

Relationship between Working Environment and Employees Performance among Non-Governmental Organizations in Tharaka-Nithi County

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Abstract: The work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and all inclusive workplace environment will boost the employees' performance hence boosting the organizational performance. The general objective of the study was to establish the relationship between working environment and the performance of the employees among Non-Governmental Organizations in Tharaka Nithi County. The Specific objectives were to determine the influence of employees, communication, remuneration and work life balance on performance of employees among NGO's in Tharaka Nithi County. The study adopted descriptive survey research design. The total number of employees working in those Non-Governmental Organizations was 55. Data was collected by use of the questionnaires and presented using tables, pie charts and graphs. The study found that trainings are carried out in NGOs in Tharaka Nithi County however they did not address the work requirements of the employees though results showed that training had a direct correlation to the performance of employees. The study also found that there was a direct correlation between communication in the organisations sampled and employees performance as captured in the results of the study, though the frequency of communication was not ascertained though respondents felt that they received adequate information. The NGOs also have a reward and remuneration policy in place which provides adequate guidelines with regards to employee compensation, but this did not have a direct influence on the performance of the employees and thus had not direct correlation with the performance of employees in the NGOs. The worklife balance in NGOs was found to have a direct correlation with the performance of the employees as many respondents felt that there should be a healthy work-life balance to enable them work properly while also looking at their individual, family and social lives. The study recommends NGOs need to have clear training policies that are relevant for each role in the organization and the frequency of the trainings. They should also equip their employees with the relevant communication tools and increase the frequency of periodical meetings to ensure communication is timely. The NGOs should ensure that they continuously review their remuneration policy so as to continuously motivate their employees.

Keywords: employees, communication, remuneration, work life balance, training

Introduction

1.1 Background of the Study

The job performance of employees plays a critical part as with regards to the success or failure of the organization, with the environment within the workplace having a direct impact on their motivation and ultimately their performance (Nyamori, 2015). When employees have the desire, both emotional and physical, this directly leads to increased job performance among all members of staff, while at the same time reducing instances of absenteeism, which negatively affects the fortunes of an organization's competitiveness in the environment that it operates in. Thus managers need to identify appropriate methods of ensuring that the environment that their employees work in is conducive to the task that the employee is expected to perform (Boles, Pelletier & Lynch, 2004).

According to Chandrasekar (2011), employee engagement, morale and productivity is directly dependent on the environment within their workplace, and this can affect the employees' confidence whether negatively or positively. Furthermore, organizations that have poor environment within the workplace cannot be successful, while those with a welcoming environment tend to register better results on their operations

(Chandrasekar, 2011). The workplace environment consists of physical factors, which includes the general layouts within the various offices, the design therein, among a host of other factors such as the colour schemes used. On the other hand, the psycho-social factors can include the workplace communication modes, the frequency of communication, clarity of roles played by each employee, working conditions, role congruity and communication and the policies that govern. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment boosts employees' performance. The physical environment affects how employees in an organization interact, perform tasks, and is a crucial aspect of how well employees perform the task allocated to. This is due to the fact the physical characteristics of a meeting room has an impact on the satisfaction and productivity of the employees (Morrison, 2011).

Employees in many organizations are encountering with working problems related to workplace environmental and physical factors. It has been argued by Pech and Slade (2006) that employee disengagement is increasing and it has become important to make workplaces that positively influence workforce. Employees' comfort on the job, determined by workplace conditions and remuneration, has been recognized as an important factor for measuring their productivity (Leblebici, 2012). In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees' pay packet with the assumption that it is proportionate to performance (Heath, 2006). Associations regarded for a positive work environment will have an aggressive edge over the others. The cutting edge workplace is assorted, and is in a consistent condition of progress. The symbolic manager/representative relationship of yesteryears has been rendered out of date and another request has accordingly supplanted this affiliation. Potential employees in numerous nations and domains have unbounded openings for work inside and without and this has prompted another time whereby an endeavor is in more need of the worker, as opposed to the representative needing the venture (Nyamori, 2015).

According to Tripathi (2014), the workplace can be characterized as the earth in which individuals work that incorporate physical setting, work profile, culture and economic situation. Every angle is entombed connected and impacts on representatives by and large execution and efficiency. It is the nature of the representatives' working environment condition that most effects on their level of inspiration along these lines execution. Workplace can be thought of essentially as nature in which individuals work, for example, it is an exceptionally general class that envelops the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity) (Briner, 2000). He includes that it likewise envelops more extensive hierarchical highlights (e.g. culture, history) and even parts of the outer hierarchical setting (e.g. nearby work economic situations, industry division, work life adjust). Workers will dependably be fought when they feel that their quick condition states are couple with their commitments (Farh, 2012).

According to Elnaga and Imran (2013), Non-Governmental Organizations (NGO) is not-revenue driven associations that is free from states and administrative associations. They are normally financed by gifts however some maintain a strategic distance from formal subsidizing inside and out and look for elective wellsprings of creating funding. Non-Governmental Organizations by and large assume noteworthy parts being developed of networks that for long time have been less advantaged as an outcome of neediness and elevated amounts of joblessness, as experienced particularly in creating nations. NGOs run a few projects in Kenya going from issues of wellbeing, training, preservation of condition, horticulture, and in addition human rights battles (Govindarajan, Kopalle, & Danneels, 2011). Giving an encounter with the implementation of NGO managed community health projects in Khomit region in Australia, Goling (2015) observed that representatives shape the most imperative resource for any association inspired by building solid culture for progress and consequently should be sustained through utilization of human capital administration best practices. He noticed that these activities had the most elevated representative execution because of accessibility of appealing pay bundles, a helpful workplace portrayed by roomy working workplaces, aggressive compensation bundles for the work improved the situation some time and advancement of an extraordinary working group ascribed by the accommodating authority.

According to Burke and Litwin (2013), basing his survey on the influence of NGO funded projects on implementation of community based environmental conservation projects in the Chinese rudimentary industries, showed that these ventures has enlisted low execution because of administration challenges since ones in control didn't give compelling authority and the installment bundles didn't reflected proficient preparations. Hence, the general workplace wasn't enhanced, as these activities spend brief spans and some didn't give significant settled resources fundamental in supporting execution of errands or tasks. Reporting from the results of her survey on aspects determining employee's performance in most NGO managed community-based water

resource projects in Gambia, Nilima (2014) realized that it was hard to retain employees in the NGO sector for the lack of standardized payment and employees keeps on engaging from one organization to the other. She discovered further that competitive remunerations are usually taken as a major component of the aspects that determine employees' performance.

In his examination on factors affecting commonness of representative unfaithfulness in most NGO oversaw in Uganda, Kony (2012) watched that individuals look for greener fields, particularly in areas where security of residency is missing and this records for the most noteworthy supporter of low workers execution in the NGO segment in Uganda. He noted further that if the general workplace neglects to help execution of undertakings, at that point representatives react by trying to be suited in different regions. Revealing from the investigation discoveries in view of difficulties confronting viable usage of network based advancement ventures subsidized by USAID in Tanzania, Amina (2014) watched that rate of poor workers execution is as a rule high in these NGO ventures, absence of a considerable culture contrarily influenced the compelling usage of the undertakings. He additionally noticed that representatives pick up work fulfillment when the general workplace is steady of undertakings execution, they are frequently compensated for enhanced execution and when authority is circumspect, without which they get disappointed and look for circumstances somewhere else. Numerous non-administrative associations are situated in Kenya, and they are engaged with offering numerous sorts of administrations to the populace. To give administrations, they enlist and select experts from the work market, mentor and situate them the sort of administrations they aim to offer to the network where they work.

As per Wanjala (2014), in a review in view of the status of employee steadiness in the NGO sector in Chavakali, he inferred that it is extraordinary to meet representatives working with NGOs for long and this was occasioned by the requirement for upgraded pay, correspondence and preparing and want for better working conditions. Besides, Manduli (2015) demonstrated that the NGO segment was getting less successful because of poor representatives execution and prescribed this be examined and arrangements actualized to control this part into tending to the necessities of networks not enough served by government offices.

NGOs in Tharaka-Nithi County run several programs related to health, education, conservation of environment, agriculture, as well civil concerns in dissimilar social set ups, but face low employee performance in contrast to most public sector organizations due to employee engagement with other organizations other than the NGO they work for, rendering these NGOs less effective in service delivery (NGO Coordination Board Report, 2015). Some of the renowned NGO's that operate in the county include Plan International Kenya, Amicus Development Organization, Shepherds of Life, Karibuni Trust Kenya, Compassion International Kenya, Child Fund, Unbound Kenya, International Aids Services, Each One Feed One Kenya and Farm Africa Kenya. It is against this background that this study sought to examine the relationship between work environment and employee performance among NGO's in Tharaka-Nithi County.

1.1.1 Non-Governmental Organizations

Amen and Imran (2013) state that non-governmental organizations (NGO) are a not-for profit organizations that is independent from states and international Governmental Organizations. According to the NGO Coordination Board Report (2015), it is indicated that for the last five years the performances of NGO's have been below the expectations of the donors and financiers and this has resulted to withdrawal of donors in most programs especially in marginalized areas, and the low performance has been attributed to employees engaging themselves in other organizations while seeking greener pastures.

Funding for Important programs that were aimed at helping the targeted beneficiaries of programs of NGO's have been withdrawn and this has had an adverse effect on the beneficiaries of the programs, and has largely been attributed to employees not attaining the set objectives of the programs. The NGO Coordination Board Report (2015) further indicated that the worst hit county in terms of low performance of funded programs was Tharaka- Nithi County, where overall performance dropped from 46% for a period of 5 years concurrently to 17% (NGO Coordination Board Report, 2015). It is on this account that the study sought to establish the relationship between working environment and employee performance among NGO's in Tharaka- Nithi County (TNC).

According to Sahu (2010), non-government organizations are on the spot and fully ready in addressing rural needs by virtue of simplicity, grassroots proximity, identification ability of felt needs of the people, the efficient and the cost effective mode of operation. Non-Government Organizations possesses their existence to the work outputs of their workers within the policy structure provided and the settings of administrative. To attain these set objectives, there should be human resource and material in place and working

efficiently and effectively too. Putting in place the importance of Non-Government Organizations in supporting the Government's effort in rural development, the need to assist less privileged people in rural to achieve development and the importance of human resource in getting the Organizational goals, there is therefore the purpose for a proper working conditions in order to improve the employees working environment. It is against this account that the study will seek to establish the relationship between working environment and employee performance among NGO's in Tharaka-Nithi County.

1.2 Statement of the Problem

There are numerous variables that influence the execution of representatives in associations. Work environment condition assumes a basic part towards specialists' execution and efficiency in any association (El-Zeiny, 2013). In the NGO sector, the employer is faced with the challenge of attracting, retaining and motivating the employees. These employees face a mass of issues in connection to their workplace. This is particularly regarding the compensation, work life balance, and limitlessness of operational regions. So as to achieve their hierarchical pinnacle execution, the NGO's must have the capacity to make a working environment condition where representatives are inspired to work (Khan, 2016). Keeping in mind the end goal to achieve their hierarchical pinnacle execution, the NGO's must have the capacity to make a work environment condition where employees are spurred to work and in this way increment their general execution.

To the researcher's knowledge, there have been no investigations to build up the impact of workplace on representative execution among NGO's in the nation, and particularly Tharaka-Nithi District. It is on this account that the study sought to establish the relationship between working environment and employee performance among NGO's in Tharaka-Nithi County (TNC).

1.3 Objective of the Study

The general objective of the study was to establish the relationship between working environment and the performance of employees among NGO's workers in Tharaka-Nithi County.

1.3.1 Specific Objectives

- i. To determine the influence of employees training on performance of employees among NGO's in Tharaka- Nithi County
- ii. To establish the influence of organizational communication on performance of employees among NGO's in Tharaka- Nithi County
- iii. To establish the influence of remuneration on performance of employees among NGO's in Tharaka-Nithi County.
- iv. To establish the influence of work life balance on employee's performance among NGO's in Tharaka-Nithi County.

1.4 Research Hypothesis

This study was guided by the following null hypothesis.

- i. **H₀**; There is no relationship between training and performance of employees among NGO's in Tharaka-Nithi County.
- ii. **H₀**; there is no relationship between communication and performance of employees among NGO's in Tharaka- Nithi County.
- iii. **H₀**; There is no relationship between remuneration and performance of employees among NGO's in Tharaka- Nithi County.
- iv. **H₀**; There is no relationship between work life balance and performance of employees among NGO's in Tharaka- Nithi County.

1.5 Significance of the Study

The research study will offer a better understanding on the performance of employees among NGO's workers in Tharaka- Nithi County. It will provide vital information for policy makers and other interested actors including the national and county governments in formulating favorable policies and strategies that will help in enhancing the productivity of employees. Furthermore, the County Government of Tharaka-Nithi will be able to understand why most of NGO's projects are always unfinished and look for ways to supplement the NGO's

operations in the County (NGO Coordination Board Report, 2015),. Students and other researchers can also use this research as a reference and source for secondary data for future research and studies.

1.6 Limitations of the Study

The study was restricted to the NGO employees working with Tharaka-Nithi County. Another impediment was confronted while completing this study was that various employees neglected to participate in the investigation because of different individual or institutional explanations behind dread of retaliations from their seniors in light of their reaction to the investigation targets.

1.7 Scope of the Study

The study was carried out in Tharaka-Nithi County. It covered all NGO's in Tharaka- Nithi County which are donor funded. The study excluded community based organizations and also community self-help groups that may have similar objectives as to the NGO's.

Literature Review

2.1 Introduction

This section reviewed the literature and theories that are related to the relationship between working environment and employee performance among non-governmental organizations in Tharaka-Nithi County. This section additionally audits the hypotheses and writing surveys in connection the examination.

2.2 Theoretical Review

Numerous theories have been progressed to clarify the connection between working environment condition and worker performance. The study was done in light of the Brian Tracy Four Factor Theory of Motivation and the Affective Events Theory.

2.2.1 Brian Tracy Four Factor Theory of Motivation

The four factor theory of motivation has been advanced by Brian Tracy in 2013. There are four factors of motivation that exist in every organization or business. These factors determine the levels of motivation of the staff, whether positive or negative. These four factors are communication style, the reward system, the organizational climate and leadership style. Fortunately, each of these ingredients can be changed in a positive way—usually when a manager or supervisor replaces a leader whose management style has not been conducive to bringing out the very best in each person. Tracy's hypothesis focuses on the significance of inward occupational factors as spurring powers for workers. He needed to make the open door for workers to partake in arranging, performing and assessing their work. The substance of the hypothesis has been broadly acknowledged as significant in rousing representatives to give their best in the workplace.

2.2.2 Affective Events Theory (AET)

The hypothesis was progressed by Howard M. Weiss and Russel Cropanzano in 1996 . Affective Events Theory clarifies the connection between representatives' inside impacts and their responses to occurrences that happen in their workplace that influence their execution, hierarchical duty and occupation fulfilment. It suggests that positive-prompting and additionally negative passionate occurrences at work have critical mental effect on representatives' activity performance. The effect comes about into enduring responses showed through employment fulfilment, authoritative duty and occupation execution. As per Ashton-James and Ashkanasy (2005) research to date has upheld the crucial fundamentals of AET that work environment occasions trigger emotional reactions in representatives and that these full of feeling reactions impact working environment insight and conduct.

They state that AET is both experimentally and hypothetically, limited to occasions that are inward to the association. The hypothesis likewise considers how particular occasions at the workplace other than work attributes prompt particular enthusiastic and conduct reactions (Briner, 2000). He sets that these occasions or things that really occur at work influence the prosperity of employee in this manner influencing their execution.

2.3 Empirical Literature Review

2.3.1 The Concept of Employee Performance

Each company has been set up with specific targets to accomplish. These destinations can be accomplished by using the assets like men, machines, materials and cash. Every one of these assets are imperative yet out of these the labor is the most essential. It assumes a vital part in performing assignments for achieving the objectives (Sultana, Irum, Ahmed, & Mehmood, 2012). An inquiry emerges that how these assets are used by labor. Furthermore, the business condition is evolving radically.

The ecological components are wild. These are out of hand of administration of the organizations. One needs to alter with the outside variables to do the business in the market. Each ecological factor like social, social, lawful, political, monetary, innovation and rivalry gets changed quick. For viable working the learning of these variables is should generally the arrangement will fizzle. In current circumstance it is hard to anticipate about anything. It is dubious to state that what will happen tomorrow. Again the requirement for very talented and committed labor is felt who can give the best yield. These days the business sectors are additionally exceptionally focused and there is ferocious rivalry. For each company, it is hard to begin, survive, settle and exceed expectations in the business. The firm that gets the preferred standpoint over different contenders through their skilled and committed labor can lead the pack in the market (Houger, 2006).

The commitment of workers on work is the most essential factor for advancement and greatness in business. The execution of workers on various employments in close coordination is required for accomplishment of the unit. Workers are performing distinctive employments in an association relying on the idea of the association. They basically perform errands like creation, stockpiling, fabricating, transportation, advertising, buying, dispersion, advancement of business, back and bookkeeping, human asset, research and advertising. Every one of these exercises are between identified with accomplish the objectives. These are to be performed by the workers legitimately so they can give their best yield at the activity. This will have incredible effect on the aggregate generation, deals, benefit, advance the market position of the organization in the market. Different elements like aptitudes, preparing, inspiration, devotion, welfare, administration arrangements, incidental advantages, compensation and bundles, advancement, correspondence and so on are dependable to urge the general population to work earnestly and give their best yield (Cameron & Quinn, 2011). Performance is related with amount of yield, nature of yield, convenience of yield, nearness/participation at work, proficiency of the work finished and adequacy of work finished" (Klinger, Mathis & Jackson, 2009). Representative Performance is the fruitful culmination of errands by a chose individual or people, as set and estimated by a boss or association, to pre-characterized satisfactory gauges while productively and successfully using accessible asset inside an evolving situation.

Aguinis and Kraiger (2009) portrayed that "the meaning of execution does exclude the aftereffects of a representative's conduct, but rather just the practices themselves. Execution is about conduct or what representatives do, not about what workers deliver or the results of their work". Seen representative execution speaks to the general conviction of the worker about his conduct and commitments in the achievement of association. Employee execution might be taken in the viewpoint of three elements which improves conceivable to perform than others, determinants of execution might be, for example, "decisive information", "procedural learning" and "inspiration" (McCloy, 1994).

Carlson (2006) proposed five human asset administration hones that influence execution which are setting focused remuneration level, preparing and advancement, execution evaluation, enlistment bundle, and looking after confidence. Tessema and Soeters (2006) have done investigation on eight HR works on including enrollment and determination rehearses, position works on, preparing, remuneration, worker execution assessment, advancement, grievance methodology and benefits or government disability in connection with the apparent execution of representatives. In this way, it is presumed that these HR hones have positive and huge relationship with the apparent execution of workers.

The significance of employee's performance must be comprehended by the administration and earnest endeavors must be placed toward that path. The administration of the organization making convenient strides toward that path will be in position to create and rouse the general population to do as such. At last the organization may lead the pack the market and get the open doors accessible in the market.

2.3.1 Influence of Training on Employees Performance

Companies are confronting expanded rivalry because of globalization, changes in innovation, political and financial situations (Evans, Pucik & Barsoux, 2002) and in this manner provoking these associations

to prepare their workers as one of the approaches to set them up to change in accordance with the increments above and in this way upgrade their execution. It is essential to not disregard the overarching proof of development of information in the business corporate world in the most recent decade. This development has not just been realized by enhancements in innovation nor a mix of variables of creation however expanded endeavors towards improvement of authoritative HR. It is, consequently, in each association duty to improve the activity execution of the workers and unquestionably usage of preparing what's more, advancement is one of the real advances that most organizations need to accomplish this. As is apparent that workers are a vital asset, it is essential to improve the commitment of workers to the organization points and objectives as methods of maintaining successful execution. This in this manner calls for administrators to guarantee an sufficient supply of staff that is in fact and socially capable and able to do vocation advancement into authority offices or administration positions (Sultana, Irum, Ahmed, & Mehmood, 2012).

The inquiry that may emerge in numerous cases is the reason HR are essential. Remembering that HR are the licensed innovation of the firm, workers end up being a decent wellspring of increasing upper hand (Houger 2006), and preparing is the main method for creating hierarchical protected innovation through building representatives abilities to succeed. Companies need to acquire and use HR successfully. Entities have to outline its human asset management in ways that fit into the association's structure as this it will make the associations accomplish their objectives and goals. Additionally, it is likewise essential for associations to help their workforce in getting the fundamental aptitudes required and increment duty. Continuously working for the development and nourishment of the workforce increases their role in the betterment of the work environment of any organizations. Owing to this most of the managers around the world are creating and enhancing their roles in providing extensive training with the aim of achieving defined goals of the organization. It can not only lift the position of the employees but also the image of the organization to outside world, (Cameron & Quinn, 2010).

Beck (2009), claims that training allows employees to overcome obstacles related to lack of sufficient knowledge on their part about certain aspects of their jobs, and this is especially useful to employees who originate from rural areas where technological and financial literacy may be low both of which can hinder effective adoption of services. Troshani, Jerram, and Rao-Hill (2011) in his study on training and management found that Asia puts that training gives the employee confidence of their job that they deliver their services with a smile because we are living an era where many people are willing to learn and even though some of the NGOs are placed in the rural areas people there also are not so ignorant and thus when the NGOs workers are trained the clients will be more confident and will not doubt the advice they get from the organization. This is evident in the NGOs workers who have gone through some training deliver their services more effectively because they are confident that whatever they are telling clients is the truth (Gooding, 2017).

So as to set up the NGOs employees to carry out their activity as foreseen, Allen, Busby, Meyer, and Petti (2010). (2010) directed an examination and found that associations give preparing as to enhance the worker's potential. For larger firms, applying diverse techniques that add to the building new aptitudes by their workforce which will enable them to adjust to the faulty conditions that they may face in future. In this way, refining the employee's execution through a predominant level of inspiration and duty really improve their potential. At the point when a worker perceives their association enthusiasm for them through offering preparing programs, they, thusly, apply their earnest attempts to accomplish authoritative goals and show superior acumen at work. NGOs laborers are an important resource of each association as they can represent the moment of truth for the NGO and can unfavorably influence the development activities. Employees regularly are in charge of the considerable main part of important work to be done on customer's fulfillment. Representatives who embrace appropriate preparations tend to keep their employments longer than the individuals who don't on account of they definitely realize what is foreseen of them at their activity (Amen & Imran, 2013).

NGOs are now facing new challenges to their operations to the fast paces global arena they operate in and the rapid technological development of new and better technologies. The need to adequately are reliably perform some critical tasks have made it important for the appropriate technologies to be developed and the appropriate training offered to the users of the resources so that they can competently perform the tasks that they are assigned by their superiors. Thus in order to surmount these challenges, there is need for enhanced training programs so that the employees can be better equipped to perform their tasks. With effective training programs, there is the possibility of having a learner-friendly environment for the trainees, that will give them adequate opportunity to interact with their trainers and also understand the concepts are covered within the

training syllabus so as to allow them acquire the tools to effectively hand any challenges that they may encounter in the course of their work (Wei-Tai, 2006).

The training can be either through;

Job turn and exchanges - Employment pivot and exchanges (McCourt & Eldridge, 2003) as a technique for making employee abilities inside association includes developments of workforces starting with one ability responsibility then onto the next for instance going up against upper rank position inside the association, and one branch of the association to another. For exchanges for instance, it could include development of workers from one nation to another. These pivots and exchanges encourage representatives procure data of the diverse tasks inside the association together with the disparities existing in various nations where the association works. The information procured by the chose workers for this technique is advantageous to the association as it might expand the upper hand of the association.

Coaching and additional tutoring

This includes having the more experienced representatives' mentor the less experienced employees (Torrington et al., 2005). It is contended that tutoring offers a wide range of points of interest for advancement of the duty and relationship building. The training is regularly connected to recently enlisted graduates in the association by being appended to guide who may be their prompt supervisors or another senior chief. This anyway does not infer that more established workers are rejected from this preparation and improvement strategy yet it is primarily accentuated for the recently utilized people inside the association.

Orientation

This is yet another preparation and advancement strategy. This includes getting new representatives acquainted and prepared on the new activity inside an association. Amid this procedure, they are presented to various endeavors for instance the idea of their new work, how to go up against their recognized errands and obligations and what is for the most part expected of the representatives by the association. They are additionally given a general diagram of the hierarchical workplace including for illustration working frameworks, innovation, and office design, advised about the existing hierarchical culture, wellbeing and security issues, working conditions, procedures and strategies.

Conferences

An as a preparation and improvement technique includes introductions by more than one individual to a wide gathering of people. It is more financially know-how as a gathering of workers are prepared on a specific theme all in the meantime in huge groups of onlookers. This technique is anyway disadvantageous in light of the fact that it is difficult to guarantee that all person learners comprehend the current point in general; not all students take after at the same pace amid the instructional courses; center may go to specific learners who may appear to see speedier than others and in this manner driving tot under preparing different people.

Role playing

Includes preparing and advancement procedures that endeavor to catch and bring forward basic leadership circumstances to the representative being prepared. As such, the strategy enables representatives to carry on work situations. It includes the introduction of issues and answers for instance in an association setting for talk. Learners are given some data identified with the depiction of the parts, concerns, goals, duties, feelings, and some more. Following is arrangement of a general portrayal of the circumstance and the issue they confront.

The learners are there after required to showcase their parts. This technique is more successful when completed under tranquil or then again negligible pressure situations in order to encourage simpler learning. It is an extremely powerful preparing strategy for an extensive variety of workers for instance those in deals or client benefit zone, administration and bolster representatives.

Formal Instructional Classes and Improvement Programs

These are various techniques which might be utilized to build up the aptitudes required inside an association. These course and projects are generally an arrangement of characterized what's more, known projects where the substance, lengths and every one of the insights about the preparing are obvious to both the

association and the staff to be prepared. Not at all like casual trainings and projects, formal preparing and projects can be arranged before and furthermore get ready for their assessment. Workers may embrace these courses and projects while totally off work for a specific length of time or then again on the other hand be available for chip away at low maintenance premise. These projects can be held inside the association (in-house) or off the activity. Off the activity is contended to be more viable since representatives are far from work put and their focus is completely at preparing. Contingent upon the information required, association's structure and arrangements, the coaches too might go inside the enterprise or outside the company.

One exemption is Siebern-Thomas (2005) who in the wake of breaking down 13 nations in the European Community Household Panel (ECHP) 1994-2001, observed that activity fulfillment had a tendency to be higher where there was access to work environment preparing. The connection between ability procurement and occupation fulfillment isn't direct. To start with, there is the qualification amongst general and particular abilities. The display of general abilities may raise work fulfillment as it is simpler to move to different employments where fulfillment is higher. Conversely, particular aptitudes tie the specialist to the firm and may diminish fulfillment by making a boundary to exit as laborers will lose a segment of the arrival on such abilities on the off chance that they move. This leads on to the topic of the coordinating of individual abilities and levels of instruction with work necessities. In the event that specialists are befuddled regarding ability and instruction necessities, this may bring down employment fulfillment, as confirm in the prior writing.

Truth be told, most investigations have concentrated on finished and under-training instead of over-skilling and under-skilling. In this manner, Hersch (1991) found for the US that over-instructed specialists were less fulfilled than enough taught laborers and that over-instructed laborers got less at work preparing, yet will probably be advanced. However, Yarrow (2017) discovered negative connection between finished instruction and advancement for UK graduates and no proof of managers updating undertakings given to the over-taught. Similar creators found that over-instructed graduates had essentially bring down employment fulfillment than those who were in graduate-level occupations.

Wunder (2016) similarly found for a cross-area of laborers that activity fulfillment was bring down for both over-taught and under-instructed specialists. Verhaest and Vermeir (2015) announced that after controlling for instructive fulfillment, overeducated specialists were less fulfilled, more versatile, took an interest less in preparing and earned not as much as satisfactorily taught laborers. In contrast, Buchel and Raub (2002) found no noteworthy distinction in work fulfillment between over educated and satisfactorily instructed representatives in one of his examination at work skilling, Allen and van der Velden (2001) separated amongst training and aptitude befuddles, finding just a powerless connection between the two. Importantly, they found a critical negative connection between ability confound and work fulfillment, while the connections between trainings crisscross and occupation fulfillment was insignificant. They further found that by utilizing the European Survey on Working Conditions, found that contribution of specialists in High Performance Work Organizations (HPWOs) was related with higher occupation fulfillment. Further, an expertise index, derived from data on the quantity of long periods of preparing paid for or given by the business had a positive and huge impact on the 15 countries in general.

2.3.2 Influence of Communication on Employees Performance

Communication is an important aspect of the operations of any entity, whether private or public as it allows them to convey their messages to the audience that they target with their operations. With appropriate communication, employees are able to perform to the highest attainable level as they have clear instructions as to what is expected of them. This may be in terms of the policies that the company is implementing, for which all the relevant information must be concise, accurate and up to date so that all employees understand and internalize the policy directives from the management (Neves & Eisenberger, 2012).

In the meantime, just sizeable present day age association has set an incentive on compelling work put method for conveying. It is accepted by some administration individuals that, correspondence is the least complex assignment for everybody to execute yet look into has demonstrated that correspondence in this way make and unmake the presence of an association. In most companies, administrators frequently leave that part of powerful correspondence to the human resource office as their concentration goes after the operational exercises.

In spite of the fact that the significance of correspondence in associations is settled, a need still exists to look at hierarchical correspondence measures as they identify with other authoritative ideas, for example, work execution. The intrigue rises up out of the way that the nature of employment execution may decide the

nature of hierarchical life and viability. Work execution as the exact substance of a social framework in an association. The examination into the correspondence and occupation execution relationship has all the earmarks of being unimportant in India. Actually, Watchman and Roberts (2010) calls the nonattendance of studies exploring how correspondence identifies with both individual and unit execution a “glaring exclusion” in hierarchical correspondence inquires about. Occupation execution can be characterized as a man’s capacity to play out his/her activity successfully. In associations, a fundamental factor for development in work execution is correspondence between the representative and the boss. Both people ought to obviously comprehend the obligations of their individual positions, and the representative should know the desires for the administrator. Workers keen on work progression should don’t hesitate to converse with managers and get help or recommendations with respect to individual and expert improvement exercises.

Puth (2002) opined that administration with an association have turned to utilize work environment diary or production to exchange with representatives, in any case major related channels of correspondence are not utilized successfully. He specified that in-house distributions might not have any vital course to support an association rather, promising two-way correspondence does to rule workforce. Puth (2002) saw that execution inside an association could be enhanced fundamentally by method for imparting data to workers and including them in strategy making. Anyway this recovers general worker fulfillment and profitability inside an association.

Now and again the correspondence hole that exist amongst administrators and representatives bodes well not dependable, regarded or esteemed to be capable in their field of work. In his investigations, it was contended that the biggest important assets inside an element are the representatives; thusly it is the obligation of directors to support two-path stream of data to advance association’s execution and worker efficiency. Puth (2002) This makes correspondence extremely basic for all partners as it absorbs most administrative purposes. Morally, correspondence is required inside to start gets ready for extension; to likewise solidify asset in viable with less cost; to choose, sustain and evaluate individuals from an association. Alternately, correspondence is required remotely to fill in as mindfulness creation for administration to work with their partners, for example, providers, government offices and numerous others. Hatch and Schultz (2010) in their study on employee performance and communication state that communication is the exchange of ideas, instructions or reports, both formally or informally, between the staff in a company and the managers above them.

This can be in form of emails, internal memo or face to face meeting between the concerned members of staff. It can also include newsletters, suggestion boxes or SMS based on the communication needs of the particular organization and the nature of the communication that is taking place, whether it is confidential or not (Neves&Eisenberger, 2012). The communication that takes place within an organization is aimed at connecting the employees and the management of the organization so that there are clear instructions as to the tasks that need to be undertaken by specific employee within the specific organization and the outcomes that are expected to come out of the employee performing the said task. All this is aimed at ensuring that the interests of the company are achieved and improving the unprompted cooperation between members of staff to work toward one common goal that the management has set out to achieve.

2.3.3 Influence of Remuneration on Employee Performance

Employee compensation alludes to the reward or pay given to workers for their work execution, for administrations rendered or for assuming a part towards accomplishment of authoritative objectives. It is additionally broadly alluded to as worker compensation. Its about repaying workers as well as furnishing certain advantages that accompany the job. Remuneration gives fundamental appreciation for a worker to play out their activity proficiently and viably. Compensation constitutes an essential wellspring of wage for representatives and decides their standard of living. It affects the employee’s profitability and work performance. Thus the sum and strategy for compensation are critical for both administration and representatives.

Coordinate money related stipend could be a reward/discipline is named the salaries or wages square measure paid frequently by the due date affixed. In accordance with the understanding that, compensation or pay rates taken additionally as a portion inside the kind of trade out cash or equivalently gotten by authorities of the utilization work. One motivation behind somebody as Partner in Nursing worker of an association is to increase budgetary get inside the kind of pay or on the other hand compensation. Each organization is critical to the quantity of remuneration paid to the employee should be possible, so absolute bottom wage that is given to satisfy the essentials of their life (Kanzunnudin, 2007). A couple of budgetary experts opine concerning the methods for compensation. Certain agreements demonstrate quickly delineated that the remuneration of experts

in an organization is chosen by the agreement between the manager and the association. This infers in the proximity of strong associations, wage rates can't be viably changed as in an eminently focused grandstand. Coming about in pay inflexible nature and especially remuneration will be incredibly hard to reduce if there is stagnation. Insider-outcast models consider that the business sectors for items and work markets are imperfect. In the work publicize there is an association and a for the most part compelled number of endeavors, the wage rate is chosen from the aggregate contract statements amongst associations and supervisors. Association individuals called insider and who are not in an association called the pariah.

Shields (2007) sights fundamental reward as a crucial segment of in general pay that is steadfast and fundamentally time-bound, other than execution based. Major repayment is the greatest part of the indicate pay for subordinate staffs. It excessively goes about as a measuring stick for other money inspiring powers, for example, income sharing, which is conveyed as a rate of basic pay. Basic pay has any kind of effect to attract and hold agents. Delegates use basic pay to look at their work offers instep of using innate rewards and other rewards not caught in the formal hierarchical framework up to tallying work security. In a focused market, employers pay over the grandstand rates to hold their workers.

Maicibi (2005) characterized compensation as pay or reward given to people for work done. He additionally distinguished the markers of compensation include: essential pay, compensation, wellbeing plans, benefits plans, transport remittances, extra minutes stipends and duty recompenses. Compensation can likewise be alluded to as fiscal or monetary advantages in type of pay rates, compensation, rewards, impetuses, recompenses and advantages that is gathered or given to a representative or gathering of workers by the business (firm) therefore benefits rendered by the employee(s), commitment to the association or reward for work.

In an examination by Aswathappa (2012), on compensation and execution she contends that compensation is the remuneration a worker gets as a byproduct of his/her commitment to the association and that it involves a critical place in the life of a representative. His way of life status in the general public, inspiration, unwaveringness, and efficiency rely on the compensation he gets. That is, a worker will be so persevering on the off chance that they are very much compensated. For the business as well, worker compensation is vital in light of its commitment to the cost of creation. Furthermore, numerous fights (as strike and bolt outs) are battled between the business and the workers on issues worried to wages or reward.

Ogedegbe and Bashiru (2014) went further to clarify that prizes are normally regulated to expand the likelihood of a pre-decided reaction despite the fact that prizes can increment or decline the likelihood of an occasion happening, contingent upon the saliency and course of the controlling and enlightening parts of the built up, accordingly if the NGO's work is all around compensated that would mean a superior quality way of life and more inspired workforce. While beyond any doubt cash isn't everything with regards to worker fulfillment, reasonable and fair compensation rehearses are significant to positive representative relations and representative maintenance (Ogedegbe & Bashiru, 2014).

Hameed, Ramzan, Zubair, Ali & Arslan (2014) analyzed the effect of remuneration of Worker in the saving money division in Pakistan and the discoveries propose that Pay has positive effect on representative execution. It is demonstrated from connection examination that all the autonomous factors have powerless or direct positive relationship to each other. Relapse investigation demonstrates that all the autonomous factors have irrelevant and positive effect on representative execution. Besides, Hurley and Estelami (2010), in an examination on compensation and execution calls attention to that a generously compensated representative will convey benefits successfully in light of the fact that his consideration is just at work and that they feel some portion of the activity. NGO's laborers would perform better if the banks utilized them straightforwardly or if nothing else included them impetuses from what their representatives pay them, however since this isn't the situation some NGO's specialists enough don't feel spurred enough to do the banks administrations on the grounds that whether they do it or not their pay rates will continue as before. Krueger and Energize (2009) in an investigation on NGO's specialists and found that they are just helping the network and along these lines have a tendency to unwind on their employments.

Monetary Incentives versus Non-Fiscal Incentives

As indicated by Ballentine (2009), executives are always looking for approaches to make a motivational situation where representatives to work at their ideal levels to achieve organization goals. Working environment sparks incorporate both financial and non-fiscal motivations and the reason for financial impetuses is to compensate representatives for phenomenal employment execution through cash. Financial motivators

incorporate benefit sharing, venture rewards, investment opportunities and warrants, booked rewards (e.g., Christmas and execution connected), and extra paid get-away time. Generally, these have kept up a positive motivational condition for representatives (Kepner, 2001). The motivation behind non-financial impetuses is to compensate representatives for incredible employment execution through circumstances and non-fiscal motivators incorporate adaptable work hours, preparing, lovely workplace, and holidays. Mechanical and Commercial Training (1975) likewise in their survey of cash as a spark composed that hard money as a motivational impact in the work circumstance took a terrible thump from the conduct researchers in the 1960s. It was Page (2016), who best in class the teaching that cash is anything but a motivational factor: expanded wages could deliver greater promise to creation yet their impact was announced to be brief yet duty and inclusion were to originate from different components - the motivational variables, for example, the open door for self-improvement, challenge in the activity and, all the more as of late, chances to participate in the basic leadership process.

SHRM likewise share distinctive sorts of reward and motivator programs are powerful at rousing representatives. To them inspiration might be advanced through financial and nonmonetary rewards. An ongoing SHRM overview report found that 58% of HR experts generally showed that their associations offered some type of impetus extra designs: half offered a reward want to official workers and 45% to non-official representatives. Motivating force extra designs can advance elite in light of the fact that the reward is generally fixing straightforwardly to organization and additionally singular execution. What's more, a few advantages programs incorporate worker acknowledgment. 70% of HR experts demonstrated that their associations perceived developments, for example, birthday events and administration commemorations. The greater part of HR experts said their associations offered some kind of non-money, companywide execution honors, for example, blessing declarations or an additional day away from work (Espenshade & Radford, 2009). Another examination recommends that coveted money related motivators contrast for workers in light of vocation stage and age.

Overviews by the American Association of Retired Persons (AARP) have demonstrated that most specialists will work past retirement age if offered adaptable timetables, low maintenance hours, and impermanent business. Kohn (1993) contends that money related motivating forces support consistence instead of hazard taking in light of the fact that most rewards are construct just with respect to execution. Subsequently, representatives are debilitated from being inventive in the working environment.

Another contention Kohn (1993) presents is that fiscal motivations might be utilized to bypass issues in the work environment. For instance, motivating forces to help deals can be utilized to make up for poor administration. Managers likewise may utilize financial impetuses as an extraneous instead of a characteristic helper. At the end of the day, workers are headed to do things only for the fiscal reward as opposed to accomplishing something since it is the proper activity. This can upset or fire great connections between representatives since they are changed from collaborators to contenders, which can rapidly disturb the working environment condition (Kohn, 1993). Generational non-fiscal motivator contrasts are influenced via profession stage and vicinity to retirement. The more seasoned the workers, the more the emphases are set on retirement or supplementing retirement salary with low maintenance or transitory employments. The more youthful the representatives, the more the attention are put on work fulfillment and the workplace. Most importantly motivating forces must be customized to the requirements of the specialists instead of utilizing the "one-measure fits-all" approach, which is indifferent and now and again insufficient. Money related and non-fiscal motivations change in their parts, adequacy, and suitability, contingent upon the kind of motivator.

Kohn contends that motivators really hamper representatives and organizations by diminishing employees' inspiration, intrigue, and occupation fulfillment. A harmony amongst financial and non-money related motivating forces ought to be utilized to fulfill organizational objectives.

2.3.4 Work-Life Balance And Employee Performance (WLB)

In the present unique business condition, work life adjust (WLB) has turned out to be one of the key issues looked by numerous representatives everywhere throughout the world. Keeping up work life adjust is an issue progressively perceived as of vital significance to association and of importance to representatives.

The balance in between work and life has slanted to the adverse side. Thus, as soon as a specific individual get into a job, the employer as well as employees desires to set all the optimistic energies to crack this balance back to its original point. Therefore, the structure itself can provide assistance to the employed person to sense that they are maintained well. There should be suitable equilibrium of work among them.

Syllabus or Curriculum events can be a portion of job and good working environments more assist in establishing work-life balance. The structure must be such that it boosts the proficiency and genuineness between the employees to sense that they are part and lot of the organization and not the abandoned lot. Therefore the conception of work-life balance is grounded on the idea that rewarded work and individual life must be seen reduced as competing urgencies than as corresponding features of a full life. The technique to attain this is to accept the tactics that offers a two way method bearing in mind the requirements of employees as well as those of employers (Lewis, 2009). Nevertheless, work-life balance does not always mean that an employee has to split their time correspondingly into work life and family life. A work-life balance really means to share one's time for work and for one's own life. From this viewpoint, life embraces family, self-reflection, refreshment, holiness and social collaboration.

There is no concurred meaning of work-life adjusted yet it appears that the correct adjust for one individual may contrast from the following. In essentially, WLB implies the measure of time you spend doing your activity contrasted and the measure of time you go through with your family and doing things you appreciate (Mendis & Weerakkody, 2014). WLB, from the representative viewpoint, is the support of a harmony between duties at work and at home. Businesses see the advantages or the working conditions that they give to enable representatives to adjust the family and the work spaces as work life benefits (Russell & Bowman 2000). At first the idea of work life struggle concentrated on the effect of family requests on work. It presently stretches out to the effect work has on singular pressure, connections and family prosperity (Russell & Bowman, 2000). Insufficient work life change is an issue that speaks to a noteworthy peril to workers success, their execution as well as the legitimate execution. Various delegates consistently encounter issues in attempting to alter employment responsibilities with their social life. Work extend is surveyed to cost U.S. industry more than \$300 billion a year in non-participation, turnover, reduced proficiency and remedial, honest to goodness and assurance costs (Beauregard & Henry, 2009).

The condition is a man's brisk incorporating which he controls for his world and any wrongful control presents dangers that make the circumstances perilous and hinder the execution rate of the agents, it incorporates a space in which the laborer plays out his work (Chapins, 2010) while a fruitful workplace is where results can be accomplished obviously by organization (Mike, 2010). Physical condition disturbs how agents in an affiliation company, perform errands, and are driven. Physical conditions as a part of the work environment have direct impact the human sense and tenderly changed social associations and thusly yield. This is so in light of the way that the features of a room or a place of meeting for a social affair have comes about regarding gainfulness and satisfaction level. The workplace condition is the most fundamental point in keeping a laborer satisfied in the present business world. The present workplace is remarkable, novel and continually hinting at change. The common manager/specialist relationship of old has been twisted upside down. Agents are living in a creating economy and have moderately vast openings for work. This mix of parts has made a space where the business needs its agents more than the specialists require the business (Mike, 2010).

In Kenya, for example, the best associations have made sense of how to have their delegates work life alter managed by having a place for their specialist's children. This permits the mother time to breastfeed, which implies the heaviness of having one's newborn child far away isn't there. This impacts agents to work feasibly as there is nothing bothering them. Work life modify is most a great part of the time used to describe the harmony between obligations at work and commitments outside paid work; having a work life change suggests that this adjust is in the right position for the individual concerned. Work-life change in the workplace has transformed into a more fundamental issue as it has a tendency to exhibit positive outcomes, for instance, low turnover, work duty, various leveled citizenship direct, to some extent execution, extended firm effectiveness, work satisfaction, and definitive responsibility (Wang & Walumbwa, 2007). As worried by a couple of researchers, supervising work life modify has ended up being a champion among the most essential regulatory techniques for guaranteeing delegates' execution and definitive execution change.

Some of the hurdles that bur an employee to attain a work-life balance contain;

- **Uncooperative work values and workplace:** Employees utilizing adaptable working choices sense they are being placed under the nearby perceptions by their associates and it is necessary to legitimize their utilization of the choices.

- **Career choices:** Some workers sense that they are setting their profession in danger. They belief that they are restricted for advancement, or that they may miss the testing and fascinating work.

• **Discrepancy amongst arrangements and life stages:** Research reveals to us that more youthful individuals need decision and the flexibility to withdrawal and go into the well salaried employees without alarm of harming profession or limited time predictions. Moderately aged tried to attempt interests outside the work environment in a way that would not contrarily affect on profession and openings for work.

• **Job and work configuration:** Job and work configuration impact representatives' capacity to take up the adaptable working choices that may add to a superior work-life adjust. Regularly employees feel particular work or the kind of work a work unit/group attempts is demonstrative of a man's capacity to use work-life adjust choices. It was by and large felt senior administration accepted adaptable working plans were not good with 'center businesses'.

• **Role of the administrator:** Helpful director is the way to accomplishing work-life adjusts. On the off chance that directors did not comprehend the accessible adaptable working alternatives and how to effectively actualize them, at that point adaptable working alternatives had a tendency to be inaccessible for access by employees. The part of supervisors was certain in representative's view of their strengthening and independence.

• **Self-recognitions:** There is a particular outline among top management perspectives on their staff using the arrangements and their personal particular practices. The concentration gathering of top administrators expressed that while they didn't trust they could utilize current approaches as a result of stages of assignment, time administration and different imperatives, it was vital for less ranking staff to get to strategies and activities.

• **Communication:** Effective correspondence by line chiefs, administrators, and senior staff is a noteworthy driver of representatives' level of fulfillment with work-life adjusts; nonappearance of this likewise turns into a hindrance.

• **Empowerment:** Empowerment is the way of enabling to achieve work-life adjusts. Strengthening is inserted in a person's learning, mindfulness and capacity to successfully convey and consult with directors and work groups. The members distinguished that information of the accessible choices was basic to their capacity to get to and use the strategies and activities that encourage work-life adjust. When all the above issues are considered in totality, the importance of a healthy work life balance for employees becomes a matter that managers need to take seriously and ensure that their employees have an adequate balance between their employment commitments and their social and relational commitments so that one does not eat up all the time of the other.

Furthermore, employee welfare incorporates each one of those offices, administrations and advantages which are given by boss to its staff for their comfort. Worker's welfare, wellbeing and wellbeing are the measures that advance the proficiency of the staffs (Mike, 2010). Diverse welfare programs given by any association to its laborers have coordinate effect on the physical, wellbeing and mental proficiency readiness, resolve and by and large productivity of the representatives. A portion of the welfare offices incorporate housing courses of action, container offices, it can be classify as to solace of living and also for the workplace. We can distinguish worker welfare as the endeavors which are connected to make one's life commendable. HR are the most critical resource of each association. With the assistance of preparing and in addition welfare gave to staff we can expand the estimation of human resources. Estimation of human dependably acknowledges with passing year where as different resources will be devalued with passing years. Estimation of human can be devalued by maturing process which incorporates wretchedness, rushed up by pressure and so on. Great welfare will dependably give legitimate and productive results propel staffs and increment in profitability (Mike, 2010). At whatever point we give great welfare, it is constantly exorbitant choice, yet while contemplating future it is long haul benefits for the organization. It is the way toward conforming to the law, in this way guarantee a business maintains a strategic distance from lawful issues. The work welfare plans can be featured as an insightful venture which will continually carry a superior result with the more prominent effectiveness. Giving welfare plan to the staff dependably makes sound, proficient, faithful and fulfilled staff drives for each organization.

Comprehensively recognized explanation in literature is that better work environment condition delivers better outcomes. It is considered with due criticalness to the idea of occupation and the people that will work in that office. The employee performance is really considered by the yield that the individual produces and

it is identified with profitability (Wang & Walumbwa, 2007). Proficiency is influenced at business level by such factors, for example, employees, innovation and goals of the organization. Employees' execution and wellbeing likewise influenced by the physical condition of the organization. Eldridge and Nisar (2011), say "adaptable time consequences for representative conduct, it's likewise found that effect of flexi-time is exceedingly subject to nature of occupation like low wage specialists get pursued on regular routine at hour direction so they couldn't make full utilization of flexi timing". Scandura and Lankau (2007), in their exploration indicate "the connection between adaptable working hours, individual (family) obligations and sexual orientation contrasts to work fulfillment and duty toward association". As indicated by Hurtz and Donovan (2000), "Better criticalness is the open door that the connection between individual attributes and particular workplaces may impact execution". Scientists recognized that the impacts of weariness are for the most part identified with an extensive variety of physical and emotional wellness issues. Individuals can't give their yield to most extreme limit without great wellbeing and appropriate working conditions, which cause disappointment for the employees" to achieve their own capable potential and the yield required to influence the association to perform proficiently and adequately. The key to the activity fulfillment is our capacity to control our mind-sets every day strain. Enthusiastic security upgrades the employee's capacity to deal with work weight and worry, to reliably complete the obligations, and self-indulgence. Candidly steady individuals can support a systematic approach when managing a frightening work conditions (Hurtz & Donovan, 2000). Costa and McCrae, (2015) say "individuals with neuroticism conduct are the individuals who encounter more negative feelings, which would be reflected in poor employment demeanors and abnormal amounts of occupation stretch". Neuroticism is an inclination to encounter hurtful impacts, for example, sadness, mortification, disturbance, blame, and scorn. The discoveries of Van Vianen, Harinck and De Dreu (2014) are that "elevated amounts of enthusiastic strength added to social consistency in groups, and abnormal amounts of neuroticism anticipate bothering and obliviousness seeing someone." Bond and Galinsky, (2006), the higher pay laborers are more offered with the adaptable work game plans than the lower salary. This makes a feeling of imbalance at the working environment and declines the motivational level.

Organizations give the customary flexi time offer. The strategic scheduling offer enables the laborer to work around the surge hours and after that they have been given an adaptability to take some break to go home or to take lunch or take youngsters from school and so forth. The workers are likewise given a day by day strategic scheduling offer. Every day flexi time offer enables them to meet the necessity of unforeseen works and helps at that point in sparing their activity and keep the all equalities (representative and manager) cheerful. There is additionally an idea of move in the associations where the specialists are offered with various movements to pick on that fit to him/her to have healthy lifestyle (De Bolle, De Fruyt, McCrae, Löckenhoff, & Costa Jr, 2015)

There are no approaches for the adaptability in the majority of the companies and the adaptability is offered at casual premise so this causes a major issue in the administration of the human asset. There are a significant part of the odds that the higher salary individuals can oblige the individual issues amid work even the adaptable time offers are not there and they can casually take the upside of being on the higher posts. So there must be some equivalent base for every one of the laborers to give them ease on work put (Hurtz & Donovan, 2000).

The higher salaried individuals are paid and remunerated or their disease in the greater part of the organizations however the genuine individuals who require these things are neither paid nor given simple leaves for their sickness of to watch over their household. Higher paid individuals have the control on their chance as when to take break for lunch and when to go for unwind or so. One huge favorable position of the adaptability is that the specialists who can't work at full time are currently given with the low maintenance offers that assistance them in dealing with the individual life and also the work life (Scandura and Lankau, 2007). Cooper (2016) led an exploration to discover impacts of working hour's designs by and large and by administrative level, and the way they tradeoff between official work and individual life related issues like wellbeing, moral, time to family and profitability. The exploration demonstrates a solid connection between working hours and progressively negative effect. Discoveries with respect to tradeoff unmistakably show that it's an extremely troublesome for some directors (Cooper, 2016). The outcomes likewise unveil the way that particularly the lesser directors and the individuals who are working in not-for-profit association are more worried toward their social life yet picture is diverse for senior supervisors who works for benefit situated firms they are more worried toward their office. The exploration additionally reasoned that long working hours have negative effect of manager's efficiency and on their social life like with family and good.

Based on the literature above, it is very clear that an efficient work life balance is critical to the well-being of the employees and eventually the performance of the organization and thus all managers need to put in the necessary strategies, infrastructure and incentives that will encourage and promote a mutually beneficial work-life balance for their employees and the organization that they work for.

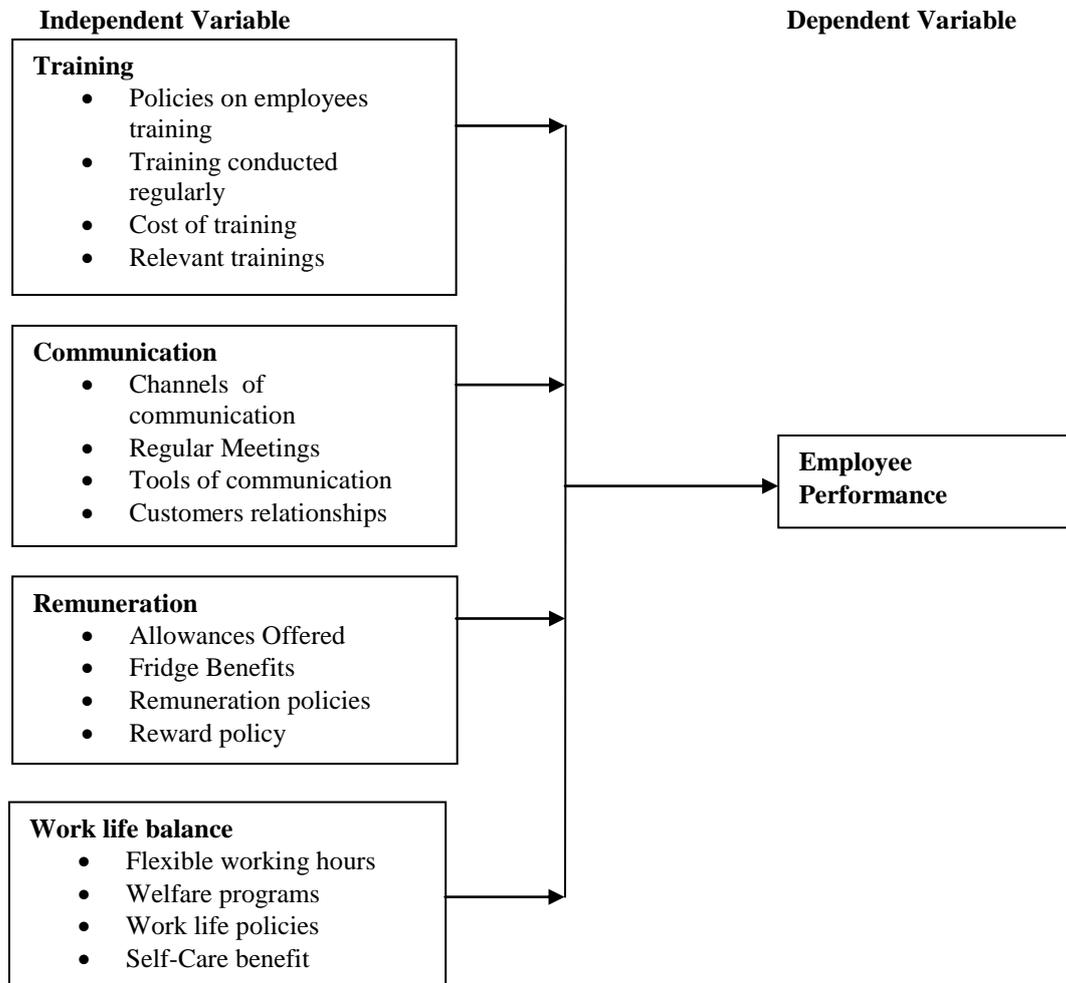


Figure 2.1 Conceptual Framework

Research Methodology

3.1 Study Design

The study employed a descriptive survey research design. According to Kothari (2010), a descriptive study design defines a subject matter, through the collection of information from the target population based on what is being studied by the researcher in order to come up with conclusions about the population under study. The design is preferred because it is concerned with answering questions such as who, how, what, which, when and how much. This design uses quantitative data analysis. Furthermore, the descriptive design allows for the subjects or participants to be observed in a natural and unchanged environment.

3.2 Target Population

The study targeted all the employees in all the registered NGO's operating within Tharaka-Nithi County in the year 2017. The total number of employees working with those NGO's was 55 and the research was a census and thus all employees were sampled. According to Kothari (2010), a census involves a complete enumeration of all items in the population. In census, it is presumed that all the respondents will be covered and

there is no element of chance which is let and the highest accuracy will be obtain especially when the population is small as it is evident in this study

Table 3.1 Target Population

N	NON-GOVERNMENT ORGANIZATION'S NAME	EMPLOYEES	NUMBER	OF
	Plan international Kenya		10	
	Amicus Development organization		5	
	Shepherds of life (SOL)		3	
	Karibuni Trust Kenya		3	
	Compassion International Kenya		5	
	Child Fund		5	
	Unbound Kenya		3	
	International Aids Services (IAS)		6	
	Each One Feed One Kenya		7	
	Farm Africa Kenya		8	
0	Total Number		55	

Source; NGO's Coordination Board, 2017

3.3 Research Instruments

This study employed use of questionnaires. A questionnaire is a prudently intended instrument (handwritten or typed) for gathering data directly from people. A typical questionnaire consists of questions and statements. The researcher used close-ended questionnaires to collect data from the respondents. Closed-ended items included a list of responses from which subjects were to select suitable/appropriate responses. Such enquiries are easier and faster to respond to and the rejoinders are more comparable amongst the respondents. The questionnaires were administered through the drop-and-pick method and were collected after a period of 2 weeks after delivering them to the respondents.

3.4 Data Collection Procedures

The researcher sought and received a recommendation letter from the Post Graduate Director, Kenya Methodist University to conduct research. This letter was subsequently used to make an application for a research permit from the National Commission for Science and Technology (NACOSTI) and from the Office of the Director of Education (Tharaka Nithi County). After getting the permit, the researcher went ahead in seeking permission from the managers of the selected NGO's to collect data. Then the researcher then proceeded to administer the questionnaires to the respondents through hand delivery. The questionnaires were picked back after 3 days by the researcher and this ensured that the respondents filled the questionnaires at their suitable time within the given timelines.

3.5 Data Analysis

Data analysis is the process of categorizing, manipulating and summarizing of data in order to obtain answers to the research questions (Kothari, 2004). Data processing will involve editing raw data in order to correct any normally arising from a misunderstanding of the research questions and reviewing answers to questions which might arise from wrong or misplaced responses. After editing the data it will be coded and classified into common categories. The researcher used two types of statistical techniques namely descriptive statistics and inferential statistics in data analysis. Descriptive statistics were used to tabulate the percentages and frequencies, while to test the association between independent and dependent variables using inferential statistics, the researcher used the chi-square to test the associations. All the data was analyzed using the IBM Statistical Package for Social Sciences (SPSS) Version 22, with the hypotheses being tested at 0.05 level of significance; 95% confidence level.

Data Analysis, Presentation and Interpretation

4.1 Reliability Analysis

The reliability of an instrument refers to its ability to produce consistent and stable measurements. Kothari (2010) explains that reliability can be seen from two sides: reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. All constructs depicted that the value of Cronbach's Alpha are above the suggested value of 0.5 thus the study was reliable (Kothari, 2010). The reliability of the constructs is captured in Table 4.1

Table 1: Reliability Test of Constructs

Variables	Reliability Cronbach's Alpha	Comments
Employees Training	0.904	Accepted
Communication	0.903	Accepted
Remuneration	0.898	Accepted
Work Life Balance	0.829	Accepted

4.2 Employees Training

The study sought to find out the influence of employees training on employee's performance. Table 2 indicates the employees rating of influence of training on their performance.

Table 2: Rating of Employees Training

Rating	Frequency	Percentage
High influence	15	30
Slightly high influence	21	42
No influence	2	4
Slightly low influence	5	10
Low influence	7	14
Total	50	100

Forty two percent of the employees rated the influence of employees training on performance as slightly high. Another 30% rated it as having high influence while 14% rated it as having low influence. This was followed by 10% of those who rated it as having slightly low influence while the least percentage (4%) rated it as having no influence. Employees training influences performance as indicated by the majority however there are other factors that also contribute to the employee's performance.

The study further sought to find out various aspects of employees training in NGOs in Tharaka-Nithi County. Table 4.5 indicates the responses. The statement there is a policy on employees training in NGO had a weighted average of 3.6 thus indicating that the majority disagreed that there was a policy on employee training. It was also found that the Employees training were not carried out regularly as indicated by a weighted average of 3.5. The employees however seemed to be undecided on whether training offered corresponds with the actual work of employees in the field as indicated by a weighted average of 3.2. This could be that some employees are trained on their areas of work while others are trained on other aspects not relating to their work. On the other hand employees agreed that employees training lower the staff turnover in NGOs as shown by the weighted average of 2.2. They also agreed that the cost of training is fully catered for by the NGO. From these responses it can be deduced that employees are offered some form of training by the NGOs and that the trainings are catered for by the employer only that at times the trainings do not address the skills requirement for each category of employees.

Furthermore, the researcher sought to find out whether the employees were satisfied with the training activities carried out within their organizations. The study further sought to find out how satisfied the employees were with the training carried out in their organizations. Figure 4.1 has the findings

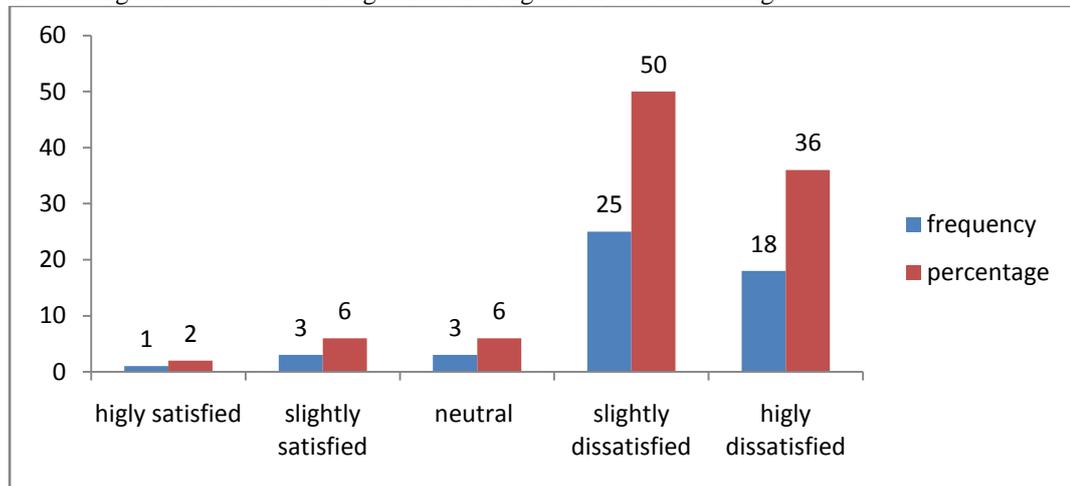


Figure 1: Employees level of satisfaction with training

Fifty percent of the respondents were slightly dissatisfied with the training offered by their organizations followed by 36% of those who were highly dissatisfied. Those who were neutral and those who were slightly satisfied tied at 6% each while those who were highly satisfied came last at 2%. This is an indication that the employees of the NGO's are not satisfied with how the training activities are carried out within their organizations. From the preceding conclusion that this may perhaps be as a result of insufficiency in the training activities undertaken and the relevance of the trainings as compared with the nature of work that the employee is tasked with within the organization.

4.3 Communication

The study further sought to find out the nature of communication undertaken in the non-governmental organizations in Tharaka-Nithi County. Table 6 has the responses to various aspects of communication in their organizations.

Table 3: Level of Agreement with Communication Aspects in NGO's

Communication aspect	1	2	3	4	5
There is clear communication between employees and the management of NGO that enhances employees performance	1	5			
There is regular meetings where employees and management communicate in order to improve the employees performance			1		6
Employees have been provided with tools of communication in order to enhance their performance.	0				5
A good customer relationship has improved the employees' performance in NGOs.	8			0	

1=strongly agree 2=agree, 3=undecided, 4=disagree, 5=strongly disagree

With regard to communication, the respondents agreed that there is clear communication between employees and the management of NGO that enhances employee's performance as shown by a weighted

average of 1.8; and that a good customer relationship has improved the employees' performance in NGOs with a weighted average of 2.1. The respondents disagreed that there were regular meetings where employees and management communicated in order to improve the employees performance and that employees have been provided with tools of communication in order to enhance their performance, as indicated by a weighted average of 3.7 in both cases. This shows that NGOs have clear communication structures however there is no regular meeting to share information. The employees also lack communication tools such as work telephone and laptops and thus they are not able to communicate effectively especially while in the field. Also good relationship between the clients and the employees can lead to improved performance.

The respondents were requested to indicate their level of satisfaction with the communication in their organizations.

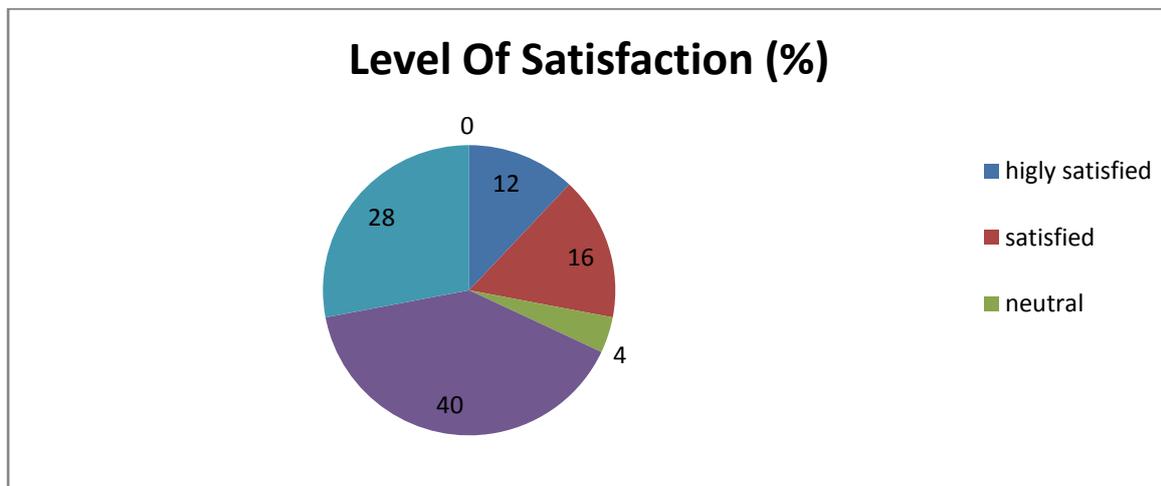


Figure 4.2 Level of Satisfaction with Communication .

Forty percent of the respondents indicated that they were dissatisfied with the communication carried out in their organizations. 28% was highly dissatisfied while 16% was satisfied. Twelve percent was highly dissatisfied while only 4% was neutral. With the majority indicating dissatisfaction, it is apparent that NGOs in Tharaka-Nithi County have eminent issues in the way they undertake communication with the employees.

4.4 Employee Remuneration

Remuneration is the compensation employees obtain for the services rendered to an employer. Remuneration assumes a noteworthy part in deciding their execution particularly the workers in the lower levels of the authoritative structure in benefit arranged associations or NGO's. This study sought to find out the extent to which remuneration influenced performance of NGO employees since NGOs are not business oriented but social oriented. Table 4 indicates the employee's level of agreement with various aspects of remuneration in their organizations.

Table 4: Employees' Remuneration

Remuneration aspects	1	2	3	4	5
The allowances offered apart from salary, influences employees performance	6	0	3	0	0
The employees reward policy used really influences employees performance	9	1	4	0	0
There is fridge benefit aid to employees who improves their performance after a certain period of time	5	0	0	0	0
The employees remuneration policies in place influences employees performance	5	2	0	1	3

1=strongly agree 2=agree, 3=undecided, 4=disagree, 5=strongly disagree

The respondents strongly agreed that the allowances offered apart from salary, influences employees performance. The respondents agreed that the reward policy used really influences employees performance and

that the remuneration policy influences performance as shown by a weighted average of 1.9 in both cases. However they disagreed that there is fridge benefit aid to employees who improves their performance after a certain period of time. The lack of fridge benefits would be due to the nature of work as most NGOs operate on short term contract basis which are renewed when need arises. Hence no employee is regarded as having worked for a longer period of time.

The study further sought to find out the level of employees satisfaction with the remuneration offered by their organizations. Figure 4.3 indicates their level of satisfaction

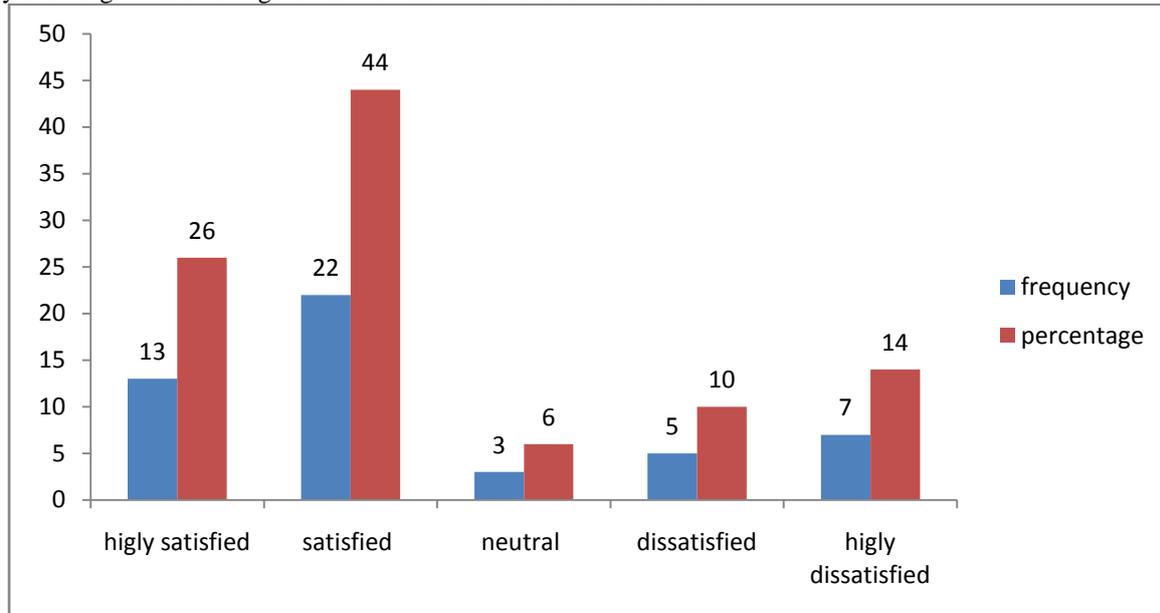


Figure 4.3 Level of Satisfaction with Remuneration

Forty four percent of the respondents were satisfied with the remuneration they received followed by 26%, then 14% of those who were highly dissatisfied and 10% of those who were dissatisfied and eventually 6% of those who were neutral. It is clear that the employees are satisfied with the remuneration despite there previous claims that there are no fridge benefits from the employers. This could be due to the fact that most NGOs employ on contract and the employees thus receive no fridge benefit as they keep on renewing the contracts and they have accepted the status quo.

4.5 Work Life Balance

The study further sought to find out the relationship between the work life balance and the performance of the employees. Table 4.8 indicates the level of agreement with various work life balance of the employees.

Table 5: The Level of Agreement With Various Work Life Balance Of The Employees

Statements			5
The management allows employees to perform their work at their convenient time		9	2
The organization provide employees with assistance programs like financial and counseling for family matter	0	9	2
Employees are allowed to join the organization insurance medical cover for their families at subsidized rates	9	8	5

There is an established policy that addresses employees work life balance for improving performance.	1	2	2
The management is mindful of employees personal health and condition of work hence provides comfortable tools of work for better performance	3	6	3

1=strongly agree 2=agree, 3=undecided, 4=disagree, 5=strongly disagree

On work-life balance, the employees disagreed that the management allows employees to perform their work at their convenient time (WA= 4.0). they also disagreed that the organization provide employees with assistance programs like financial and counseling for family matter as shown by a weighted average of 4.1. The employees were undecided on whether there is an established policy that addresses employees work life balance for improving performance (WA=3.3). the study revealed that employees are allowed to join the organization insurance medical cover for their families at subsidized rates as shown by a weighted average of 2.3. it was also found that the management is mindful of employees personal health and condition of work hence provides comfortable tools of work for better performance as shown by the weighted average of 2.0

The study sought to find out the level of employees satisfaction with work life balance. Table 4.9 indicates their level of satisfaction

Table 6: Level Of Satisfaction With Work Life Balance

Level of satisfaction	Frequency	Percentage
Highly satisfied	6	12
Satisfied	5	10
Neutral	2	4
Dissatisfied	16	32
Highly dissatisfied	21	42
Total	50	100

The majority (42%) were highly dissatisfied with the work life balance in their organization followed by 32% of those who were dissatisfied, then 12% of those who were highly satisfied and 10% of those who were satisfied.

4.6 Employees Performance

The study sought to establish the level of employees' performance with the aim of comparing it with the working environment. Table 4.8 indicates the employees' level of agreement with various performance aspects.

Table 7: Employees' Level of Agreement with Various Performance Aspects

Statement	5	1	3
The NGOs employees are more punctual in discharging their assigned duties.	5	1	3
There is timely completion of projects to the desired standards in the organization.	8	7	
The work being carried out by the employees is outstanding		0	5 8
The employees understand their personal performance objectives in the organization.	3	0	

There are no perpetual bad habits observed from employees when discharging their duties in the Organization.	9	1		
There is a professional dress code that guides employees on an appropriate way of dressing to the job according to the organization culture.			2	3

1=strongly agree 2=agree, 3=undecided, 4=disagree, 5=strongly disagree

The study revealed that the work being carried out by the employees was not outstanding and that there was no professional dress code that guides employees on an appropriate way of dressing to the job according to the organization culture. The respondents were undecided on whether the NGOs employees are more punctual in discharging their assigned duties (WA=2.6). the study found that the employees understand their personal performance objectives in the organization as shown by a weighted average of 2.4 and that there is timely completion of projects to the desired standards in the organization (WA=2.2). The NGOs in Tharaka-Nithi County had no perpetual bad habits observed from employees when discharging their duties in the Organization as shown by a weighted average of 1.8.

4.7 Testing of Hypothesis

Table 4.4 Chi-Square For Working Environment And Employees Performance Among Non-Governmental Organizations In Tharaka- Nithi County

Employees Performance				
	Pearson Square	Chi- f	d	Significant level
Training	9.357		1	0.024
Communication	10.662		1	0.006
Remuneration	9.124		1	0.115
Work Life Balance	8.251		1	0.029

The data shows that the chi square for training and employee performance was 9.357 ($p = 0.024$). This implies that there was a statistically significant relation between training and employee performance because the p-value was less than 0.05 and training is mutually exclusive to the other objectives being tested. Thus the H_{01} null hypothesis was rejected because from the results, it is clear there is a significant relationship between training and employee performance. This results is consistent with results from researchers such as Beck (2009); and Gooding (2017) who found that training helps employees overcome obstacles related to lack of sufficient knowledge on their part about certain aspects of their jobs, gives them confidence and allowing the employees experience new setting and work cultures.

Furthermore, the data shows that the chi square result for communication and employee performance was 10.662 ($p = 0.006$). This implies that there was a statistically significant relation between communication and employee performance because the p-value was less than 0.05. Therefore, H_{02} null hypothesis was also rejected as there is a statistically significant relationship between communication and employee performance. This result is in concurrence with a study carried out by Tubbs & Moss (2008) who disclosed that there is a correlation between quality communication and total performance within an organization. Effective communication ensures that the targets and goals of the organization are clearly articulated by management, and that the feedback from employees is received by the management for their consideration and action. This will go a long way in ensuring that there is harmony in the direction an organization is moving towards and the goals it seeks to achieve.

The Chi square results for remuneration and employee performance was 9.124 ($p = 0.115$). This indicated that there was no statistically significant relation between remuneration and employee performance because the p-value was greater than 0.05, and also there is empirical evidence by Hameed, Ramzan, Zubair, Ali & Arslan (2014) who found that remuneration has weak or insignificant relationship to the performance of employees. Thus, H_{03} null hypothesis was accepted. This simply means that employees may be more interested in other aspects of their work life apart from the amount of funds they are paid. Other incentives such a bonus

pay, overtime and others are also important to the employees and thus there must be an adequate mix of all the above so that the employee feels adequately remunerated.

Finally, Chi square result for the relation between work-life balance and employee performance was 8.251 ($p = 0.029$). This indicates that work life balance and employee performance were statistically related and thus had an effect on the performance of employees. Thus, the H_{04} null hypothesis was rejected. This result is in concurrence with another one carried out by Beauregard & Henry (2009) who found that inadequate work life balance is a problem that poses a big risk to workers wellbeing and the performance of an organization. Another study by Russell & Bowman (2000) work-life balance is now about how individual stress, relationships and family well-being affect the employee and their performance. An employee who does not have the correct work life balance will find themselves having poor work attitudes, guilt and even hatred toward their employees as they feel that the employer may not care about what goes on in other aspects of their lives apart from how they perform at work, and such an employee may have frequent run-ins with the managers as their work ethic will reflect the poor work life balance they have.

Conclusion and Recommendations

5.1 Introduction

This chapter has covered summary of the findings, conclusions, recommendations and suggestions for further research. The purpose of the study was to determine relationship between working environment and employees' performance among non-governmental organizations in Tharaka-Nithi County. Particularly the investigation tried to decide the influence of employee employees training, communication, remuneration and work life balance on employee performance among NGO's in Tharaka-Nithi County. The conclusions and proposals of this examination depend on the information that was gathered from an example of 50 respondents who are representatives at different classes working with NGOs in Tharaka-Nithi County. The conclusions and recommendations of this study are based on the data that was collected from a sample of 50 respondents who are employees at various categories working with NGOs in Tharaka-Nithi County.

5.2 Summary

The majority of employees working with NGOs in Tharaka-Nithi County were females and that most had employees had diploma as the highest level of education.

With regard to training, a majority rated the influence of training on performance as slightly high and high influence. The majority disagreed that there was a policy on employee training and that employees training was not carried out regularly. The employees however seemed to be undecided on whether training offered corresponds with the actual work of employees in the field. Employees agreed that employees training lower the staff performance in NGOs and that the cost of training is fully catered for by the NGO. Half of the respondents were slightly dissatisfied with the training offered by their organizations while 36% was highly dissatisfied.

On communication the respondents agreed that there is clear communication between employees and the management of NGO that enhances employee's performance and that a good customer relationship has improved the employees' performance in NGOs. The respondents disagreed that there were regular meetings where employees and management communicated in order to improve the employees performance and that employees have been provided with tools of communication in order to enhance their performance. Forty percent of the respondents indicated that they were dissatisfied with the communication carried out in their organizations and 28% was highly dissatisfied while 16% was satisfied.

The respondents strongly agreed that the allowances offered apart from salary, influences employee's performance and agreed that the reward policy used really influences employees performance and that the remuneration policy influences performance. However they disagreed that there is fridge benefit aid to employees who improves their performance after a certain period of time. Forty four percent of the respondents were satisfied with the remuneration they received followed by 26%, then 14% of those who were highly dissatisfied and 10% of those who were dissatisfied and eventually 6% of those who were neutral

The issue of work life balance had employees disagreeing that the management allows employees to perform their work at their convenient time. They also disagreed that the organization provides employees with assistance programs like financial and counseling for family matter. The employees were undecided on whether there is an established policy that addresses employees work life balance for improving performance. It was also found that employees are allowed to join the organization insurance medical cover for their families at subsidized rates. The management was found to be mindful of employee's personal health and condition of

work. The majority (42%) were highly dissatisfied with the work life balance in their organization followed by 32% of those who were dissatisfied, then 12% of those who were highly satisfied and 10% of those who were satisfied.

The study revealed that the work being carried out by the employees was not outstanding and that there was no professional dress code that guides employees on an appropriate way of dressing to the job according to the organization culture. The respondents were undecided on whether the NGOs employees are more punctual in discharging their assigned duties. The study found that the employees understand their personal performance objectives in the organization and that there is timely completion of projects to the desired standards in the organization. The NGOs in Tharaka-Nithi County had no perpetual bad habits observed from employees when discharging their duties in the Organization.

5.3 Discussion

Performance has to do with the output of an individual employee and the organization as a whole. Performance in this case was measured in terms of punctuality, completion of projects, work habits and the dress code. The study found that the working environment had immense contribution to the working environment. The study found that training influenced performance to a high level and this concurs with the findings of Amin (2013) who found that there was a significant relationship between training and performance of the organization as a whole and that of individual employees. It was further found that there was no policy on employee training and this could have contributed to reduced performance. Lack of a training policy is a subject of concern as it points to ad hoc and unplanned training which may not result to desired results. From Beaujean, Davidson and Mudge(2006) point of view training must be an orderly process of altering the behavior of employees in a direction to attain the organization objectives; hence a policy offers the orderliness of training in any particular organization. The study found that the NGOs catered for the employees training so as to improve their performance. Training in most cases is beneficial to the organization and not to individuals hence the need for organizations to provide employees with training. The findings concur with Allen, Busby, Meyer, & Petti (2010) who found that organizations provides training as to improve their employee's potential in the organization; Farooq and Khan (2011) also found that banks worked on training as a tool for improving the organizational performance.

The study found that there was clear communication in their organizations which partially contributed to the performance of these organizations as shown by timely completion of projects and absence of perpetual bad habits. The performance of the NGOs depends highly on clear communication due to the unique nature of the projects and the tight time frames and strict budgets. The study compares with Tubbs and Moss (2008) who shows a strong correlation between effective employee communication and superior organizational performance.

The study further revealed dissatisfaction in the communication carried out in the NGOs in Tharaka Nithi county. The dissatisfaction can be traced to the irregular meeting and lack of communication tools, thus failure to meet employees' expectations. Tubbs and Moss (2008) argue that communication satisfaction implies effective response to the fulfillment of expectations in the message exchange processes and which translate into an enjoyable, fulfilling experience at the work place. Wei-Tai (2010) also concurs with these findings in his study on the influence of work environment on workers productivity of selected oil and gas industry in Lagos, Nigeria.

Remuneration and reward policies were found to influence the performance of employees. Ballentine (2013) indicates that a reward policy standardizes the pay and other benefits for employees that creating fairness. A policy will thus ensure that all employees are guided on what to expect for their performance. The NGOs in Tharaka-Nithi county have no fringe benefits as an incentive for their employees and this has reduced performance to some extent. Pattanayak, Wunder & Ferraro (2010) claim that the use of incentives assumes that people's actions are connected to their skills and ability to attain vital long term goals. However the employees were satisfied with their remuneration and this can also be linked to performance measured by timely completion of projects. These findings agree with Hurley and Estelami (2010) who pointed out that a well paid employee will deliver services effectively.

Work life balance enables employees to work and take care of other personal and family issues. By allowing employees to work at their convenient time will enable employees to attend to their personal issues and meet their work expectations. NGOs in Tharaka-Nithi do not allow employees to work at their convenient time thus limiting their work life balance. Scholars such as Grzywacz (2010), has indicated the importance of

work life balance which was found to be lacking in NGOs in Tharaka-Nithi County. It improves the employee's wellbeing and family satisfaction among other benefits. The NGOs have however provided medical cover to the employees and were mindful of the employees' health, which has contributed positively to their performance.

5.4 Conclusion

The performance of NGOs in Tharaka-Nithi County is fair however the same can be improved by addressing various aspects of the work environment. The study concludes that trainings are carried out in NGOs in Tharaka-Nithi however these trainings do not address the work requirements. The trainings also are not standardized and planned for. The study also concludes that there is clear communication in the organizations under study. The frequency of communication is a major issue since some communications may not be timely due to infrequent meetings. The NGOs have also not provided their employees with adequate tools for communication thus hindering effective communication.

Allowances offered by various NGOs including travel and meals have greatly influenced the performance of their employees. Also the NGOs employ and pay the employees fairly hence their satisfaction. However these NGOs lack other benefits which come with the period worked due to the short contract period they engage their employees. The NGOs also have a reward and remuneration policy in place which provides guide on the employee compensation.

The work life balance in NGOs is not well addressed since employees are not allowed to work at their convenience. The employees are also not provided for with counseling services when having issues with their work life balance. This can lead to stress and depression for employees' hence poor performance. However their health is well catered for by medical schemes and concern for their health by the management.

The study also concludes that the performance of NGOs is witnessed in the quality of work, punctuality of the employees, the timely completion of the projects, dressing code, the absence of perpetual bad habits and the knowledge of individual objectives as well as organizational objectives. The good performance area in the area of study was completion of project, absence of perpetual bad habits and knowledge of individual objectives. However the punctuality, quality of work and dressing code were scoring low in the organizations under study.

5.5 Recommendation

The study has the following recommendations to make:

- i. The NGOs just like any other organization should come up with clear training policies that are relevant for each role and the frequency of the trainings.
- ii. NGOs should equip their workers with the relevant communication tools for quick and effective communication. They should also increase the frequency of periodical meetings to ensure communication is timely.
- iii. NGOs should ensure that they continuously review their remuneration policy so as to continuously motivate their workers. The government should also come up with a regulation to address the nature of contracts offered by the NGOs and ensure that employees' rights are protected.
- iv. The NGOs should relax their working time so as to cater for the employees work life balance. They should also offer counseling services for their employees as well as train them on work life balance.

5.6 Recommendations for Further Studies

Having established the influence of work environment on the performance of NGOs, the study recommends a further examination to be carried on the impact of execution administration on worker profitability in NGOS.

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