schmidt, F. L., & Hayes, T. L, 2002). The ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment (Brenner, 2004). Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favorable. Improved work environment enhances employee's productivity.

2.4.2 Empirical Analysis in Africa

Africa today suffers from some aspects of economic, social and political underdevelopment, but that the most salient characteristic is their poverty (Kamoche, 1997). The argument can thus be made that improving work habits in African institutions can contribute to Africa's "graduation from poverty and vulnerability to well-being and security and development" (Bibangambah, 2002). That is development measured in terms of its three components—economic, social and political, the technological dimension being part of the economic component—meaning the process of enhancement of capacity to effectively and adequately meet people's needs (UNDP, 1999). Africa's incapacitation or lack of capacity to address the needs of her people or affect desired and appropriate urban and rural management practices is indicative of the criticality of capacity and capacity enhancement defined by the right work habits of the working actors. Poor work habits' adverse impaction productivity and growth is not a new discovery (Pritchett, New

Work Habits for a radically Changing World, 2005). The argument has been made that effective development requires high standards of ethical and performance behaviors, particularly in relation to national governance and major development projects (Bank, 1999).

The wave of globalization now requires agencies of governments and companies in other parts of the world including African nations to conduct their business in an environment characterized by speed and being connected (World Bank , 1981). The development and retention of intellectual capital determines the competitive advantage of companies (Pritchett, 2005). To survive in the 21century, institutions in Africa must be disposed to constant change and be adaptable to identify with leading people strategies and practices that correlate with excellent financial performance and adopt effective benchmarking practices against leading practices in participating sectors (Drucker, 1993; Senge, 1990).

As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. The more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself (Sekar, 2011). The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Motivation has a direct influence on job performance (Inayatullah &Jehangir, 2012). When employees are motivated positively it is a catalyst for higher performance. Moreover, there is a statistically strong relationship between the attitude of employees and the satisfaction with the reward they expect as a return of their performance. An employee's positive attitude increases his/her satisfaction level. There is also a direct relationship between leadership and performance (Adeyemi, 2010 cited by Inayatullah & Jehangir, 2012). Good leadership catalyzes high employees' performance. Some literatures cited by Agho et all, (1993) shows that there is a positive relationship between job satisfaction and productivity.

2.4.3 Empirical Analysis in Rwanda

Job satisfaction plays a vital role for any organization to achieve its goals and missions. It is not a new subject since it captured the attention of many companies for many decades. It refers to the degree or level of contentment (Agho et al, 1993) or discontent of an employee regarding his/her work in general. It is a mental attitude and perception of the work (Hussin, 2011) that may eventually create the intention to join an organization, stay or leave the job. Employees have their own needs, interests, preferences, choices, feelings and wishes which make them comfortable and feel that they are in a right place in accordance to their capabilities, and that the job will be the source of satisfying their needs and expectations.

To transform Rwanda into dynamic global hub for business, investment and innovation and fast tracking economic development in Rwanda by enabling the private sector growth (R.D.B, 2017).

To achieve high levels of employee productivity, organizations must ensure that the work environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the work environment is a tool that can be influenced both to improve business results and employee well-being (Mohr, 1996). Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization.

2.5 Research Gap

In the review of the literature, theoretical and empirical studies like Sumra (2005), (Brenner, 2004), (Sekar, 2011), (Harter et al., 2002) have been addressed especially on how working environment relate and affect employee performance as it is practiced in various areas in the world. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage within the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees and absenteeism. Also most employees leave their organization because of the relationship with their immediate supervisor or manager.

2.6 Theoretical Framework

Theoretical framework attempts to give explanation of the variables as considered in the conceptual framework. The relationship is defined in such a way that the set of factors impact on an individual, which in turn determine the final outcome in terms of increased or decreased performance of that individual.

2.6.1 Job Aid and Employee Performance

A job aid is the external aid to an individual. The purpose of this job aid is to support the work activity (Rossett & Gauier-Downes, 1991). Being one of the working environment factors for employee performance, job aid is being used to guide the job performance in real time. This means that by having this job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. Job aid made work to be easier and help minimize error rates. These can include templates, guides, models and checklists.

2.6.2 Supervisor Support and Employee Performance

Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance (Blau, 1964).

2.6.3 Physical Work Environment and Employee Performance

Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects. There are also some other factor that could affect the employees performance such as noise which will cause discomfort on the employees and thus reduce the employees' productivity. An employee could be affected depending on the task they are given and also the environment of the place they are working. By having a good environment, the employees could apply their energy and their full attention to perform work (Vischer, 2007).

2.6.4 Work Incentives and Employee Performance

Work incentive for increasing employee performance is often thought to be based on salary and promotion. In addition, a motivating work environment must be the one in which employees are

treated fairly. No matter what level of input a particular worker has in relation to the business processes as a whole, it is essential for a manager to give each employee a sense of playing a dynamic, integral role in something much larger. Indeed, engendering loyalty is a key element of motivating workers and thereby increasing the overall productivity and employee performance.

Therefore the organization determines what motivates its employees and sets up formal and informal structures for rewarding them as the working environment factor which enhances performance.

2.7 Conceptual Framework

Based on the literature review, the relationship between working environment and employee

Performance can be conceptualized and depicted in figure below.

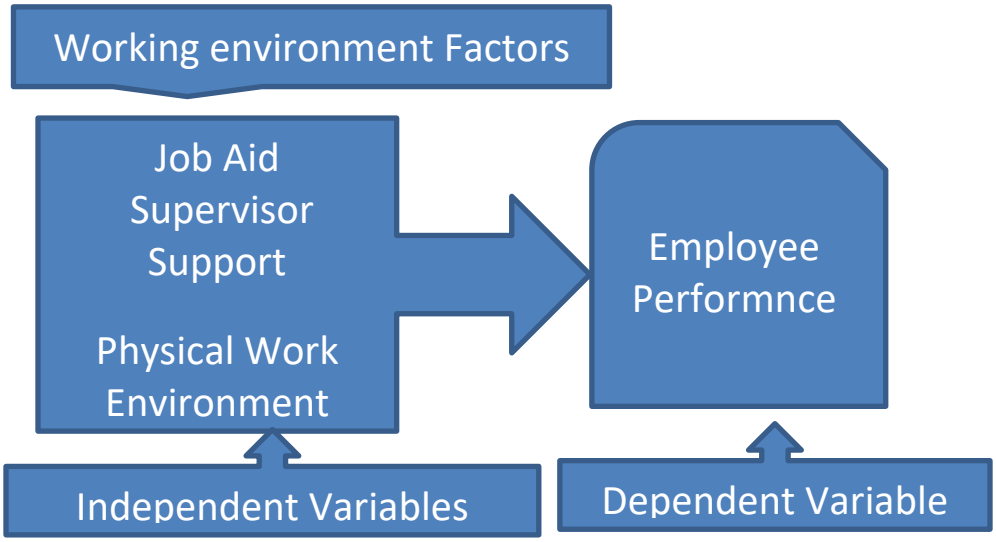


Figure 2.1: Conceptual Framework

The above conceptual framework demonstrates the relationship between working environment and employee Performance can be conceptualized and depicted in above figure

CHAPTER III: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methods that were used to gather the data relevant to the study. It contains the research design, population, sample size and sampling technique, sampling procedure and explains the method and procedures for data collection, analysis and interpretation of the research findings.

3.1 Research Design

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). For the purpose of this study, descriptive research design was used. The descriptive design describes phenomena as they exist. It issued to identify and obtain information on the characteristics of a particular problem or issue. Descriptive research design was selected because it has the advantage of producing good number of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected. The advantage with this design is that it helps to find views as they are in their natural setting.

3.2 Study Area

The study area of this research included Construction Companies in Kigali city. This study aimed to target human resource management officers, Site engineers and Foremen who are responsible on employee's performance management and the employees. Construction Companies in Kigali city were selected Because of the time and financial constraints. Therefore, this study expects to get more useful information for the subject matter to pave a way for the management on how to overcome those challenges so that to enhance employee's performance by improving their working environment.

3.3 Population of the Study

Therefore, the target population of this study included registered and operating major construction companies (contracting and consulting) in Kigali city. Construction companies were chosen for the purpose of this study because they are the ones which deal with working environment in construction industry and they are assumed to face problems of workers' low performance.

According to Rwanda housing Authority report (2015), the number of those registered and operating major construction companies in Kigali city is 580.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

There are several ways of determining sample size. For the purpose of this research the Slovin's Formula Sampling Technique was utilized to allow a researcher to sample the population with a desired degree of accuracy. It gives an idea of how large the sample size needs to be to ensure a reasonable accuracy of results, (Stephanie, 2009).

Slovin's formula is written as:

$$n = \frac{N}{1 + Ne^2}$$

N= Total Population, n = Sample size, e = Error of tolerance, 1= Constant number

By having the population size of N= 580 and taking the level of precision e=19%,

Using this formula: $n = \frac{N}{1+Ne^2}$ the total sample size for this study will be:

$$n = \frac{580}{1 + 580 \ * (0.19)^2} = \frac{580}{21.94} = 26.44 \simeq 26$$

3.4.2 Sampling Techniques

A total of 26 companies were randomly sampled from registered and operating major construction companies in Kigali city. To ensure the balanced view, 13 companies were chosen from each category (contractors and consultants).

3.5 Data collection tools

According to (Creswell, 2005), no single technique or instrument may be considered to be adequate in itself in collecting valid and reliable data. Therefore, two major tools were used to obtain adequate and reliable information for this study. These include interviews and questionnaires of both structured and semi-structured nature. This study used data collection tools which involve observation, interview and questionnaires.

3.6 Reliability and Validity of Data

(Best, J.W., &Kahn, J .V, 2006) Define validity as the quality of a data gathering instrument or procedure that enables it to measure what is supposed to measure. In justifying the validity of this study, number of steps was taken. First, the use of random sample and convenience sample provided the study with rich information that enabled the generalization of finding to wider populations. Second, the data collection methods through the use of questionnaire and interview ensured excellent results.

Reliability on the other hand, is the degree of consistency that the instrument or procedure demonstrates (Best, J.W., &Kahn, J .V, 2006). In this study reliability was achieved by measuring consistent results from the respondents. Reliability of data was assured through information collected from relevant respondents with specific attention to key issues related to working environment and employee's performance, factors which hindering employee's performance, proper wording of instructions and logical arrangement of questions that were asked.

3.7 Data Analysis

Data from the answered questionnaires in this study was analyzed by using percentages. The collected data was checked for consistency and then frequencies and percentages used to show responses of the distribution. The results were presented in tables and chart form. The software used for analysis of the findings was MS Excel and MS Word.

CHAPTER VI: PRESENTATION OF FINDINGS AND ANALYSIS

4.0 Introduction

This chapter covers the analysis and interpretation of the various data collected through the use of questionnaires and interview as per objectives of the study. Therefore, based on the sample mentioned above we have preferred to print and distribute twenty-six (26) questionnaires to respondents/employees of the companies and for the purpose of collecting data. The total number of questions were 20 which divided into three sections, within the first section have eight (8) questions focus on the following aims of find out the working experience in construction company, Education level and the role and responsibilities used to attain the goal; secondly, the section two have six (6) questions related to working environment, the friendship amongst the employees, and lastly the third questions have also six (6) interview asked face to face for finding out how was the degree of working environment. In addition, below is the analysis of the collected data.

4.1 Findings and Data Analysis

As we have made a statement in sampling technique above which says that<< To ensure the balanced view, the companies were chosen from each category (contractors and consultants).>>
The table below shows Questionnaires distributed and percentage of respondents from these two groups of construction companies to see which group participated more.

Table 1.4 Distributed and the Returned Questionnaires

Respondents	Questionnaires distributed	Questionnaires returned	Percentage of participants
Construction companies	16	16	100%
Consulting Firms	10	10	100%
TOTAL	**26**	**26**	**100%**

This table above, show the distributed and the returned questionnaires through the respondents where all distributed questionnaires has been collected as shown above.

4.1.1 Gender of Respondents

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table.

Table 2.4 Gender of Respondents

Respondents	**Frequency**	**Percent**	**Percent valid**	**Cumulative percent**
Female	6	23.1	23.1	23.1
male	20	76.9	76.9	100
Total	**26**	**100**		

Source: Research

Table 2.4 above depicts that 76.9% and 23.1% of respondents of male and female respectively answered the questionnaires distributed.

4.1.2 Respondents Persons

The rank of respondents in this study was required to be mentioned in order to know the position of the respondent through the distributed questionnaires.

Table 4.4 Respondents Persons

Respondents	**Frequency**	**Percent**	**Percent valid**	**Cumulative percent**
Site Engineers	10	38.5	38.5	38.5
Foremen	8	30.75	30.75	69.25
Human Resources	**8**	**30.75**	30.75	100
Total	**26**	**100**		

Source: Researcher

From the table3.4, the Site engineers of the organization makes up 38.5% of the employees who responded the distributed questionnaires, the Foremen makes up 30.75% of the employees and The remaining 30.75**%** make up the Human Resources.

4.1.3 Age of Respondents

In this study, age of the respondents was considered to be important in finding the impact of working environment on employees' performance because the ages shows how the accuracy within the information provided by the respondents .

Table 3.4 Age of Respondents

Respondents	**Frequency**	**Percent**	**Percent valid**	**Cumulative percent**
20-30 Years	8	30.77	30.77	30.77
31-40 Years	10	38.5	38.5	69.27
41-50 Years	5	19.23	19.23	88.5
51 and above	3	11.5	11.5	100
Total	**26**	**100**	**100**	

Source: Research

The 31-40 year group constituted 38.5% of respondents and was highest number of respondents followed by 20-30 with 30.77% and then the 40-50 which made up 19.23% of the respondents. The lowest number of respondents within the 51 and above which made 11.5% of employees.

Working Environment Factors that Affect Employees Performance

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. For the purpose of this study the following working environment factors were selected and focused on for being analyzed due to the reason that Different literatures consider them to be primordial factors which can affect employees 'performance within construction companies.

4.4 Physical Working Environment

Physical working environment in this study have been considered as one of the factors towards employees' performance as responded by employees through distributed questionnaires. Here below are few brief description of the characteristics within working environment:

Very bad: Untidiness workplace, high noise, undersigned place, no lighting and ventilation;

Bad: Low untidiness, average noise, undersigned place, lowest lighting and ventilation;

Moderate: Low noise, insufficient lighting, low design layout;

Good: Lowest noise, lighting, low ventilated;

Very Good: No noise, sufficient lighting, good fresh air, all facilities required are provided.

Table 4.5 Physical Working Environment

Respondents	Frequency	Percent	Percent valid	Cumulative percent
Very bad	8	30.77	30.77	30.77
Bad	5	19.23	19.23	50
Moderate	7	26.92	26.92	76.92
Good	3	11.5	11.5	88.42
Very good	3	11.5	11.5	100
Total	26	100	100	

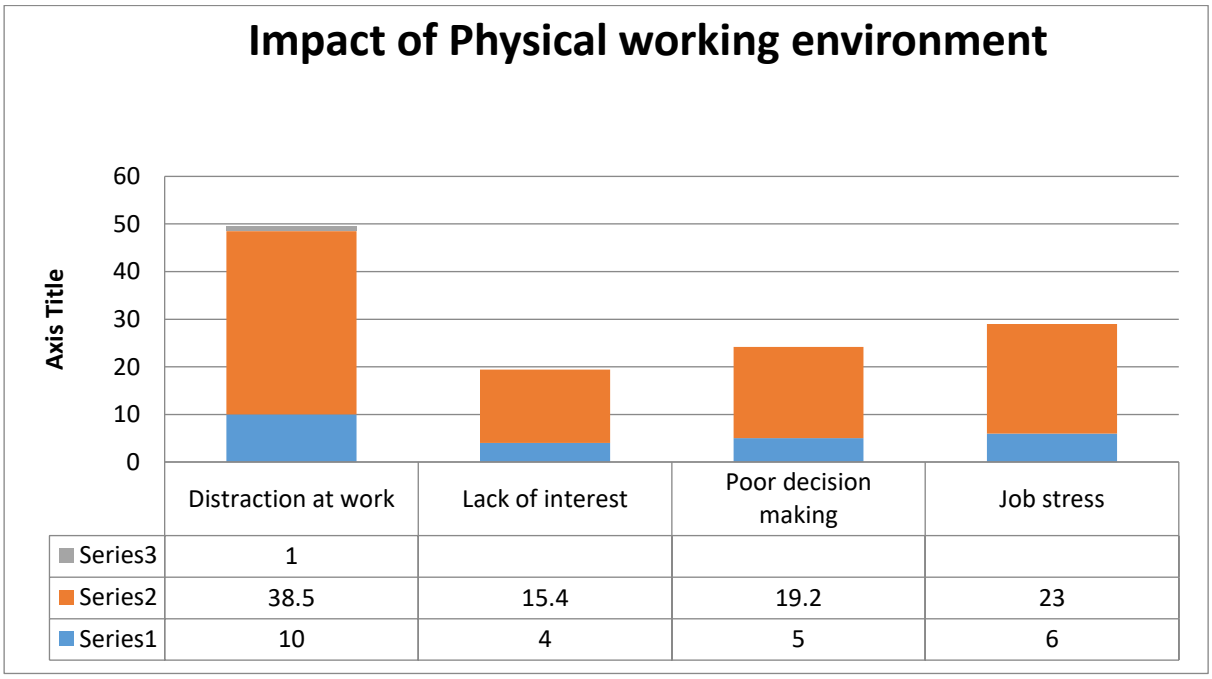
Source: Research

Majority of the employees from the table 4.4 which constitute 30.77% described their physical working environment towards performance is very bad to influence them to stay in their workplace and work comfortable. 26.92% of the employees said the physical working environments is moderate for them stay in their working area and work comfortable. 19.23% of the employees

describe the physical working environment towards performance is bad for them stay in their workplace and work comfortable while 11.5% of employees said their physical working environment is good and the remaining 11.5% of employees was very good for them and work comfortable. Majority of employees agree that there exists a strong relation between physical working environment and motivation for them to perform.

Impact of Physical Working Environment on Employees' Performance

Below the impact of physical working environment on employees' performance as shown by the respondents through the distributed questionnaire.



	Distraction at work	Lack of interest	Poor decision making	Job stress
Series3	1			
Series2	38.5	15.4	19.2	23
Series1	10	4	5	6

Figure 4.1: Impact of Physical working environment

Source: Researcher

Series 1: Respondent persons

Series 2: Percentage

As responded by the respondents 38.5% show the percentage of respondents shown the impact of distraction ,23% represent the percentage of respondents shown the impact of job stress due to physical working environment, 19.2% represent the percentage of respondents shown the impact of poor decision, 15.4% represent the percentage of respondents displayed the impact of lack of

interest, followed by 3.8% which represent the percentage of respondents said the impact of high absence at work. Therefore, as mentioned by the respondents unfavorable working environment affect negatively the health of the employees.

4.5 Workplace Noise Distraction

Table 4.6 Occurrence of Noise Distraction in construction companies

Respondents	Frequency	Percent	Percent valid	Cumulative percent
Low Degree	5	19.23	19.23	19.23
Medium Degree	6	23.08	23.08	42.31
High Degree	14	57.69	57.69	100
TOTAL	**26**	**100**	**100**	

Source: Researcher

From the table 6.4, 57.69% of employees agreed that the level of noise are at high degree at the working place, 23.08% of employees agreed that the level of noise are at medium degree while the remaining 19.23% agreed that the level of noise are at low degree at working environment.

Workplace Noise Impact on Employees' Performance

The figure below shows the impact of noise on the employee' performance as responded by the respondents,

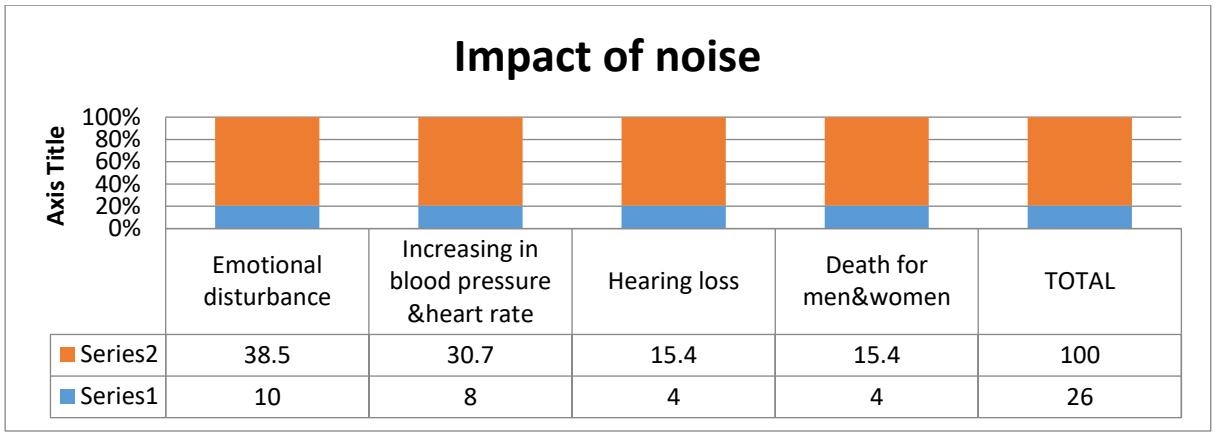


Figure 4.2: Workplace Noise Impact on Employees' Performance

Source: Researcher

The figure above shows respondents result like 38.5% represent the percentage of respondents shown the impact of emotional disturbance in workplace, 30.7% represent the percentage of respondents said the impact of increasing in blood pressure and heart rate, 15.4% represent the percentage of respondents shown the impact of hearing loss and also remaining the 15.4% represent the percentage of respondents shown the impact of death for men &women. According to the respondents excessive noise can affect the emotional well-being of employees and cause death. Actually, keeping workplace noise to a minimum whenever possible can help increase the health of your workers.

4.6 Employee Performance Feedback

The following responses explained how employees performance feedback Applied by

Supervisor towards the employees' performance.

Table 4.7 Employee Performance Feedback

Respondents	Frequency	Percent	Percent valid	Cumulative percent
Always	4	15.4	15.4	15.4
Usually	6	23.08	23.08	38.48
Sometimes	8	30.6	30.6	69.8

Rarely	4	15.4	15.4	84.48
Never	3	11.5	11.5	95.98
Not sure	1	3.8	3.8	100
Total	**26**	**100**	**100**	

Source: Researcher

As shown from the figure5.4, 30.6% of the employees said they are sometimes receiving performance feedback from their supervisor, followed by 23.08% who said they are usually get performance feedback from their supervisor. 15.4% of the employees said they are rarely getting performance feedback from supervisor and another 15.4% said they are always receive performance feedback whereas 11.5% said they are never receive their performance feedback and lastly 3.8% are not sure on receiving performance feedback from the supervisor.

Impact of Receiving the Employee's Performance Feedback

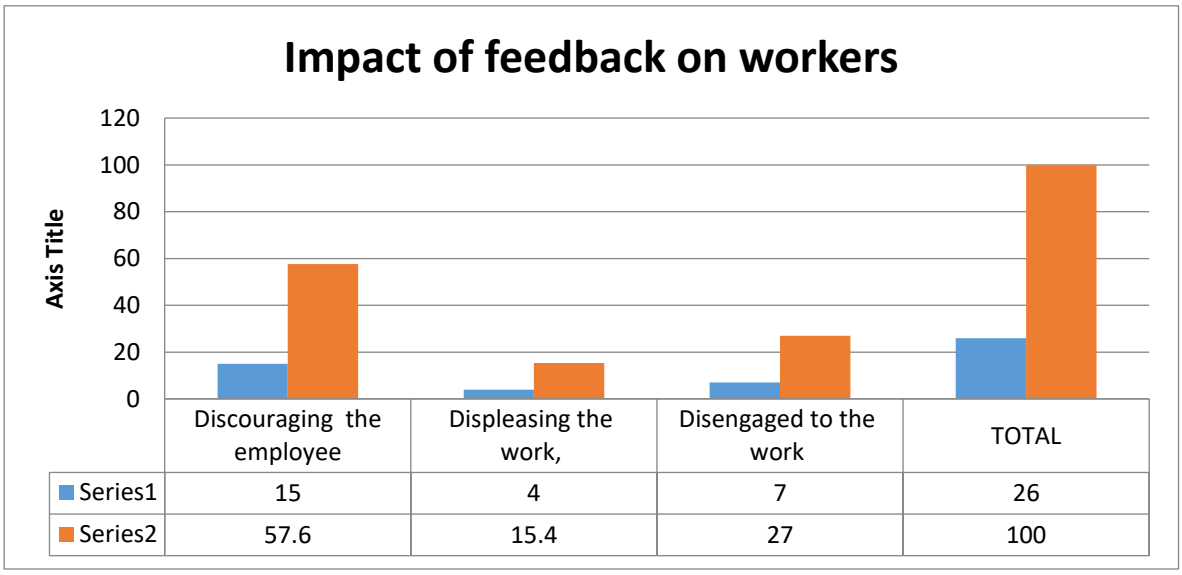


Figure 4.3: Impact of Receiving the Employee's Performance Feedback

As mentioned in the figure above, here are the response from the respondents of impact of receiving the employee's performance feedback, 57.6% represent the workers discouraged by the

feedback, 27% represent the workers disengaged to the work due to the feedback and the remaining 15.4% represent the workers displeasing the work due to the feedback of the supervisors.

4.7 Communication of Organization Goals and Strategies

The table 4.8 shows the level of the organization for clear communication their goals and strategies towards employees' performance.

Table 4.8 Communication of Organization Goals and Strategies

Respondents	Frequency	Percent	Percent valid	Cumulative percent
Strongly disagree	4	15.4	15.4	15.4
Disagree	4	15.4	15.4	30.8
Agree	10	38.5	38.5	69.3
Strongly agree	8	30.6	30.6	100
Total	**26**	**100**	**100**	

Source: Research

From the table 6.4, 38.5% of the employees said they strongly agree the organization communicates its goals and strategies to them. 30.6% of the employees also said they agree that, the organization's goals and strategies are communicated to them. Also15.4% of the employees disagree that goals and strategies of organization are communicated to them. Another 15.4% of the employees said they strongly disagree that the organization's goals and strategies are communicated to them.

Impact of Communicating the Organization Goals and Strategies

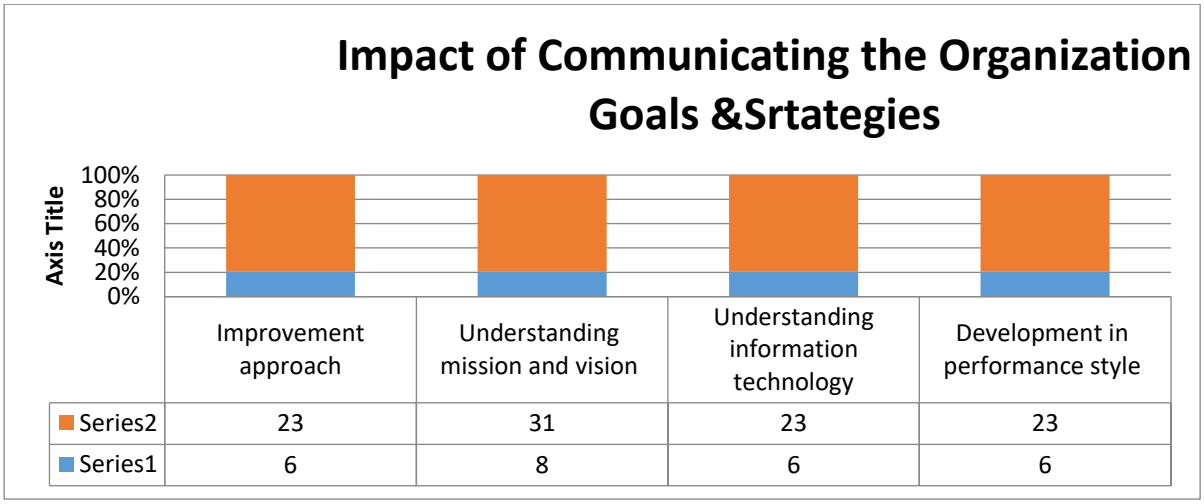


Figure 4.4: Impact of Communicating the Organization Goals and Strategies

Source: Researcher

The figure above, 31% represent the understanding mission and vision of organization, 23% represent performance improvement approach, 23% represent the understanding information technology and the remaining 23% represent the development in performance style. The following response explained from the presence of job aid at the organization for the employees' job performance.

4.8 Job Aid

Table 4.9 Job Aid

Respondents	Frequency	percent	Valid percent	Cumulative percent
Good	12	46.2	46.2	46.2
Moderate	10	38.48	38.48	84.68
Very good	4	15.4	15.4	100
Total	26	100.0	100.0	

Source: Researcher

The table 8.4, defines that, 46.2% of the employees said that it is good to have the presence of job aid at the organization because it contribute much in their job performance. While 38.48% of the employees said that it is moderate on the use of job aid to enhance performance. Another 15.4% of the employees said that it is Very good on the presence of job to their performance.

Impact the Presence of Job Aid on Employee's Performance

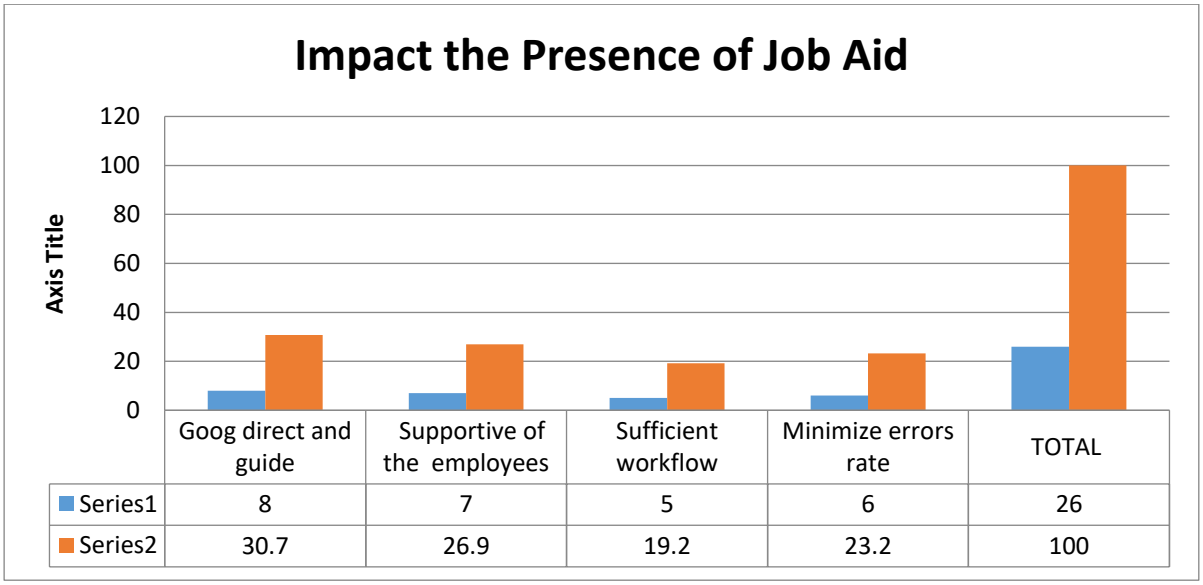


Figure 4.5: Impact the Presence of Job Aid on Employee's Performance

Series 1: Respondents

Series 2: Percentage

4.9 Communication between Employees

The responses from the table 4.10, described how employees are given opportunity to interact with other employees on a formal level towards their job performance.

Table 4.10 Communication between Employees

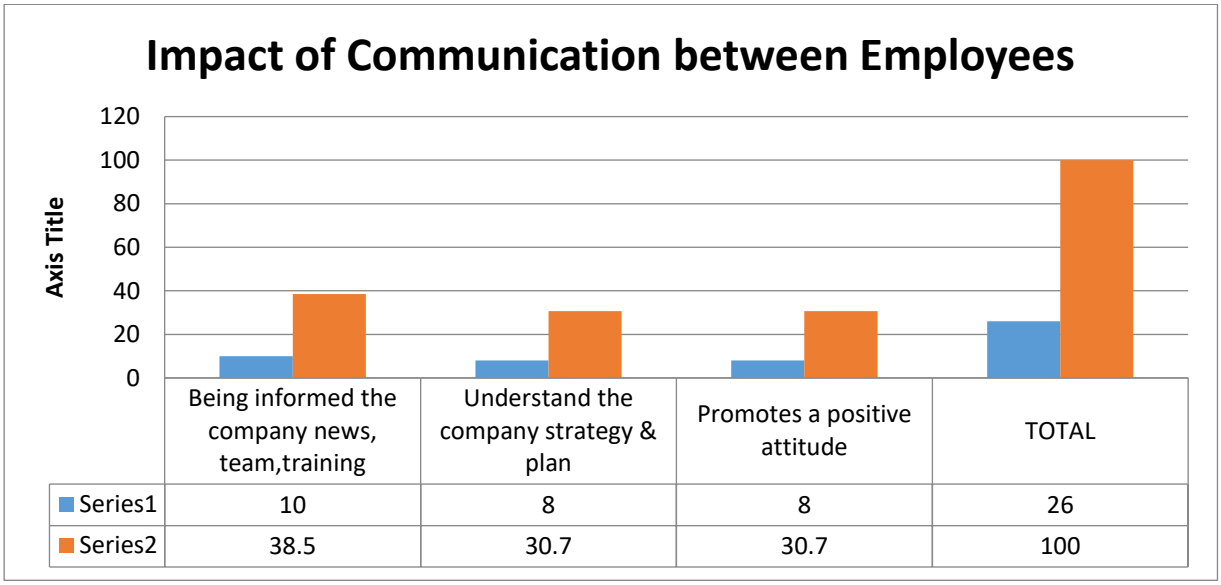
Performance	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	4	15.4	15.4	15.4
Disagree	3	11.5	11.5	26.9
Neither agree	2	7.7	7.7	34.6
Agree	2	7.7	7.7	42.3
Strongly agree	15	57.6	57.6	100.0
Total	26	50.0	100.0	

Source: Researcher

From the table 4.10, 57.6% of the employees strongly agree that they receive enough opportunity to interact with other employees on a formal level. On the other hand, 15.4% of the employees said they agree that the organization gives them the opportunity to interact with other employees while 11.5% said they strongly disagree that they are allowed to interact with their fellow colleagues on a formal level. 7.7% of employees said they disagree that the organization allows

them to interact with other employees and 7.7% says that they neither agree nor disagree that the organization allows them to interact with other employees on a formal level.

The Impact of Communication between Employees



	Being informed the company news, team,training	Understand the company strategy & plan	Promotes a positive attitude	TOTAL
Series1	10	8	8	26
Series2	38.5	30.7	30.7	100

Figure 4.6: The Impact of Communication between Employees

Source: Researcher

The respondents shown in the above table, 38.5% represent the impact of being informed the companies' information team, and training, 30.7% represent the repetition of understanding the companies' strategy &plan followed by 30.7% which represent the repetition of promote a positive attitude.

4.10 Employee Career Advancement

In table 10.4, there was response on employee career advancement in the organization.

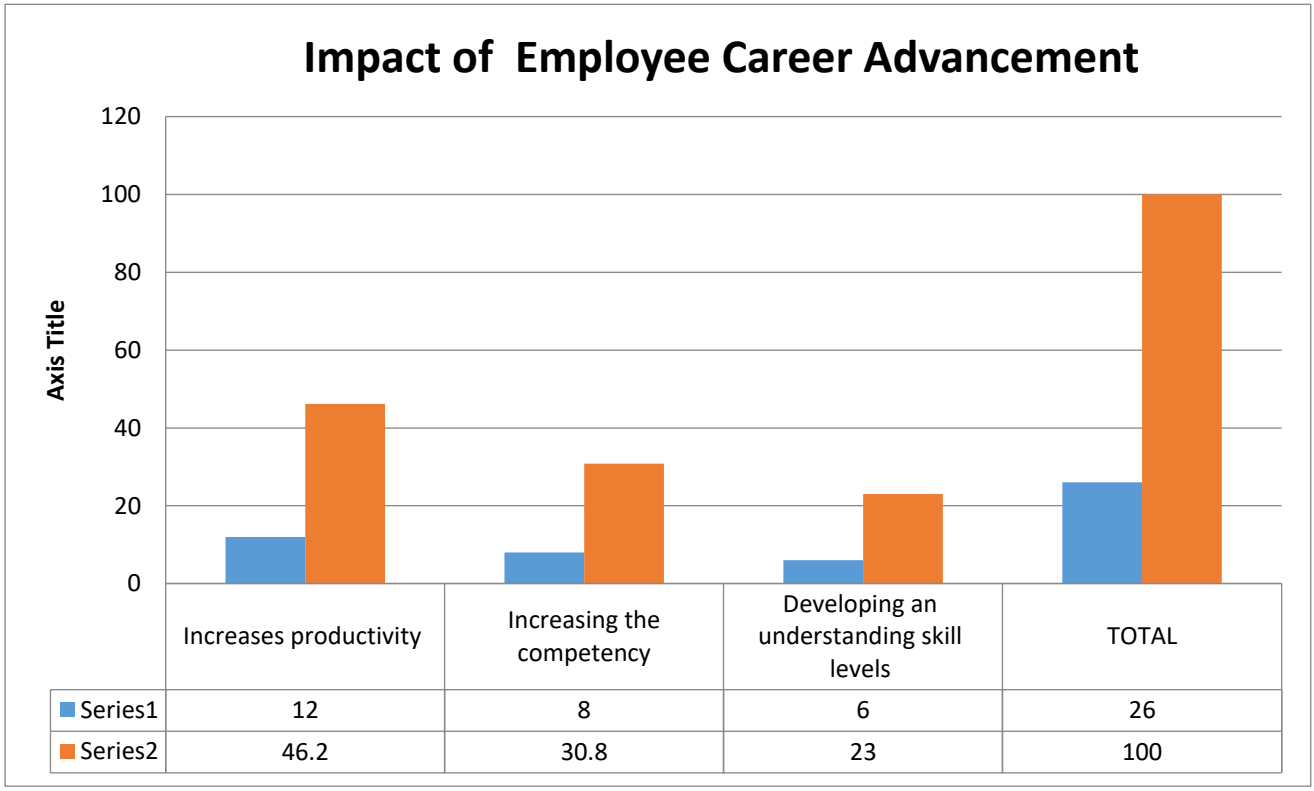
Table 4.11 Employee Career Advancement

Performance	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	3	11.5	11.5	11.5
Disagree	6	23.07	23.07	34.57
Neither agree	3	11.5	11.5	46.07
Agree	10	38.5	38.5	84.57
Strongly agree	4	15.4	15.4	100
Total	26	100	100.0	

Source: Researcher

Majority of the employees from table 10.4 which representing 40% said they agree to have a clear path for career advancement in the organization while 24% said they strongly agree to have a clear path for career advancement.20% of the employees said they disagreed to have a clear path of career advancement in the organization whereas 8% said they neither agreed nor disagreed of having clear path of career advancement. 8% of the employees on other hand said they strongly disagreed to having a clear path for career advancement.

The Impact of Employee Career Advancement



	Increases productivity	Increasing the competency	Developing an understanding skill levels	TOTAL
Series1	12	8	6	26
Series2	46.2	30.8	23	100

Figure 4.7: The Impact of Employee Career Advancement

Source: Researcher

The figure above shows that, 46.2% represent the impact repetition of increasing the productivity, 30.8% represent the repetition of increasing the competency and the remaining 23% represent the repetition of developing understanding skills levels.

4.11 Work Incentives towards Employee Performance

Work incentives were also considered to be the important factor towards employees' performance in this study. The following were the response from employees on how work incentives contribute towards their job performance.

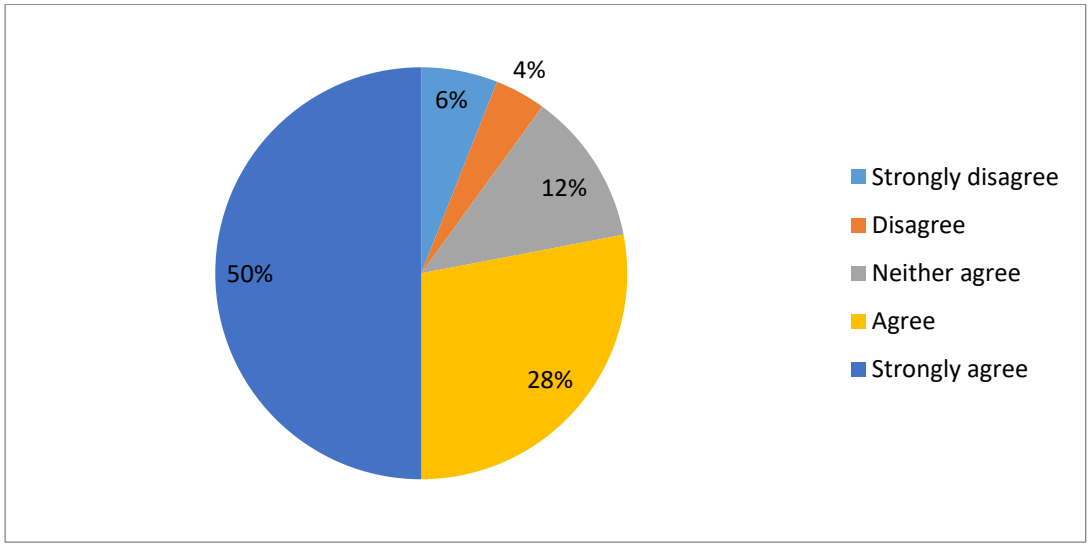
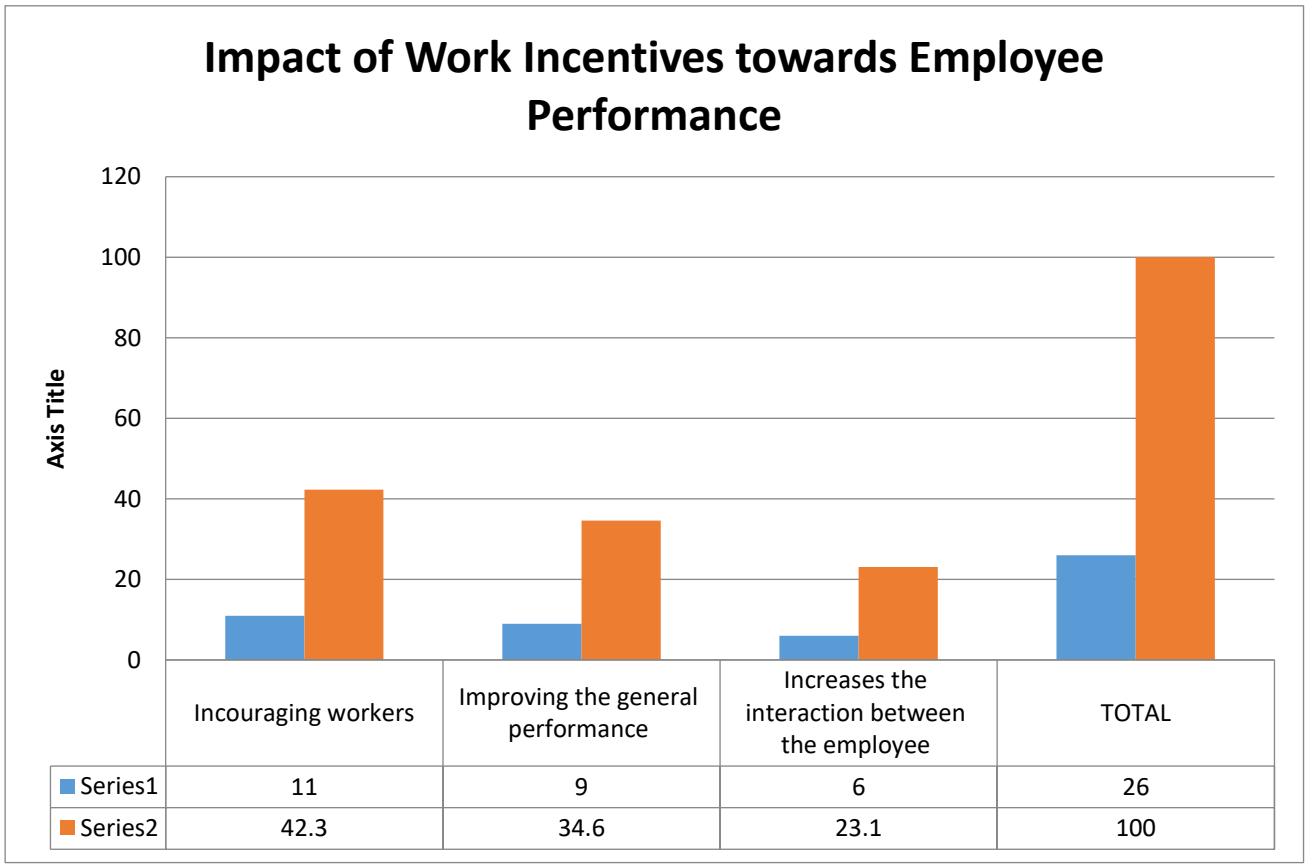


Figure 4.8: Work incentives towards employee performance

Source: Researcher

As shown from the figure 8.4, 50% of employees were strongly agree that work incentives in the organization will motivate them and hence employee performance. Then 28% of employees agreed on work incentives being as the motivation factor for them to perform.12% of employees are neither agreed on work incentives being the factor for them to perform while 6% of employees were strongly disagree on work incentives as the motivation factor for performance. The remaining 4% of employees disagreed on work incentives as a factor of employee performance.

The Impact of Work Incentives towards Employee Performance



	Incouraging workers	Improving the general performance	Increases the interaction between the employee	TOTAL
Series1	11	9	6	26
Series2	42.3	34.6	23.1	100

Figure 4.9: The Impact of Work Incentives towards Employee Performance

Source: Researcher

The figure above shows the result from the respondents where, 42.3% represent the repetition of encouraging workers, 34.6% represent the repetition of improving the general performance while 23.1% represent the repetition of increasing the interaction between the employees.

4.12 Fairly Treatment of Rewarding Employees

In this study fairly treatment of rewarding employees was also considered towards employees' performance as presented in the figure 13.4,

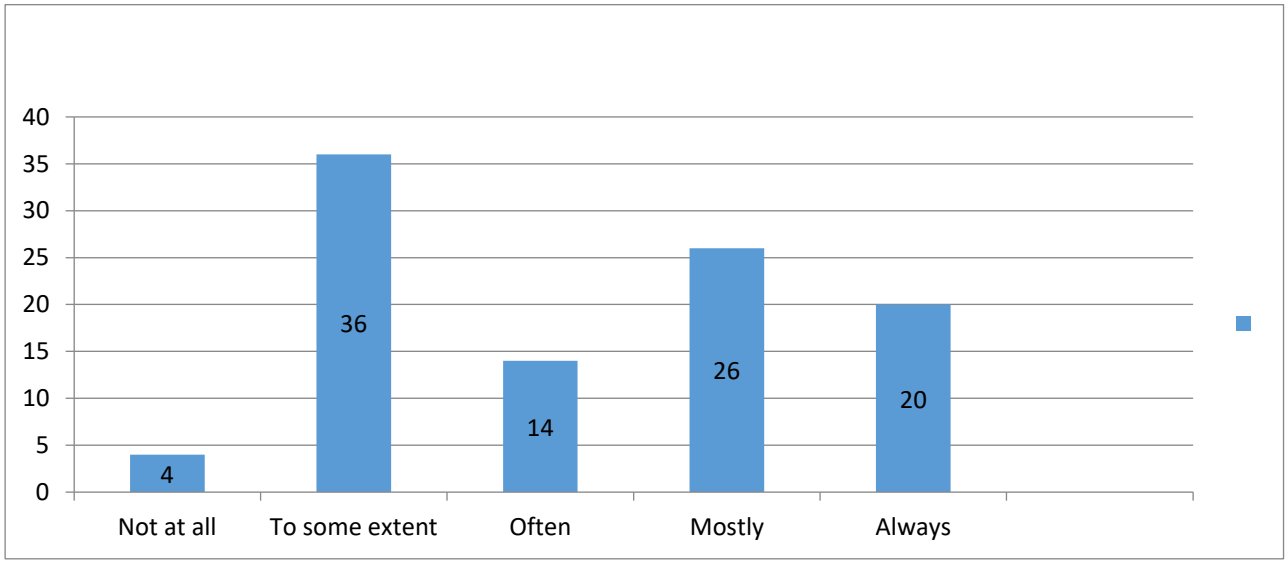
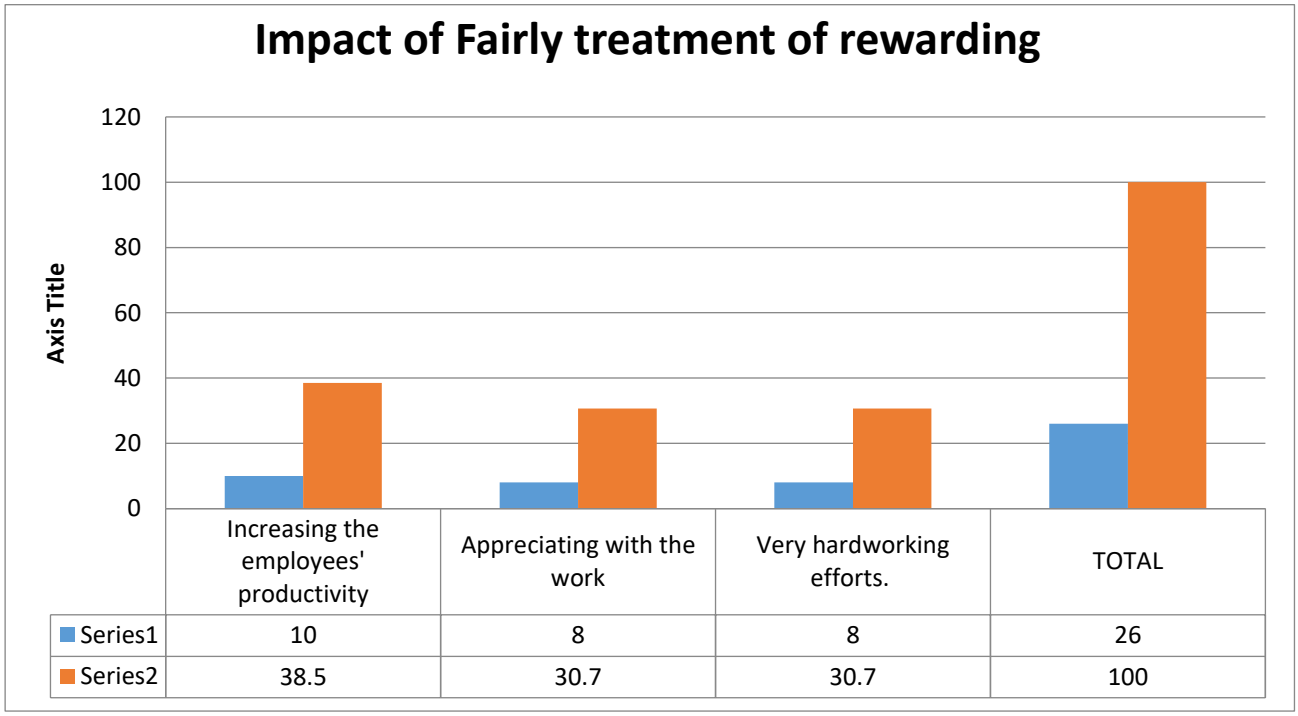


Figure 4.10: Fairly treatment of rewarding employees

Source: Researcher

The figure 13.4, describe that, 36% of the employees said to some extent the organization has fairly treatment on rewarding employees who perform well. 26% of employees responded by saying there is mostly fairly treatment on rewarding performers while 20% of employees said there is always fairly treatment on rewarding employees who perform well.14% of the employees responded by saying there is often fairly treatment on rewarding performers and the remaining 4% said the organization is not at all fair on treatment for rewarding employees who performs well.

Impact of Fairly treatment of rewarding employees



	Increasing the employees' productivity	Appreciating with the work	Very hardworking efforts.	TOTAL
Series1	10	8	8	26
Series2	38.5	30.7	30.7	100

Figure 4.11: Impact of Fairly treatment of rewarding employees

Source: Researcher

The figure above shows that, 38.5% represent the repetition of increasing the employees' productivity, 30.7% represent the repetition of appreciating with the work while 30.7% represent the repetition of very hardworking.

CHAPTER V: CONCLUSION AND RECOMMENDATIONS

5.0 CONCLUSIONS

This study investigated the impact of the working environment on employee performance in the construction industry in Kigali City Rwanda. Using a descriptive survey of 26 participants (10 directors and 16 HR managers), the research found that workplace conditions including job aids, physical comfort, fair treatment, and effective feedback significantly affect how employees perform their duties.

The findings revealed that a supportive and well-managed working environment enhances employee motivation, reduces absenteeism and stress, and increases productivity. Conversely, poor conditions hinder performance. Employees are more likely to excel when they are fairly rewarded, given appropriate tools, and feel comfortable in their workspaces.

The study also emphasized the importance of involving employees in decision-making, providing opportunities for training and development, offering competitive salaries, and promoting a respectful and trusting management style. Addressing issues such as noise distractions, lack of feedback, and limited work flexibility is crucial for improving performance.

In conclusion, a conducive work environment is essential for optimal employee performance in the construction industry. Organizations must take active responsibility in creating supportive physical and managerial conditions. While this study focused on Kigali City, its findings open the door for future research across other regions and companies in Rwanda, particularly considering time and financial constraints faced during the study.

5.1 RECOMMENDATIONS

Based on the results of findings, the following are recommendations for future implementation.
Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counseled on their relationships with their subordinates. The organization should have a good program in place for their employees work life

balance as this can be a great factor to motivate and retain them. Employers could be able to monitor their employees and help them to improve their performance. The organization needs to determine what motivates its employees by setting up formal and informal structures for rewarding which enhances employees' performance because in presence of job recognition the employees work in the hope of rewarded at the end of the year.

Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity. Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

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APPENDIX

Université Privée Africaine Franco-Arabe
Civil Engineering-Construction Technology
Prosper GATARIGAMBA

Dear respondent,

We are students in Bachelor at **Université Privée Africaine Franco-Arabe** in Civil Engineering Department, Construction Technology program. We are carrying out a research on **ASSESSING RHE IMPACT OF WORKING ENVIRONMENT ON THE PRODUCTIVITY OF CONSTRUCTION WORKERS.**

We are humbly ask assistance from you by answering the different question we listed on questionnaire. We are collecting data concerning working environment in your company. Please find the enclosed document questionnaire. Based on your experience as people who have been worked. Kindly we request you to fill the questionnaire truthfully. Please note that the information you provides will remain confidential as far as the results are concerned. The collected data statistically analyzed and a conclusion will be finalized.

Your assistance and cooperation will be highly appreciated
Thank you.

ASSESSING THE IMPACT WORKING ENVIRONMENT ON THE PRODUCTIVITY OF CONSTRUCTION WORKERS.

CASE STUDY: KICUKIRO, NYARUGENGE AND GASABO DISTRICT.

Name :(optional)……..Designation:……..... Sex ……....

Date……

SECTION I

1. For how long have you been working at Kigali City construction companies?

A. 0-2 years ☐

B. 2-6 years ☐

C. 6-10 years ☐

D. More than 10 years ☐

1. Educational level

a. PHD ☐

b. Master Degree ☐

c. Bachelor Degree ☐

d. Diploma ☐

e. Certificate ☐

f. A2 level ☐

2. What are your roles and responsibilities for the Company to attain its goals?

No	**Responsibilities**	**Tick only one box**
1	Human resources officers	
2	Site engineers	
3	Foremen	

3. Please read each question carefully and tick the option you think best suits you.

NO	**Statement**	**Very bad**	**Bad**	**Moderate**	**Good**	**Very good**
2	How was the level of noise distraction in your workplace?					

3	-How would you describe your relationship with Your supervisor? -Are there any impact to your working performance? If any state:…….....					
4	What is the level of feedback that you receive from your supervisor?					

And after if there is any impact on your working performance describe in place provided below

……

Are there any impact of the presence of the job aid to the employees' performance in your organization?

5. 4. With basis on the following characteristics of physical working environment, how is in your workplace at this organization?

Poor	**Average**	**Good**	**Very Good**	**Excellent**

Brief description of the characteristics said above

Poor: Untidiness workplace, high noise, undersigned place, no lighting and ventilation;

Average: Low noise, insufficient lighting, low design layout;

Good: Lowest noise, lighting, low ventilated;

Very Good: No noise, sufficient lighting, good fresh air;

Excellent: All facilities required are provided.

* If there are any impact would you stated?.....

6. From your experience, does the organization goal have anything to do with your job performance?

Yes	No

7. Does performance feedback contribute in your organization to help in performance?

Never	Yes	Not sure

8. From your experience, are there any fairly treatment of rewarding employees who performs well?

Not at all	To some extent	Often	Mostly	Always

SECTION II

Encircle only ONE option for each question.

1. Do you feel are any impact of Clear Definition of Task?

A. Not at all

B. To some extent

C. Often

D. Mostly

E. Always

2. Are there any impact from Communication between Employees?

A. Disagree

B. Neither agree

C. Agree

D. Strongly agree

3. What are the impacts of Employee Relationship with Supervisor? Respond by ticking one of how do you feel.

Very bad	
Bad	
Moderate	
Good	
Very good	

4. What are the impacts to have a clear path for career advancement?

A. Strongly disagree

B. Disagree

C. Neither

D. Agree

E. Strongly agree

5. Are there any impact in your organization for clear communication its goals and strategies to employee's performance?

A. Strongly disagree

B. Disagree

C. Neutral

D. Agree

E. Strongly agree

SECTION III

INTERVIEW QUESTIONS FOR RESEARCH STUDY

1. Which work incentives from the organization helps you in job performance?

Answer: …….....

2. How does your supervisor contribute in job performance?
Answer:…….

3. What will be your recommendation about the working environment to enhance job performance?

Answer:……..

4. What can you say about leadership style from your supervisor and the whole organization as far as working environment and job performance is concern?

Answer:……

5. From your working experience, what are the workplace factors affecting the employee's performance?

Answer:……

6. What are the impact of work Incentives towards Employee Performance?
Answer:……