



St. Mary's University
School of Post Graduate Studies
MBA Program

Examining the Effects of Work Environment on Employee Job performance:
The Case of Ethiopian Health Insurance Service

By Nardos Habtu

Advisor: Tewodros Mekonnen (PhD)

Jan, 2025

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER OF BUSINESS
ADMINISTRATION IN CONCENTRATION OF HUMAN RESOURCE MANAGEMENT**

Jan, 2025

ADDIS ABABA, ETHIOPIA

Declaration

I, Narods Habte hereby declare that the research thesis entitled: " **Examining the Effects of Work Environment on Employee Job performance: The Case of Ethiopian Health Insurance Service, Addis Ababa, Ethiopia**" is an original work undertaken by me. I have conducted this research independently, with the guidance and support of my research supervisor. This study has not been previously submitted for any degree or diploma program at this or any other institution. I acknowledge all sources of materials used in this proposal.

Name of Student

Signature

Date

Certification

I certify that the research thesis entitled: " **Examining the Effects of Work Environment on Employee Job performance: The Case of Ethiopian Health Insurance Service**, Addis Ababa, Ethiopia " submitted in partial fulfillment of the requirements for the master of business administration at St. Mary University is a result of original research conducted by Nardos Habte under my supervision. No part of this thesis has been submitted for any other degree or diploma. I have duly acknowledged any assistance and help received during this research thesis. Therefore, I recommend its acceptance as fulfilling the research requirements.

Name of Advisor

Signature

Date

Acknowledgment

First, I would like to thank almighty God, the compassionate, the most merciful and source of knowledge and wisdom, who bestowed upon me the health, the power of communication and the audacity to accomplish this thesis.

I wish to express my sincere thanks and gratitude to my advisor Tewodros Mekonnen (PHD) for his excellence guidance, unrestricted and friendly support to make this project real. I would also like to thank to my sister Hiwot Habte, her friendly support, and encouragement.

I would also like to thank my Husband and Beloved Children's for her encouragement to finish my study. Last but not the least, I would also like to thank my staff and my classmates who share me their idea and provided me moral and valuable information related to the research project.

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ACRONYMS & ABBREVIATION

EHIS: Ethiopian Health Insurance Service

OSHA - Occupational Safety and Health Administration

JCM - Job Characteristics Model

SET - Social Exchange Theory

SPSS - Statistical Package for Social Sciences

Abstract

This study investigates the effect of the work environment on employee job performance at the Ethiopian Health Insurance Head Office (EHIS), focusing on four key factors: physical environment, psychological environment, social environment, and organizational culture. Using a census approach, data were collected from all 190 employees, with 188 responses received using questioners and quantitative research approach and explanatory research design was flowed. The findings reveal generally positive perceptions regarding the physical and psychological work environments, with employees reporting satisfaction with aspects such as workstations, lighting, airflow, and supervisor support. However, challenges such as noise levels, workspace adequacy, workload complexity, and stress were identified as areas of concern. The social environment showed mixed responses, particularly regarding professional development opportunities and work-life balance. Organizational culture was perceived positively in some areas but indicated significant room for improvement in terms of workload management, communication, and employee well-being. The study further established a strong positive relationship between the work environment and employee job performance, with physical environment factors having the most significant impact, followed by organizational culture. Regression analysis confirmed that work environment factors account for 74.1% of the variation in job performance. The study concludes that improving workload management, professional development opportunities, work-life balance, and fostering a supportive organizational culture can significantly enhance employee job performance and overall well-being.

Keywords: Work Environment, Employee job performance, Physical Environment, Psychological Environment, social Environment, organizational culture

CHAPTER ONE

1. INTRODUCTION

1.1. Background of Study

Human resources are crucial in achieving organizational success, providing essential support through their work, talents, and motivation. Employees are the driving force behind company operations and processes (Pujiarti et al., 2019). While many individuals value having a job, they often find themselves uncomfortable in their workplaces. This discomfort can lead to employees no longer viewing their workplace as a "second home," even though they spend a significant amount of time there. The work environment plays a critical role in employee productivity, engagement, and job satisfaction, influencing their motivation and desire to perform well (Khalid et al., 2017).

A supportive work environment allows employees to perform tasks efficiently, making the best use of their skills and available resources, leading to high-quality service (Pujiarti et al., 2019). Factors such as good air circulation, adequate lighting, and proper standards contribute to an environment that supports employee comfort and well-being, enabling them to work optimally. The physical work environment includes tangible elements like office layout, temperature, ventilation, and noise levels, which directly affect productivity and social interactions among co-workers (Haryati et al., 2019). Studies show that improving the physical design of office spaces can enhance productivity by 5-10% (Barry, 2008), while factors like lighting also play a crucial role in enhancing employee performance (Chandrasekar, 2011).

In addition to the physical setting, the psychological work environment influences employee well-being. It encompasses aspects such as emotions, attitudes, decision-making, and motivation. A healthy psychological environment helps employees engage with their work and maintain positive mental states, leading to better performance (Iqbal et al., 2021). Furthermore, the social work environment, including relationships among colleagues and between superiors and subordinates, is vital for fostering teamwork, respect, and mutual support. A positive social environment is key to achieving progress and enhancing organizational operations (Badrianto & Ekhsan, 2020).

Job satisfaction is a critical factor in employee performance. It reflects an employee's attitude toward their job, work conditions, relationships with co-workers, and opportunities for advancement (Edy Sutrisno, 2014). Employees who are satisfied with their work environment are more likely to stay with the company, demonstrate high enthusiasm, and produce quality work (Pujiarti et al., 2019). A supportive

work environment directly influences job satisfaction, motivation, and overall employee performance, while an inadequate environment can lead to decreased morale and productivity.

The nature of the work environment has evolved significantly throughout history, shaped by technological advancements and changing societal needs. The rise of scientific management in the early 20th century emphasized efficiency but overlooked worker well-being. The Human Relations Movement of the mid-20th century brought attention to the importance of employee motivation and social interaction, and the Information Age introduced the digital workplace. Today, work environments are more flexible, incorporating technology and a focus on employee health and work-life balance.

Theoretical approaches to work environments have also evolved. Early theories, such as Taylor's Scientific Management, emphasized efficiency through task optimization. The Human Relations Movement (Mayo, 1933) introduced a focus on social factors and employee morale, influencing the design of work environments to support employee satisfaction. Later theories like Systems Theory (Katz & Kahn, 1978) highlighted the interconnectedness of workplace elements, while contemporary frameworks such as the Job Demands-Resources (JD-R) model emphasize the balance between job demands and available resources to enhance engagement and performance (Bakker & Demerouti, 2007).

The evolution of employee performance theories reflects changing management practices. Initially focused on productivity and efficiency, the understanding of performance expanded with theories like Maslow's Hierarchy of Needs (1943) and Herzberg's Two-Factor Theory (1959), which highlighted the psychological and motivational factors influencing job satisfaction. Goal-setting theory (Locke & Latham, 1990) later emphasized the importance of specific, challenging goals in driving performance. Today, performance management systems integrate various metrics, including well-being, engagement, and team dynamics, recognizing that employee satisfaction is key to optimal performance.

In conclusion, the work environment significantly influences employee performance. Positive work conditions characterized by good communication, supportive management, and a healthy balance between work and personal life enhance employee motivation and productivity. Conversely, negative work conditions lead to stress, decreased morale, and reduced performance. Thus, creating a supportive and comfortable work environment is essential for maximizing employee potential and achieving organizational success. In the globe there are so many researches related to the research but it is also about work environment and job satisfaction. In Ethiopia, there are no researches in health insurance context of work environment on employee job performance.

1.2. Statement of the Problem

In the health insurance industry, the work environment is a critical determinant of employee job performance, yet organizations often grapple with various factors that challenged optimal employee effectiveness. Despite the growing body of research highlighting the importance of the work environment, there is a lack of clarity regarding specific elements within that environment that significantly impact employee performance outcomes.

The health insurance sector is characterized by high workloads, emotional demands, and customer interactions that can lead to employee burnout and turnover. Studies indicate that nearly 30% of employees in this field experience burnout, which adversely affects their job performance (Kahn, 2019). Many health insurance companies lack sufficient policies to support work-life balance, contributing to employee dissatisfaction and decreased productivity. A meta-analysis by Kazekami (2020) demonstrates that flexible work arrangements positively influence job satisfaction, yet implementation remains inconsistent across organizations.

Research indicates that leadership behaviors significantly influence employee engagement and performance. Breevaart et al. (2018) underline the role of transformational leadership in bolstering employee performance, yet many organizations still rely on traditional management styles that may not promote employee motivation and commitment. The physical workspace, including its design and safety features, affects employee performance. A study by Kim and de Dear (2018) identifies that poor workspace design negatively impacts productivity and emotional well-being. However, many health insurance companies continue to operate in outdated office setups, limiting employees' effectiveness.

With the rapid digital transformation in health insurance, employees often face technological challenges that can lead to job dissatisfaction. As highlighted by Hsu and Chuang (2021), while technology can enhance efficiency, excessive demands for technological adaptability can overwhelm employees, resulting in decreased job performance. The issues with the building's interior design include narrow rooms, restricted airflow, and small furniture that doesn't consider the room size. Additionally, there is insufficient lighting which creates a lack of brightness, while an excessive number of lights generate unnecessary heat. Overall, these factors contribute to an uncomfortable and impractical environment within the building.

The employees within the building are facing challenges that are impacting their overall well-being and productivity. The stress caused by a workload is leading to burnout and decreased job

satisfaction. Conflicting demands between work and home life, such as the unavailability of daycare facilities. Moreover, the lack of motivation within the workplace is contributing. Job insecurity is also dominant. The dysfunctional work culture, characterized by training programs without clear objectives, subjective performance management, and a lack of accountability for poor performance, is creating a toxic environment. Discrimination and exclusion based on ethnicity and inequality among employees. Overall, these issues are creating a challenging and demotivating atmosphere within the organization, impacting both individual well-being and organizational performance (Cascio & Aguinis, 2005).

The social work environment in the organization is in trouble by poor working relationships and a lack of communication skills. Employees struggle to collaborate effectively and feel unsupported by their peers and supervisors. This has resulted in a higher turnover rate, as individuals seek a more positive and supportive work environment elsewhere (Robinson & Judge, 2013). The lack of support and collaboration has created an atmosphere of isolation and disengagement, leading to decreased morale and motivation among employees. Additionally, the absence of effective communication skills has contributed to misunderstandings, conflicts, and inefficiencies, additionally impacting productivity and teamwork. These social issues contribute to stress, burnout, and reduced job satisfaction. The organization must address these social problems to create a more positive and supportive work environment for its employees.

There is a notable gap in research on Ethiopian health insurance, as no comprehensive studies have been conducted in this area. Despite recognizing the work environment's importance, specific elements that significantly influence employee performance remain poorly defined and require further exploration. The influence of different leadership styles, particularly transformational leadership, on employee performance in this context has not been thoroughly examined. Physical workspace, design, poor communication and working relationships, impact employee morale and turnover rates within the organization. Additionally, most existing researches do not examine the relationship between work environment and employee performance together. Instead, studies that investigate these variables separately often suggest exploring them in different industries (Badrianto & Ekhsan, 2020). This study aims to investigate the effect work environment on employee's performance in the case of Ethiopian Health Insurance Service.

1.3. Research Question

To this end, the research tried to answer the following questions:

1. How does physical work environment have affect on employee job performance in EHIS?
2. What is the effect of Psychological work environment on employee job performance?
3. How social work environment affect on employee job performance?
4. How does Organizational culture have affect on employee job performance?

1.4. Objective of the study

1.4.1. The General Objective

The general objective of this study to investigate the work environment effect on employee performance in EHIS

1.4.2. Specific Objective

The following are the specific objective of the study:

1. To examine how physical work environment have effect on employee job performance
2. To analyze how Psychological work environment have effect on employee job performance
3. To investigate how social work environment has effect on employee job performance
4. To determine how organizational culture has effect on employee job performance

1.5. Significance of the Study

The research support HR professionals in aligning organizational strategy by using research to enhance employee retention and performance as the organization is currently facing challenges such as high employee turnover and variable performance levels, which are partly attributed to the work environment.

Understanding the specific environmental factors affecting employee retention and performance will enable the Ethiopian Health Insurance Service (EHIS) to identify and address critical issues within the workplace. This can lead to the implementation of targeted interventions that foster a supportive work atmosphere, ultimately reducing turnover rates, enhancing job satisfaction, and improving overall organizational performance. By aligning HR strategies with research findings, the organization can cultivate a more motivated and productive workforce.

Findings from this research can serve as a benchmark for other organizations within the health insurance sector and beyond, offering insights into effective practices for managing employee performance and retention. By sharing best practices and lessons learned, similar organizations

can benefit from EHIS's experiences, fostering a collaborative approach to enhancing work environments across the industry.

This study will contribute to the existing body of literature on work environment and employee performance, providing a case study that can inspire further research in similar contexts. It will highlight gaps in the current research and may encourage scholars to explore various aspects of work environments in different industries, enhancing the understanding of how these factors interplay with employee outcomes. The findings of this study would have had paramount importance if another Health Insurance related issues.

By examining the interplay between work environment and employee performance, this research will expand the academic discourse on organizational behavior and human resource management. It will provide empirical evidence to support theories related to workplace dynamics, thereby enriching the knowledge base and potentially informing future policy and practice in the field.

1.6. Scope of the study

The study scope is the effect of work environment on employee performance measured in Ethiopian Health Insurance service in Addis Ababa, Ethiopia and also there are different factors that affect employee performance, this study was conducted physical, psychological, social and organizational Culture aspects of employee performance on work environment.

The research was conducted over a specified period, with data collection taking place within the current year. This timeframe allows for an up-to-date analysis of the work environment and its effects on employee performance amidst ongoing changes in the health insurance landscape in Ethiopia.

A quantitative research methods approach was employed. Surveys were distributed to collect quantitative data on employee perceptions of their work environment and performance levels. This methodology was enabling a thorough exploration of the relationship between the work environment and employee performance.

1.7. Definition of key terms

Work Environment: The physical and psychological conditions under which employees perform their jobs. It encompasses the physical workspace, organizational culture, and social interactions.

Employee Job Performance: The effectiveness with which an employee fulfills their job responsibilities. Campbell, J. P. (1990).

Organizational Culture: The shared values, beliefs, assumptions, and behaviors that characterize an organization. It influences how employees think, feel, and behave. Schein, E. H. (2010)

Physical Workspace: The physical workspace refers to the tangible environment in which employees perform their job tasks. E., Altman, I. (1989)

Social Interactions: Social interactions in the workplace refer to the relationships and communication patterns among employees. McGrath, J. E. (1991).

Psychological Workplace: The psychological workplace refers to the mental and emotional aspects of the work environment that affect employee well-being and performance. Kahn, W. A. (1990)

Physical Aspects: The physical design of a workplace, including safety protocols and ergonomic considerations, directly impacts employee health and productivity. Proper safety features, such as clear exit routes and ergonomic furniture, reduce workplace injuries and enhance employee comfort. OSHA (Occupational Safety and Health Administration).

Turnover: A state of emotional, physical, and mental exhaustion caused by prolonged stress, often resulting in decreased job performance and engagement Lee, T. W., & Mitchell, T. R. (1994).

1.8. Limitation of the Study

The study on the effects of the work environment on employee job performance at the Ethiopian Health Insurance Service faced several challenges. Initially, there were concerns about data collection due to potential difficulties in accessing the organization and the busy schedules of employees, which made them reluctant to participate.

Concerns regarding the reliability and validity of the data collection instruments were addressed during a pilot stage, although not conducted within the same organization. Additionally, some employees required assistance due to health issues and lower education level employees, which further complicated participation.

The study also faced limitations due to a lack of previous research in the same geographical area concerning health insurance, restricting the scope of factors that could be examined. As a result, only selected factors affecting job performance usage were included, limiting the comprehensiveness of the findings. Overall, these challenges highlight the constraints in fully capturing all elements influencing employee job performance in this context.

1.9. Organization of the study

This paper was organized into five chapters. The first chapter contains background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and scope of the study. Chapter two deals with the review of literature, empirical literatures and conceptual frame work relevant to work place environment and employee job satisfaction. Chapter three describes research methodology which includes research design, sample size and sampling techniques, tools of data collection and methods of data analysis. Chapter four was presented data analysis and interpretation. Finally, chapter five was concerned with summary, conclusions and recommendations. At the end the reference was attached.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Review of Theoretical Literature

A theoretical literature review is a critical examination of existing theories, models, and empirical studies related to a specific research topic. In the context of "Examining the Effects of Work Environment on Employee Job Performance: The Case of Ethiopian Health Insurance Service," the theoretical literature review would involve several key concepts:

The Job Characteristics Model (JCM), developed by Hackman and Oldham, identifies five fundamental job characteristics that are crucial for enhancing both job satisfaction and job performance. These characteristics are skill variety, task identity, task significance, autonomy, and employee feedback (Hackman & Oldham, 1976).

Skill variety pertains to the extent to which a job requires the use of various skills and abilities (Hackman & Oldham, 1976). Jobs that offer high skill variety challenge employees to apply a diverse range of competencies, making the work more engaging and stimulating (Fried & Ferris, 1987). Task identity refers to the degree to which a job involves completing a whole and identifiable piece of work (Hackman & Oldham, 1976). Jobs with high task identity enable employees to see the tangible outcomes of their efforts, creating a sense of accomplishment and responsibility (Fried & Ferris, 1987).

Task significance relates to the impact of the job on others, whether within the organization or externally (Hackman & Oldham, 1976). Jobs with high task significance make employees feel that their work contributes meaningfully to the well-being of others or to the organization's objectives, improving their sense of purpose (Van Katwyk et al., 2000). Autonomy refers to the level of independence and discretion employees have in deciding how to perform their tasks and manage their work schedules (Hackman & Oldham, 1976). Jobs that offer high autonomy empower employees to make decisions and take ownership of their work processes, promoting motivation and satisfaction (Gagné & Deci, 2005).

Finally, employee feedback involves providing clear and timely information to employees about the effectiveness of their performance (Hackman & Oldham, 1976). Jobs with effective feedback mechanisms enable employees to understand their strengths and areas for improvement, facilitating continuous learning and development (Kluger & DeNisi, 1996).

The Control Theory, introduced by Robert Karasek, emphasizes that stress occurs when there is a mismatch between job demands and the level of control an employee has over their work (Karasek, 1979). Jobs with high demands and low control are particularly stressful, potentially leading to negative outcomes like burnout and dissatisfaction (Karasek, 1979). In contrast, jobs that offer both high demands and high control can be less stressful and even motivating (Karasek, 1979).

Expanding on this, the Control-Resources Theory integrates the concept of job resources into the model (Bakker & Demerouti, 2007). Developed by Arnold Bakker and Evangelia Demerouti, this theory posits that job strain results not only from high demands and low control but also from a lack of job resources (Bakker & Demerouti, 2007). High demands combined with low control and insufficient resources can lead to significant strain, whereas adequate resources can buffer the negative effects of high demands, enhancing job satisfaction and engagement (Bakker & Demerouti, 2007).

The Reward Imbalance Theory, proposed by Johannes Siegrist, suggests that stress arises from an imbalance between the effort invested in work and the rewards received. Employees who exert high effort without corresponding rewards—such as salary, recognition, or career advancement—are likely to experience stress. Ensuring a fair balance between effort and rewards can help mitigate stress and improve overall job satisfaction (Siegrist, 1996).

According to the Conservation of Resources Theory, developed by Stevan Hobfoll, stress occurs when individuals perceive a threat of losing valuable resources, actually lose resources, or fail to gain resources despite significant effort. Resources include tangible assets like time and money, as well as intangible ones such as social support and self-esteem. High job demands and conflicts can lead to resource loss, resulting in stress. Conversely, providing employees with adequate resources can help manage stress and prevent burnout (Hobfoll, 1989).

The Environment Fit Theory focuses on the alignment between individuals and their work environment. This theory includes subtypes such as Person-Job Fit, Person-Organization Fit, and Person-Group Fit. A poor fit—whether in terms of skills, values, or social dynamics—can lead to stress and decreased performance. Ensuring a good fit between employees and their roles, organizations, and teams can enhance job satisfaction and reduce stress, leading to better overall well-being (Kristof-Brown et al., 2005).

2.1.1. Concept of work Environment

The concept of "Work Environment" refers to the various physical, social, and organizational factors that influence how employees perform their jobs. It encompasses a wide range of elements

that can affect employee satisfaction, productivity, and overall job performance. Here are the key components that define the work environment:

1. Physical Work Environment

The physical work environment encompasses the tangible elements and conditions of the workplace that directly influence employees' comfort, health, and productivity. It includes various components such as workspace layout, ergonomics, lighting, noise levels, temperature, and overall aesthetic aspects. Kim, J., & de Dear, R. (2013). Aesthetics such as colors, décor, and the inclusion of natural elements like plants contribute to a positive psychological impact, enhancing mood and motivation (Ulrich, 1984; Kaplan & Kaplan, 1989). The physical work environment not only supports daily operational functions but also affects employee well-being and job performance (Baker et al., 2006; Oldham & Brass, 1979). A well-designed environment can boost productivity, reduce absenteeism, and enhance job satisfaction by addressing both physical and psychological needs (Wegman & Carayon, 2005; Kim & de Dear, 2013).

Office Layout and Design: The arrangement of workspaces, furniture, and common areas can affect communication, collaboration, and efficiency. For example, open-plan offices may foster communication but may also introduce noise and distractions. Private offices or cubicles might allow for greater focus but may limit interaction among employees. Gonzalez, A. (2019).

Ergonomics and Comfort: Properly designed furniture, such as chairs, desks, and workstations, is essential for employee comfort and health. Ergonomically designed workspaces reduce physical strain, prevent injuries (e.g., repetitive stress injuries), and enhance overall productivity. Adjustable chairs, desks, and monitors help employees maintain proper posture, reducing discomfort during long work hours. Gonzalez, A. (2019).

Lighting: Adequate lighting is essential to prevent eye strain and maintain a comfortable work environment. Natural lighting is generally preferred as it has been shown to boost mood and energy levels. Poor or harsh artificial lighting, on the other hand, can lead to discomfort and decreased productivity. Gonzalez, A. (2019).

Temperature and Ventilation: The physical comfort of employees is influenced by the temperature, humidity, and air quality in the office. A well-ventilated and temperature-controlled environment enhances focus, reduces fatigue, and maintains a comfortable working atmosphere. Gonzalez, A. (2019).

Noise Levels: Noise can have a significant impact on employees' ability to focus. High noise levels, especially in open offices, can lead to distractions and stress, reducing productivity. On the other hand, a quiet, calm environment promotes concentration and reduces the likelihood of errors. Gonzalez, A. (2019).

Safety and Security: A safe physical environment is crucial for preventing accidents and promoting well-being. This includes fire safety measures, secure access points, proper signage, and adherence to health and safety regulations. Employees should feel that their workspace is secure and free from physical hazards. Gonzalez, A. (2019).

2. Psychosocial Work Environment

The psychosocial work environment refers to the combination of social and psychological factors that shape employees' experiences at work and influence their well-being and performance. It encompasses the interplay between the workplace's social dynamics, organizational culture, and individual psychological factors. Edmondson, A. (2019). *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Wiley.

Job Design and Role Clarity: Clear job roles and well-defined expectations ensure that employees understand what is expected of them. When employees have a sense of purpose and autonomy in their work, it enhances motivation and engagement. Lack of clarity can lead to confusion, stress, and decreased performance. Morgeson, F. P., Humphrey, S. E. (2006)

Stress Management: High levels of stress in the workplace can have a negative impact on job performance, mental health, and overall well-being. Managing workload, offering support, and encouraging a healthy work-life balance can help reduce stress levels Leka, S., Cox, T. (2008).

Workload and Work Hours: Balancing workload is essential for preventing employee burnout. Excessive workload or unreasonable deadlines can lead to fatigue, reduced motivation, and diminished performance. Flexible work hours and job sharing can help employees manage their workload effectively and maintain a healthy balance between work and personal life Kahn, R. L., Byosiére, P. (1992).

Motivation and Engagement: Employees who feel motivated and engaged in their work tend to perform better, demonstrate higher levels of creativity, and contribute more to the organization. Organizational practices that provide recognition, rewards, opportunities for professional growth, and meaningful tasks contribute to higher engagement Deci, E. L., Ryan, R. M. (2000).

Psychological Safety: A psychologically safe environment allows employees to express their thoughts and concerns without fear of judgment or punishment. Encouraging open communication, offering feedback, and accepting mistakes fosters trust and innovation within the workplace Edmondson, A. C. (1999).

Employee Well-being: Psychological well-being is a critical aspect of the work environment. Promoting mental health awareness, offering counselling or support services, and reducing workplace stressors contribute to a healthier and more productive workforce Warr, P. (2002).

3. Social Factors

These include the quality of relationships and interactions among employees, supervisors, and management. Positive social interactions, such as supportive colleagues and constructive feedback from supervisors, foster a sense of belonging and teamwork. Conversely, negative social factors, like interpersonal conflicts, workplace bullying, or a lack of support, can lead to stress, decreased morale, and increased turnover. Effective communication and a collaborative culture are essential for a healthy psychosocial environment.

Interpersonal Relationships: Positive relationships among colleagues create a sense of camaraderie and teamwork, improving collaboration and job satisfaction. Good relationships between co-workers can help in problem-solving, sharing knowledge, and providing emotional support Bakker, A. B., Demerouti, E. (2017).

Leadership and Management Style: The behaviour and attitude of managers and leaders significantly influence the social work environment. Supportive, approachable, and transparent leadership fosters trust, loyalty, and a positive atmosphere. Conversely, authoritarian or disconnected leadership can lead to conflict, dissatisfaction, and disengagement Goleman, D. (2000).

Communication: Effective communication, both formal and informal, is key to a positive social work environment. Clear communication helps prevent misunderstandings, facilitates teamwork, and keeps employees informed about company goals, changes, and expectations Clampitt, P. G., Downs, C. W. (1993).

Teamwork and Collaboration: A workplace that encourages collaboration, teamwork, and collective problem-solving enhances productivity and creates a sense of belonging. Collaboration can be fostered through team-building activities, cross-departmental projects, and a shared vision of success Salas, E., Sims, D. E., Klein, C. (2004).

Conflict Resolution: Conflict is inevitable in any workplace, but how it is managed plays a crucial role in the work environment. Encouraging respectful dialogue, providing conflict resolution training, and addressing issues promptly can prevent negative outcomes such as stress, disengagement, and lowered performance De Dreu, C. K. W., Weingart, L. R. (2003).

4. Organizational Culture

The organizational culture refers to the shared values, beliefs, and norms within an organization that influence behavior and attitudes. A positive culture promotes trust, respect, and ethical behavior, which can enhance job satisfaction and engagement. An inclusive and respectful culture

supports diversity and reduces the likelihood of discrimination or exclusion, contributing to a healthier work environment Schein, E. H. (2010).

Alignment with Values: Employees who identify with the values and mission of the organization are more likely to be motivated and committed to their work. When the work environment reflects these values, it creates a sense of purpose that drives performance Schein, E. H. (2010).

Recognition and Rewards: A culture that recognizes and rewards employee achievements creates an environment where individuals are motivated to perform at their best. Rewards can be both tangible (e.g., bonuses, promotions) and intangible (e.g., praise, opportunities for development) Eisenberger, R., & Shanock, L. (2003).

2.1.2. Theories of Work Environment

Theories of work environment focus on understanding how various elements of the workplace affect employee behaviour, motivation, and performance. These theories highlight the relationships between physical, social, and psychological aspects of the work environment, providing frameworks to enhance employee well-being and organizational success. The following are some prominent theories that explore the impact of work environment on employees:

1. Social Exchange Theory

Social Exchange Theory (SET) is a foundational concept in sociology and organizational behavior that explains the dynamics of interpersonal relationships and organizational interactions based on the exchange of resources. Developed primarily by George Homans and later expanded by scholars such as Peter Blau, SET posits that social behavior is the result of an exchange process where individuals seek to maximize rewards and minimize costs. Blau, P. M. (1964). *Exchange and Power in Social Life*. Wiley, Cropanzano, R., & Mitchell, M. S. (2005).

In other words, Social Exchange Theory (SET) proposes that human relationships are formed and maintained through a cost-benefit analysis (Blau, 1964). Individuals engage in social exchanges to achieve favorable outcomes, such as rewards or benefits, while minimizing costs or negative consequences (Homans, 1961). The theory suggests that people evaluate the potential benefits and costs of their interactions and make decisions to maximize their net positive outcomes (Cropanzano & Mitchell, 2005).

Individuals assess the potential rewards (e.g., support, recognition, resources) and costs (e.g., effort, risk, time) associated with an exchange (Thibaut & Kelley, 1959). They aim to maximize the benefits and minimize the costs in their social interactions (Homans, 1961). In the workplace, employees may weigh the benefits of their efforts (e.g., promotions, bonuses) against the costs (e.g., long hours, stress) when deciding how much to invest in their roles (Eisenberger & Rhoades, 2002).

Social exchanges are based on the principle of reciprocity, where individuals expect that the benefits they provide to others will be reciprocated in some form (Blau, 1964). This mutual exchange creates a sense of obligation and trust (Cropanzano & Mitchell, 2005). Employees who receive support and recognition from their organization are likely to feel motivated to reciprocate with higher performance and commitment (Eisenberger & Rhoades, 2002).

SET emphasizes the importance of fairness in exchanges (Adams, 1965). Individuals seek equitable exchanges where the rewards and costs are balanced relative to their contributions and those of others (Adams, 1965). Perceived inequities in the workplace, such as unequal distribution of rewards or recognition, can lead to dissatisfaction and reduced motivation (Greenberg, 1990).

Social Exchange Theory provides a framework for understanding social interactions based on the exchange of rewards and costs (Thibaut & Kelley, 1959). Central to this theory is the concept of success, which posits that individuals who achieve positive outcomes are more likely to receive rewards in future exchanges (Homans, 1961). The theory also explores the idea of stimulus, referring to the cues that trigger social interactions (Thibaut & Kelley, 1959). Value represents the subjective worth individuals place on rewards and costs, which can vary based on personal preferences (Homans, 1961). Deprivation occurs when individuals do not receive the rewards they expect or need, leading to dissatisfaction and a desire for change (Cropanzano & Mitchell, 2005). Conversely, satiation happens when rewards become too frequent, reducing their desirability (Thibaut & Kelley, 1959). The theory also considers aggression, which may emerge as a response to perceived unfairness or deprivation (Homans, 1961). Lastly, approval pertains to the positive reinforcement or acknowledgment individuals receive, which can strengthen social bonds and encourage continued interactions (Blau, 1964).

Social Exchange Relationships: SET views relationships as ongoing interactions where individuals continuously evaluate the balance of rewards and costs (Cropanzano & Mitchell,

2005). Long-term relationships are maintained when individuals perceive that the exchange is mutually beneficial (Thibaut & Kelley, 1959). In organizational settings, strong employee-employer relationships are built on consistent, positive exchanges that foster trust and loyalty (Eisenberger & Rhoades, 2002).

2. The Hawthorne Effect (Human Relations Movement)

The Hawthorne Effect, stemming from the famous Hawthorne studies conducted in the 1920s and 1930s, focuses on the social and psychological aspects of the work environment. Researchers found that employees' productivity increased when they knew they were being observed, irrespective of changes in physical conditions like lighting. This phenomenon emphasized the importance of **social factors**, such as attention, recognition, and relationships between workers and supervisors, in enhancing productivity.

The Hawthorne Effect laid the foundation for the **Human Relations Movement**, which stresses that effective communication, leadership, and attention to employees' needs enhance productivity and job satisfaction.

3. Organizational Climate Theory

Organizational climate refers to the shared perceptions, attitudes, and behaviors of employees within an organization. This theory posits that the organizational climate, characterized by factors such as leadership style, communication patterns, and organizational values, can influence employee attitudes, behavior, and performance.

4. McGregor's Theory X and Theory Y

Douglas McGregor's Theory X and Theory Y (1960) explores managerial assumptions about employees, which in turn shape the work environment.

- **Theory X** assumes that employees are inherently lazy, dislike work, and need to be controlled or coerced to perform.
- **Theory Y** assumes that employees are self-motivated, seek responsibility, and are capable of self-direction if given the right conditions.

McGregor argued that managers who adopt **Theory Y** assumptions create a more positive, empowering work environment that fosters creativity, motivation, and high performance. In

contrast, managers who follow **Theory X** may create an environment of control and resistance, limiting employee potential.

5. **Job Demands-Resources (JD-R) Model**

The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) is a contemporary framework that suggests that work environments can be understood in terms of job demands and job resources.

- **Job Demands:** These are aspects of the job that require sustained effort and can lead to stress if excessive, such as high workload, emotional demands, and time pressure.
- **Job Resources:** These are aspects of the job that help employees cope with demands and achieve work goals. Resources include social support, feedback, autonomy, and development opportunities.

The JD-R model posits that a healthy work environment is one that balances **job demands** with **job resources**. When resources are high and demands are manageable, employees are more likely to be engaged, motivated, and productive. When demands are too high and resources are low, stress, burnout, and reduced performance can occur.

6. **Cognitive Evaluation Theory (CET)**

The Cognitive Evaluation Theory (CET), proposed by Edward Deci and Richard Ryan in the 1980s, focuses on how external factors (such as rewards) affect intrinsic motivation in the work environment. According to CET:

- **Intrinsic Motivation:** The desire to perform an activity for its inherent satisfaction.
- **Extrinsic Motivation:** The desire to perform an activity for external rewards, such as salary or promotions.

CET suggests that external rewards, if perceived as controlling, can reduce intrinsic motivation. However, rewards that are perceived as informational (e.g., recognition for achievement) can enhance intrinsic motivation. In the work environment, this theory emphasizes the importance of designing tasks and rewards in ways that promote autonomy and intrinsic motivation.

2.1.3. Concepts of Employee Performance

Employee performance refers to the level of effectiveness with which an individual contributes to the achievement of organizational goals and objectives. It encompasses how well employees execute their responsibilities, meet established standards, and contribute to the overall success of the organization. Employee performance is typically assessed through various metrics, including productivity, quality of work, adherence to deadlines, and contributions to team dynamics. Behn, R. D. (2003).

Understanding Employee Performance

Employee performance is a multi-faceted concept that goes beyond mere task completion. It involves several key components, including:

1. Quality of Work: This aspect evaluates how well the employee performs tasks, emphasizing accuracy, thoroughness, and attention to detail. High-quality work meets or exceeds the established standards and contributes positively to organizational goals. (Kirkman et al., 2004).

2. Quantity of Work: This component measures the amount of work produced by an employee within a specific timeframe. It reflects efficiency and productivity, showing how much output an employee can deliver relative to expectations. (Borman & Motowidlo, 1993).

3. Timeliness: Meeting deadlines is crucial in assessing employee performance. Timeliness evaluates an employee's ability to complete tasks within established timeframes, which is vital in dynamic industries where delays can have significant ripple effects. Tsai, W. C., Hsu, M. H., & Chang, C. J. (2015)

4. Initiative and Problem-Solving: Employees play a critical role in identifying and resolving issues that arise. Those who demonstrate initiative and the ability to think critically contribute more significantly to operational efficiency and innovation. Sokoto, A. A., & Fashina, O. A. (2018)

5. Collaboration and Teamwork: In many work environments, collaboration is essential. Employee performance is not only about individual achievement but also includes how well individuals work together as a team to achieve common objectives. Salas, E., Klein, C., & King, H. (2015)

6. Adaptability: The ability to adapt to new processes, technologies, and organizational changes is increasingly vital in today's fast-paced business environments. Employees who can adjust to change effectively without significant declines in their performance are valuable assets. Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000)

Importance of Employee Performance

High employee performance is crucial for organizational success. It directly impacts productivity, efficiency, and morale, fostering a positive work culture. Organizations that prioritize performance often experience lower turnover rates, higher employee engagement, and better customer satisfaction.

Performance management systems are commonly employed to evaluate and enhance employee performance. These systems include regular performance reviews, goal-setting frameworks, and feedback mechanisms that provide employees with the necessary tools and insights to improve their contributions to the organization. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance.

2.1.4. Work Environment and Employees job Performance

The work environment plays a critical role in influencing employees' job performance. A positive, supportive, and motivating work environment is key to enhancing productivity, job satisfaction, and overall employee well-being. Several aspects of the work environment, including physical, psychological, and social factors, contribute significantly to how employees perform their roles within an organization. Understanding the connection between work environment and job performance is essential for organizations to optimize their human resources and drive success.

Relationship of Employee Work Environment with Employees' Performance

Employees spend a considerable amount of time at work, and their working environment has an impact on their performance in integrated ways (Wang & Wong, 2009; Koys, 2001). Employees who are satisfied with their work environment are more likely to have positive work output (Deci & Ryan, 2000; Allen et al., 2013). A previous study has revealed that factors which shape up the workplace environment show their impact on the performance of employees (Pheasant, 1996). They also proposed that future studies on this kind of relationship referring to workplace environment and evaluation of performance could be conducted (Behn, 2003; Armstrong & Baron,

2005). A few scholars also encouraged future researchers to conduct comparison studies on private and public organizational levels for the impact of workplace environments on employee performance (Cooper & Payne, 1991; Judge & Piccolo, 2004). The researchers observed that the workplace environment is crucial since staff can work more efficiently doing their jobs in a nice workplace, which leads to higher employees' performance and organization output (Kelloway & Day, 2005; Hill, 2001).

The terms “appealing climate” or “supportive atmosphere” refer to a situation that draws people and motivates them to work by giving them possibilities to accomplish (Maslach, 2003; Meyer & Allen, 1991). Workers are more willing to integrate their extraordinary use of skills, abilities, and knowledge to achieve success in a welcoming and supportive workplace environment (Latham & Wagner, 1980; Wang & Wong, 2009). Employees will be motivated for a number of reasons to accomplish optimal performance and productivity inside a firm; such motivations could be endogenous or exogenous (Deci & Ryan, 2000). Endogenous motivations help in accomplishing certain difficult tasks and exogenous motivations are the rewards which are given in terms of the acknowledgments and the advanced salaries (Judge & Piccolo, 2004; Allen et al., 2013).

Another appropriate workplace strategy is to motivate employees to set their goals (Locke & Latham, 2002). Employees' performance improves as a result of this type of incentive program, and the productivity of the company rises (Locke & Latham, 2002). Goal setting serves two main functions as follows: First, to improve the behaviors of the individuals; second, to motivate them to work so that they can work effectively and efficiently (Locke & Latham, 2002). Generalized objectives are less successful than a specific aim (Locke & Latham, 2002). Furthermore, in contrast to an achievable objective, excellent performance is attained through hard goals (Locke & Latham, 2002). Based on the strategies of providing a better workplace environment to the employees, a few empirical investigations have been done in the recent past in different contexts (Pheasant, 1996; Behn, 2003).

2.2. Empirical Review

This study investigated by Taheri et al. (2020) the relationship between working environment and job satisfaction in two organizations in Bangladesh: the Department of Agricultural Extension (DAE) and the Bangladesh Rural Electrification Board (BREB). The research, using a self-administered questionnaire with 100 participants (50 from each organization), revealed a

significant positive correlation between the two variables. The findings revealed that employees from BREB prioritized social and secured working environments for job satisfaction, while DAE employees prioritized secured and financial aspects. This suggests a need for tailored interventions in each organization to address specific needs and enhance overall employee satisfaction.

Smith et al. (2021): Remote work arrangements during the COVID-19 pandemic led to varying levels of productivity and job satisfaction, highlighting the importance of balancing flexibility with team collaboration.

Research by Johnson & Lee (2022): Their study found that transformational leadership significantly enhanced job performance, suggesting the need for robust leadership development programs in health insurance.

Result from Thompson & Miller (2023): Comprehensive wellbeing programs were found to correlate positively with job performance, emphasizing the need for organizations to focus on employee health and support.

Djukic et al. (2014) explored the relationship between physical work environment and job satisfaction among a nationally representative sample of 1,141 early-career registered nurses (RNs) employed in hospitals. The research, conducted using a cross-sectional survey, found that while physical work environment did not directly influence job satisfaction, it had a positive indirect effect through several mediating variables.

Atmaja and puspitawati (2018) investigated the relationship between physical work environment, job satisfaction, and employee productivity at Mama's Kecak Disco Kacang, a peanut processing company in Bali, Indonesia. The research, conducted using a survey of 42 employees, found a direct positive and significant effect of both physical work environment and job satisfaction on employee productivity. Using path analysis, the researchers found that job satisfaction did not mediate this relationship. This suggests that while a comfortable and well-designed work environment is important for job satisfaction, it directly impacts productivity as well.

This study, conducted at a merchant bank in Ghana by Agbozo et al. (2017), examines the relationship between the work environment and employee job satisfaction. The research focused on two geographic zones in Ghana, with a sample of 105 employees representing various branch

sizes. The study found that most employees are satisfied with their physical work environment, specifically factors like ambiance, temperature, and office layout. While a significant portion of the workforce felt supported by their colleagues and supervisors, a considerable number also reported feeling anxious about job security. Overall, employee satisfaction with their work environment was found to be fairly high, although there is room for improvement. The research emphasizes the importance of creating a supportive and positive work environment to boost employee morale and productivity. The study suggests that investing in physical work conditions, fostering strong communication and relationships, and addressing concerns about job security are key factors for achieving high levels of job satisfaction among employees in the banking sector.

Badrianto and Ekhsan (2020) investigated the impact of work environment and job satisfaction on employee performance at PT. Nesinak Industries, a rubber manufacturing company in Indonesia. The research involved 88 employees from the production department and employed a quantitative approach with multiple linear regression analysis. The study found that both work environment and job satisfaction had a positive and significant effect on employee performance, both individually (partial effect) and together (simultaneous effect). This suggests that a conducive work environment, including factors like lighting, air temperature, noise, decoration, and employee relations, is critical to improve employee performance. Additionally, a high level of job satisfaction, measured by factors such as enjoyment, love for the work, morale, discipline, and performance, also significantly impacts employee productivity. The research highlights the interconnectedness of work environment, job satisfaction, and employee performance. PT. Nesinak Industries would benefit from investing in improving its work environment and cultivating a culture of high job satisfaction to achieve better employee performance and ultimately, greater organizational success.

Nisa et al (2022) conducted at the Raja Pas Rantauprapat Minimarket in Indonesia, investigated the influence of work behavior, work environment, and social interaction on employee job satisfaction. A census sampling technique was used, surveying all 36 employees at the Minimarket. The study revealed a significant positive impact of each of the independent variables on job satisfaction. Work behavior, work environment, and social interaction were all found to positively influence employee satisfaction levels. The study also found that these factors collectively have a significant and positive effect on job satisfaction. The research suggests that to improve job satisfaction for employees at Raja Pas Rantauprapat Minimarket, management should

focus on promoting positive work behavior, cultivating a supportive and comfortable work environment, and fostering strong social interactions among employees.

Suifan (2019) research explores the relationship between work environmental factors, work motivation, and job satisfaction among middle and top managers in Jordanian commercial banks. The study used a questionnaire survey of 295 managers and employed structural equation modeling to analyze the data. The study's findings suggest that creating a work environment that provides clarity, support, and a balanced workload can significantly impact employee motivation and, ultimately, job satisfaction. This underscores the importance of considering both psychological and social factors in the workplace for enhancing overall employee well-being and performance.

Han et al (2023) study investigated the influence of school atmosphere on Chinese teachers' job satisfaction, exploring the mediating roles of psychological capital and professional identity. The research, conducted with 648 primary and secondary school teachers, employed a quantitative approach using survey data and structural equation modeling. The study's findings highlight the importance of creating a positive school atmosphere that supports teachers' professional development and personal well-being. This can be achieved through effective school management, fostering a sense of community and cooperation, and providing opportunities for professional growth. By prioritizing these factors, schools can contribute to increased job satisfaction among teachers, leading to a more engaged and effective teaching force.

2.3. Research Gaps

Most studies on work environment and job performance are conducted in Western contexts. There's limited research on how cultural factors in Ethiopia specifically influence employee perceptions of their work environment and subsequent job performance. While there is extensive research in general organizational behavior, there may be a lack of focus on the healthcare sector, particularly on health insurance services in Ethiopia. This sector may have unique challenges and characteristics that influence employee performance. Existing literature often examines broad factors like physical conditions and organizational culture, but there may be a lack of granular studies focusing on specific elements, such as management style, peer relationships, and work-life balance within Ethiopian health services. There may be insufficient exploration of the connection between employee well-

being (mental health, job satisfaction, etc.) and job performance in the context of the Ethiopian health insurance sector, particularly in relation to work environment factors.

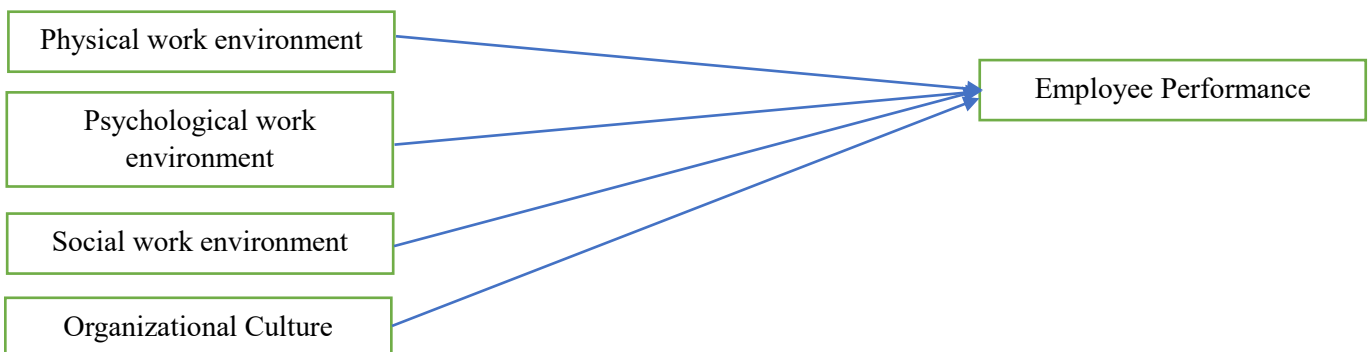
Ethiopia's health insurance policies have evolved, and there may be a gap in understanding how recent policy changes affect the work environment and employee performance, especially in adapting to new practices and expectations. There may be a lack of longitudinal studies that assess how changes in the work environment over time influence employee performance, which could provide insights into the dynamic nature of these relationships. With the increasing integration of technology in healthcare, there might be insufficient research on how technological tools and resources in the work environment affect employee performance in Ethiopian health insurance services. Few studies may compare the effects of work environments across different organizations within the Ethiopian health insurance system, providing a limited understanding of best practices and benchmarks.

By addressing these gaps, future research can contribute valuable insights into how work environments in the Ethiopian Health Insurance Service impact employee performance, ultimately leading to improved organizational effectiveness and employee satisfaction.

2.4. Conceptual Framework

Employee performance is a dependent variable in this study, and aspects of the working environment, including the physical environment, Psychological work environment, social and organizational culture are independent variable. Based on the literature review, the relationship between working environment and employee performance can be conceptualized.

Figure 1 Conceptual Framework model



Source: Sweeney, E. (2020)

Hypothesis 1: Physical environment have positive effect on employee job performance

Hypothesis 2: Psychological environment have positive effect on employee job performance

Hypothesis 3: Social environment have positive effect on employee job performance

Hypothesis 4: Organizational cultures have positive effect on employee job performance

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

In these study explanatory types of research designs was used as the main research designs to achieve the intended objectives. This research design is a fact finding study with reasonable and accurate interpretation of the results and also used explanatory research design to explain, understand, predict and control the relationship between variables. By surveying a cross-section of the population, relevant data was collected at a specific point in time.

3.2. Research Approach

The researcher has met being familiar with quantitative research approach methods.

i. **Quantitative research approach:** this approach can involve collecting and analyzing numerical data to measure the relationship between work environment and employee performance. This can be done through surveys or questionnaires administered to employees. Statistical analysis can then be used to determine correlations or associations between different dimensions of work environment and various aspects of employee performance.

3.3. Data Types and Data Sources

Choosing primary data is essential for explanatory research because it is specifically collected to address the research questions, ensuring relevance and accuracy. Primary data provides up-to-date, detailed insights directly aligned with the study's objectives, allowing researchers to explore complex causal mechanisms effectively. Allows researchers to design the data collection process to meet their specific needs, including choosing the methods, instruments, and procedures. This control ensures that the data is collected in a way that aligns with the research design and objectives.

i. Primary Data Source

Primary data were be collected from Respondents of the institution using data collection tools (questionnaires) are included here. To collect the data from employee's, Director and team leaders and Management bodies of the Ethiopian health insurance service.

ii. Secondary Data Source

Secondary data refers to indirect information that used to more related to this research. Like: Employee's performance reports, annually reports, organizational surveys related to thesis etc. In addition to this, magazines, articles, thesis and different published materials related to work environment on employee performance.

3.4. Population of the Study

The total population of the study includes employees under Ethiopian health insurance service main office.

3.5. Sampling Size

In this research study, the researcher was employed a census methodology to gather data from all employees of EHIS. The total number of employees within the organization is 190. By using a census approach, the researcher aim to collect comprehensive data from every employee, ensuring that the findings accurately reflect the views and experiences of the entire workforce.

3.6. Data Gathering Instruments/variables and measures

Data was collected through a questionnaire designed to assess the work environment. This questionnaire was cover questions addressing the physical, psychological, social and organizational culture aspects of the work environment. Additionally, job standardize was evaluated using components derived from the Job Characteristics Model.

3.7. Method of Data Analysis

Data was organized, categorized and aggregated to provide relevant information. With qualitative data and patterns are identified and analyzed descriptively. SPSS package version 23 was used for quantitative data analysis. Data should be analyzed using descriptive statistics. Descriptive statistics used to present analytical data include calculations and measures of important trends such as mean and standard deviation. Statistical Package for Social Sciences (SPSS) software for descriptive data analysis. Frequencies, means, and percentages are used to display data. It contains the demographic information of the respondent and is descriptive in nature. Multiple regression analysis was used to investigate the effect of work environment and employee performance. The equation of multiple regressions on this study was generally build around two sets of variables, namely dependent and independent variables. Correlation analysis is selected for the research, is a valuable technique for exploring relationships between variables. By measuring the strength and direction of associations.

3.8. Reliability and Validity

Validity and reliability tests are essential for sound measurement, claims Kothari (2004). It is decided through conversation with the research adviser how accurate an instrument is in measuring what it is trying to measure, which is referred to as validity. A measurement procedure's accuracy and precision are referred to as reliability. The researcher was used Cronbach's Alpha to measure the reliability of the research questions. Cronbach's Alpha is a method used to determine an instrument's credibility (reliability). High internal consistency in the items is indicated by a higher value. Excellent (1-0.9), Good (more than 0.8), Acceptable (greater than 0.7), Questionable (greater than 0.6), Poor (higher than 0.5), and Unacceptable (less than 0.5) are the reliability test categories according to George and Mallery (2003). Those reliability and validity describe or show the internal consistency between research questions. Measure and answer the questions of a questioner valid or not and reliability or not.

Table 1 Total Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.940	32

Source: Own survey, (2024)

From the above table, To Interpreted reliability analysis, the value of Cornbach's Alpha is over 0.5, it is Acceptable and Good internal consistency. They are generally reliable and measure the same construct effectively. Therefore, the above tables show that, the questions are Reliable value of Cronbach's Alpha 0.940; this value is Acceptable and Good internal consistency.

3.9. Ethical Consideration

In this qualitative research, steps are taken to ensure that procedures are implemented accurately. Previous to participation, individuals receive a detailed explanation of the study's objectives. To maintain confidentiality, no sensitive personal information was collected. Furthermore, a promise is made that all findings was presented through original analysis and synthesis, without copying from existing sources. This approach underscores a commitment to fairness and respect for all participants and ensures the protection of their personal information.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

This Part consists of the presentation, analysis and the interpretation of data gathered through structured questionnaire. The data considered in this part is obtained by using conceptual model. In addition to this, background information of respondents is presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, a Mean and Standard deviation, regression and correlation through SPSS version 23.

4.1. General information

4.1.1. Response Rate

Table 2 Response Rate

	Frequency	Response Rate %
Response	188	98.9%
Non-response	2	1.1%
Total	190	100%

Source: Own survey, (2024)

This table indicates the response, and it can be seen that out of a sample size of 190 there were 188 that met the necessary response requirements, and that gave a response rate of 98.9% and non-response were 2 that means 1.1%.

4.2. Demographic Data

The demographic characteristics include: gender, age, level of education and Work Experience of respondents. The demographic part of the analysis dealt with the personal data on the respondents of the questionnaires given to them. The table below shows the details of background information of the respondents.

Table 3 Demographic Data Representation

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	104	55.3	55.3	55.3
Female	84	44.7	44.7	100.0
Total	188	100.0	100.0	
Age				
20 – 30	27	14.4	14.4	14.4
31 – 40	82	43.6	43.6	58.0
41 – 50	57	30.3	30.3	88.3
>50	22	11.7	11.7	100.0
Total	188	100.0	100.0	
Academic Background				
Below Diploma	40	21.3	21.3	21.3
Diploma	10	5.3	5.3	26.6
Degree	90	47.9	47.9	74.5
Masters and Above	48	25.5	25.5	100.0
Total	188	100.0	100.0	
Work Experience				
Under 4 Years	51	27.1	27.1	27.1
5 - 9 Years	73	38.8	38.8	66.0
10 - 15 Years	45	23.9	23.9	89.9
Above 15 Years	19	10.1	10.1	100.0
Total	188	100.0	100.0	

Source: Own survey, (2024)

The table above presents the profile of the respondents in the study. As shown in the Table, 55.3% (104) of the respondents are male and 44.7% (84) are female. The number of males dominates in using Ethiopian Health Insurance Head office.

As far as age of respondents is concerned, 42.0% of the respondents are in the range of 20-30 years, 33.5% of the respondents are in the range of 31-40 years, 12.8% are in the range of 41-50 years and 11.7% of the respondents are in the range of above 50 years.

Most of the respondents are degree holders, almost 44.1% of them are degree holders, about 12.2% have above BA degree, 23.9% have diploma and 19.7% have below diploma.

As far as Work Experience of respondents is concerned, 27.1% of the respondents have the Under 4 years" Work Experience, 38.8% of the respondents have 5-9 years" Work Experience, 23.9% have 10-15 years" Work Experience, and 10.1% of the respondents have Above 15 Years" Work.

4.3. Descriptive Analysis

Examine the effects of work environment on employee job Performance are covered in Part II of the questionnaire. The necessary statistical data was obtained by entering the questionnaire data into the SPSS software. The points that were focused on are detailed.

Table 4 Mean and standard deviation of Work Environment

Descriptive Statistics			
	N	Mean	Std. Deviation
Physical Work Environment			
The office workstations enable me to perform my task efficiently	188	3.02	1.473
The office environment is free from noise which enables me to perform my tasks efficiently	188	2.72	1.533
In the office, there is good flow of air, this enhances my concentration	188	3.04	1.540
In the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain.	188	3.03	1.521
The office has an adequate working space which enable me to work efficiently	188	2.84	1.527
The office team workstations enable us to work together to achieve set goals	188	3.10	1.562
Psychological Work Environment			
The flexibility of the work schedule in the organization enables me to balance work and family	188	3.32	1.439
The organization duties and responsibilities are clearly provided which enables me to execute my duties as required	188	3.11	1.554
In the organization I am assigned tasks that fit my skills	188	3.34	1.463
In the organization I am placed in work teams that we have similar skills	188	3.16	1.551
In the organization I am provided with supervisor support in my duties	188	3.03	1.460
In the organization we help each other in our duties	188	3.14	1.576
The organization provide feedback on my performance	188	3.07	1.538
Social Work Environment			
I feel overwhelmed by the number of cases I am assigned and the complexity of the work.	188	3.22	1.373
My organization provides sufficient opportunities for professional development related to health insurance and social work best practices.	188	2.88	1.467
My supervisor effectively provides guidance, support, and feedback to help me manage my workload and achieve my goals.	188	3.23	1.575
My organization emphasizes providing compassionate and client-centered care to policyholders, even when dealing with complex or challenging situations.	188	3.20	1.445
I frequently experience feelings of stress or burnout due to the demanding nature of my work in health insurance	188	2.81	1.180

My organization effectively supports a healthy work-life balance for employees, considering the demanding nature of the work.	188	3.01	1.539
Organizational Culture			
My organization's culture encourages employees to prioritize their well-being and manage their workload effectively.	188	3.57	1.271
My colleagues and supervisors are understanding and supportive when I am facing a heavy workload	188	3.12	1.524
My organization provides resources and training that help employees effectively manage their workloads	188	3.42	1.459
My organization's culture emphasizes teamwork and collaboration, which helps to distribute workloads more evenly	188	3.22	1.418
The organization's communication practices are clear and timely, helping employees anticipate and manage workload fluctuations	188	3.31	1.459
The organization's leadership encourages a culture of work-life balance, which helps employees manage their workload without sacrificing their well-being	188	3.09	1.439
GrandMean	188	3.12	1.421

Source: Own survey, (2024)

The table shows that, presents respondents views on Physical work environment of the staffs, the majority of the respondents agree that The office workstations enable me to perform my task efficiently (3.02), the majority of the respondents sure The office environment is free from noise which enables me to perform my tasks efficiently (2.72), majority of the respondents also agree that In the office, there is good flow of air, this enhances my concentration (3.04), the majority of the respondents are agree that In the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain. (3.03), the majority of the respondents are agree The office has an adequate working space which enable me to work efficiently (2.84) and the majority of the respondents are agree that The office team workstations enable us to work together to achieve set goals (3.10).

The table shows that, presents respondent's views on Psychological work environment of the staffs, the majority of the respondents agree that The flexibility of the work schedule in the organization enables me to balance work and family (3.32), the majority of the respondents agree that The organization duties and responsibilities are clearly provided which enables me to execute my duties as required (3.11), the majority of the respondents agree that In the organization I am assigned tasks that fit my skills (3.34), the majority of the respondents agree that In the organization I am placed in work teams that we have similar skills (3.16), the majority of the respondents agree that In the organization I am provided with supervisor support in my duties (3.03), the majority of the respondents agree that In the organization

we help each other in our duties (3.14) and the majority of the respondents agree that The organization provide feedback on my performance (3.07).

The table shows that, presents respondent's views on Social work environment of the staffs, the majority of the respondents agree that I feel overwhelmed by the number of cases I am assigned and the complexity of the work (3.22), the majority of the respondents agree that My organization provides sufficient opportunities for professional development related to health insurance and social work best practices. (2.88), the majority of the respondents agree that My supervisor effectively provides guidance, support, and feedback to help me manage my workload and achieve my goals (3.23), the majority of the respondents agree that My organization emphasizes providing compassionate and client-centered care to policyholders, even when dealing with complex or challenging situations (3.20), the majority of the respondents agree that I frequently experience feelings of stress or burnout due to the demanding nature of my work in health insurance (2.81) and the majority of the respondents agree that My organization effectively supports a healthy work-life balance for employees, considering the demanding nature of the work (3.01).

The table shows that, presents respondent's views on Organizational Culture of the staffs, the majority of the respondents agree that My organization's culture encourages employees to prioritize their well-being and manage their workload effectively (3.57), the majority of the respondents agree that My colleagues and supervisors are understanding and supportive when I am facing a heavy workload (3.12), the majority of the respondents agree that My organization provides resources and training that help employees effectively manage their workloads (3.42), the majority of the respondents agree that My organization's culture emphasizes teamwork and collaboration, which helps to distribute workloads more evenly (3.22), the majority of the respondents agree that The organization's communication practices are clear and timely, helping employees anticipate and manage workload fluctuations (3.31) and the majority of the respondents agree that The organization's leadership encourages a culture of work-life balance, which helps employees manage their workload without sacrificing their well-being (3.09).

Table 5 Mean and standard deviation of Employee Job Performance

Employee Job Performance			
	N	Mean	Std. Deviation
My work efficiency in the organization has increased	188	3.86	1.446
My work quality in the organization has Increased	188	3.35	1.691
I am able to complete my work accurately and efficiently, despite the demands of my workload	188	3.68	1.640
My service delivery in the organization has improved	188	3.02	1.473

The general employee performance is attractive	188	3.13	1.451
If my workload were more manageable, I believe I could achieve a higher level of job performance	188	3.04	1.540
I feel that my workload is impacting my ability to focus and make sound decisions at work	188	3.03	1.521

Source: Own survey, (2024)

The table shows that, presents respondent's views on Employee Job Performance of the staffs, the majority of the respondents agree that My work efficiency in the organization has increased (3.86), the majority of the respondents agree that My work quality in the organization has Increased (3.35), the majority of the respondents agree that I am able to complete my work accurately and efficiently, despite the demands of my workload (3.68), the majority of the respondents agree that My service delivery in the organization has improved (3.02), the majority of the respondents agree that The general employee performance is attractive (3.13), the majority of the respondents agree that If my workload were more manageable, I believe I could achieve a higher level of job performance (3.04) and the majority of the respondents agree that I feel that my workload is impacting my ability to focus and make sound decisions at work (3.03).

Table 6 Table mean range value with description and interpretation

Mean Range	Description	Interpretation
3.26 – 4.00	Strongly Agree	Very High
2.51 – 3.25	Agree	High
1.76 – 2.50	Disagree	Moderate
1.00 – 1.75	Strongly Disagree	Low

Generally, majority of the mean value is 3.26 – 4.00 range that means the effect of work environment on job performance are very high. Some of the mean value is 2.51 – 3.25 range that means the effect of work environment on job performance are high, The mean value is 1.76 – 2.50 range that means the effect of work environment on job performance are Moderate and The mean value is 1.00 – 1.75 range that means the effect of work environment on job performance are low.

Table 7 Frequency and percentage of Physical Work Environment

Item	SDA		DA		N		A		SA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The office workstations enable me to perform my task efficiently	41	21.8	41	21.8	16	8.5	53	28.2	37	19.7
The office environment is free from noise which enables me to perform my tasks efficiently	62	33.0	34	18.1	19	10.1	40	21.3	33	17.6

In the office, there is good flow of air, this enhances my concentration	45	23.9	36	19.1	20	10.6	40	21.3	47	25.0
In the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain	44	23.4	37	19.7	22	11.7	40	21.3	45	23.9
The office has an adequate working space which enable me to work efficiently	48	25.5	45	23.9	32	17.0	16	8.5	47	25.0
The office team workstations enable us to work together to achieve set goals	44	23.4	37	19.7	15	8.0	41	21.8	51	27.1

Source: Own survey, (2024)

From the above table, the frequency of Physical work environment in Ethiopia Health insurance office, The office workstations enable me to perform my task efficiently, the respondents are describe their agreements alternative 37 or 19.7% are strongly Agree, 53 or 28.2% are Agree, 16 or 8.5% are Neutral, 41 or 21.8% are Disagree and 41 or 21.8% are Strongly Disagree as showed on this the highest percentile told about 53 or 28.2% are agree about the office is enough space to perform their tasks, The office environment is free from noise which enables me to perform my tasks efficiently, the respondents are describe their agreements alternative 33 or 17.6% are strongly Agree, 40 or 21.3% are Agree, 19 or 10.1% are Neutral, 34 or 18.1% are Disagree and 62 or 33.0% are Strongly Disagree as showed on this the highest percentile told about 62 or 33.0% are strongly disagree about the office is free from noise, In the office, there is good flow of air, this enhances my concentration, the respondents are describe their agreements alternative 47 or 25.0% are strongly Agree, 40 or 21.3% are Agree, 20 or 10.6% are Neutral, 36 or 19.1% are Disagree and 45 or 23.9% are Strongly Disagree as showed on this the highest percentile told about 47 or 21.3% are Strongly agree about good flow of air in the office, In the organization natural light along with supplemental light makes it easier for me work

efficiently with less eyestrain, the respondents are describe their agreements alterative 45 or 23.9% are strongly Agree, 40 or 21.3% are Agree, 22 or 11.7% are Neutral, 37 or 19.7% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 45 or 23.9% are Strongly agree about natural light with supplemental light less eyestrain to perform their work, The office has an adequate working space which enable me to work efficiently, the respondents are describe their agreements alterative 47 or 25.0% are strongly Agree, 16 or 8.5% are Agree, 32 or 17.0% are Neutral, 45 or 23.9% are Disagree and 48 or 25.5% are Strongly Disagree as showed on this the highest percentile told about 48 or 25.5% are Strongly disagree about their work office are not adequate work space and The office team workstations enable us to work together to achieve set goals, the respondents are describe their agreements alterative 51 or 27.1% are strongly Agree, 41 or 21.8% are Agree, 15 or 8.0% are Neutral, 37 or 19.7% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 51 or 27.1% are Strongly Agree about team workstations enable us work together to achieve a goals.

Table 8 Frequency and percentage of Psychological Work Environment

Item	SDA		DA		N		A		SA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The flexibility of the work schedule in the organization enables me to balance work and family	30	16.0	28	14.9	36	19.1	39	20.7	55	29.3
The organization duties and responsibilities are clearly provided which enables me to execute my duties as required	44	23.4	34	18.1	19	10.1	40	21.3	51	27.1
In the organization I am assigned tasks that fit my skills	36	19.1	15	8.0	42	22.3	39	20.7	56	29.8
In the organization I am placed in work teams that we have similar skills	44	23.4	29	15.4	18	9.6	46	24.5	51	27.1
In the organization I am provided with supervisor support in my duties	44	23.4	32	17.0	20	10.6	59	31.4	33	17.6
In the organization we help each other in our duties	44	23.4	38	20.2	5	2.7	50	26.6	51	27.1

The organization provide feedback on my performance	44	23.4	36	19.1	18	9.6	43	22.9	47	25.0
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Source: Own survey, (2024)

From the above table, the frequency of Psychological work environment in Ethiopia Health insurance office, The flexibility of the work schedule in the organization enables me to balance work and family, the respondents are describe their agreements alternative 55 or 29.3% are strongly Agree, 39 or 20.7% are Agree, 36 or 19.1% are Neutral, 28 or 14.9% are Disagree and 30 or 16.0% are Strongly Disagree as showed on this the highest percentile told about 55 or 29.3% are Strongly agree about the work schedule is balanced with family, The organization duties and responsibilities are clearly provided which enables me to execute my duties as required, the respondents are describe their agreements alternative 51 or 27.1% are strongly Agree, 40 or 21.3% are Agree, 19 or 10.1% are Neutral, 34 or 18.1% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 51 or 27.1% are Strongly agree about organizational duties and responsibilities are clear, In the organization I am assigned tasks that fit my skills, the respondents are describe their agreements alternative 56 or 29.8% are strongly Agree, 39 or 20.7% are Agree, 42 or 22.3% are Neutral, 15 or 8.0% are Disagree and 36 or 19.1% are Strongly Disagree as showed on this the highest percentile told about 56 or 29.8% are Strongly agree about the organization assigned tasks based on their skills, In the organization I am placed in work teams that we have similar skills, the respondents are describe their agreements alternative 51 or 27.1% are strongly Agree, 46 or 24.5% are Agree, 18 or 9.6% are Neutral, 29 or 15.4% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 51 or 27.1% are Strongly agree about they are placed in the similar skills, In the organization I am provided with supervisor support in my duties, the respondents are describe their agreements alternative 33 or 17.6% are strongly Agree, 59 or 31.4% are Agree, 20 or 10.6% are Neutral, 32 or 17.0% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 59 or 31.4% are agree about provide with supervisor, In the organization we help each other in our duties, the respondents are describe their agreements alternative 51 or 27.1% are strongly Agree, 50 or 26.6% are Agree, 5 or 2.7% are Neutral, 38 or 20.2% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 51 or 27.1% are agree about help each other for their duties and The organization provide feedback on my performance, the respondents are describe their agreements alternative 47 or 25.0% are strongly Agree, 43 or 22.9% are Agree, 18 or 9.6% are Neutral, 36 or 19.1% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 47 or 25.0% are agree about provide feedback on their performance.

Table 9 Frequency and percentage of Social Work Environment

Item	SDA		DA		N		A		SA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
I feel overwhelmed by the number of cases I am assigned and the complexity of the work	30	16.0	31	16.5	33	17.6	55	29.3	39	20.7
My organization provides sufficient opportunities for professional development related to health insurance and social work best practices	49	26.1	35	18.6	26	13.8	46	24.5	32	17.0
My supervisor effectively provides guidance, support, and feedback to help me manage my workload and achieve my goals	44	23.4	31	16.5	2	1.1	59	31.4	52	27.7
My organization emphasizes providing compassionate and client-centered care to policyholders, even when dealing with complex or challenging situations	35	18.6	33	17.6	21	11.2	57	30.3	42	22.3
I frequently experience feelings of stress or burnout due to the demanding nature of my work in health insurance	16	8.5	77	41.0	47	25.0	22	11.7	26	13.8
My organization effectively supports a healthy work-life balance for employees, considering the demanding nature of the work	44	23.4	46	24.5	6	3.2	49	26.1	43	22.9

Source: Own survey, (2024)

From the above table, the frequency of Social work environment in Ethiopia Health insurance office, I feel overwhelmed by the number of cases I am assigned and the complexity of the work, the respondents are

describe their agreements alternative 39 or 20.7% are strongly Agree, 55 or 29.3% are Agree, 33 or 17.6% are Neutral, 31 or 16.5% are Disagree and 30 or 16.0% are Strongly Disagree as showed on this the highest percentile told about 55 or 29.3% are agree, My organization provides sufficient opportunities for professional development related to health insurance and social work best practices, the respondents are describe their agreements alternative 32 or 17.0% are strongly Agree, 46 or 24.5% are Agree, 26 or 13.8% are Neutral, 35 or 18.6% are Disagree and 49 or 26.1% are Strongly Disagree as showed on this the highest percentile told about 49 or 26.1% are Strongly disagree about sufficient opportunities for professional development, My supervisor effectively provides guidance, support, and feedback to help me manage my workload and achieve my goals, the respondents are describe their agreements alternative 52 or 27.7% are strongly Agree, 59 or 31.4% are Agree, 2 or 1.1% are Neutral, 31 or 16.5% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 59 or 29.3% are agree, My organization emphasizes providing compassionate and client-centered care to policyholders, even when dealing with complex or challenging situations, the respondents are describe their agreements alternative 42 or 22.3% are strongly Agree, 57 or 30.3% are Agree, 21 or 11.2% are Neutral, 33 or 17.6% are Disagree and 35 or 18.6% are Strongly Disagree as showed on this the highest percentile told about 57 or 30.3% are agree, I frequently experience feelings of stress or burnout due to the demanding nature of my work in health insurance, the respondents are describe their agreements alternative 26 or 13.8% are strongly Agree, 22 or 11.7% are Agree, 47 or 25.0% are Neutral, 77 or 41.0% are Disagree and 16 or 8.5% are Strongly Disagree as showed on this the highest percentile told about 77 or 41.0% are disagree and My organization effectively supports a healthy work-life balance for employees, considering the demanding nature of the work, the respondents are describe their agreements alternative 43 or 22.9% are strongly Agree, 49 or 26.1% are Agree, 6 or 3.2% are Neutral, 46 or 24.5% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 49 or 26.1% are agree.

Table 10 Frequency and percentage of Organizational Culture

Item	SDA		DA		N		A		SA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
My organization's culture encourages employees to prioritize their well-being and manage their workload effectively	14	7.41	32	17.0	28	14.9	60	31.9	54	28.7
My colleagues and supervisors are understanding and supportive when I am facing a heavy workload	35	18.6	44	23.4	30	16.0	21	11.2	58	30.9

My organization provides resources and training that help employees effectively manage their workloads	32	17.0	20	10.6	33	17.6	43	22.9	60	31.9
My organization's culture emphasizes teamwork and collaboration, which helps to distribute workloads more evenly	34	18.0	31	16.5	22	11.7	62	33.0	39	20.7
The organization's communication practices are clear and timely, helping employees anticipate and manage workload fluctuations	33	17.6	26	13.8	33	17.6	42	22.3	54	28.7
The organization's leadership encourages a culture of worklife balance, which helps employees manage their workload without sacrificing their well-being	37	19.7	35	18.6	30	16.0	46	24.5	40	21.3

Source: Own survey, (2024)

From the above table, the frequency of Organizational Culture in Ethiopia Health insurance office, My organization's culture encourages employees to prioritize their well-being and manage their workload effectively, the respondents are describe their agreements alternative 54 or 28.7% are strongly Agree, 60 or 31.9% are Agree, 28 or 14.9% are Neutral, 32 or 17.0% are Disagree and 14 or 7.4% are Strongly Disagree as showed on this the highest percentile told about 60 or 31.9% are agree, My colleagues and supervisors are understanding and supportive when I am facing a heavy workload, the respondents are describe their agreements alternative 58 or 30.9% are strongly Agree, 21 or 11.2% are Agree, 30 or 16.0% are Neutral, 44 or 23.4% are Disagree and 35 or 18.6% are Strongly Disagree as showed on this the highest percentile told about 58 or 30.9% are Strongly agree, My organization provides resources and training that help employees effectively manage their workloads, the respondents are describe their agreements alternative 60 or 31.9% are strongly Agree, 43 or 22.9% are Agree, 33 or 17.6% are Neutral, 20 or 10.6% are Disagree and 32 or 17.8% are Strongly Disagree as showed on this the highest percentile told about 60 or 31.9% are strongly agree, My organization's culture emphasizes teamwork and collaboration, which helps to distribute workloads more evenly, the respondents are describe their agreements alternative 39 or 20.7% are strongly Agree, 62 or

33.0% are Agree, 22 or 11.7% are Neutral, 31 or 16.5% are Disagree and 34 or 18.0% are Strongly Disagree as showed on this the highest percentile told about 62 or 33.0 are agree, The organization's communication practices are clear and timely, helping employees anticipate and manage workload fluctuations, the respondents are describe their agreements alterative 54 or 28.7% are strongly Agree, 42 or 22.3% are Agree, 33 or 17.6% are Neutral, 26 or 13.8% are Disagree and 33 or 17.6% are Strongly Disagree as showed on this the highest percentile told about 54 or 28.7% are Strongly agree and The organization's leadership encourages a culture of work life balance, which helps employees manage their workload without sacrificing their well-being, the respondents are describe their agreements alterative 40 or 21.3% are strongly Agree, 46 or 24.5% are Agree, 30 or 16.0% are Neutral, 35 or 18.6% are Disagree and 37 or 19.7% are Strongly Disagree as showed on this the highest percentile told about 46 or 24.5% are agree.

Table 11 Frequency and percentage of Employee Job Performance

Item	SDA		DA		N		A		SA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
My work efficiency in the organization has increased	25	13.3	17	9.0	10	5.3	44	23.4	92	48.9
My work quality in the organization has Increased	45	23.9	33	17.6			32	17.0	78	41.5
I am able to complete my work accurately and efficiently, despite the demands of my workload	40	21.3	17	9.0			37	19.7	94	50.0
My service delivery in the organization has improved	41	21.8	41	21.8	16	8.5	53	28.2	37	19.7
The general employee performance is attractive	43	22.9	24	12.8	19	10.1	69	36.7	33	17.6
If my workload were more manageable, I believe I could achieve a higher level of job performance	45	23.9	36	19.1	20	10.6	40	21.3	47	25.0
I feel that my workload is impacting my ability to focus and make sound decisions at work	44	23.4	37	19.7	22	11.7	40	21.3	45	23.9

Source: Own survey, (2024)

From the above table, the frequency of Employee Job Performance in Ethiopia Health insurance office, My work efficiency in the organization has increased, the respondents are describe their agreements

alternative 92 or 48.9% are strongly Agree, 44 or 23.4% are Agree, 10 or 5.3% are Neutral, 17 or 9.0% are Disagree and 25 or 13.3% are Strongly Disagree as showed on this the highest percentile told about 92 or 48.9% are Strongly agree, My work quality in the organization has Increased, the respondents are describe their agreements alternative 78 or 41.5% are strongly Agree, 32 or 17.0% are Agree, 33 or 17.6% are Disagree and 45 or 23.9% are Strongly Disagree as showed on this the highest percentile told about 78 or 41.5% are Strongly agree, I am able to complete my work accurately and efficiently, despite the demands of my workload, the respondents are describe their agreements alternative 94 or 50.0% are strongly Agree, 37 or 19.7% are Agree, 17 or 9.0% are Disagree and 40 or 21.3% are Strongly Disagree as showed on this the highest percentile told about 94 or 50.5% are Strongly agree, My service delivery in the organization has improved, the respondents are describe their agreements alternative 37 or 19.7% are strongly Agree, 53 or 28.2% are Agree, 16 or 8.5% are Neutral, 41 or 21.8% are Disagree and 41 or 21.8% are Strongly Disagree as showed on this the highest percentile told about 53 or 28.2% are agree, The general employee performance is attractive, the respondents are describe their agreements alternative 33 or 17.6% are strongly Agree, 69 or 36.7% are Agree, 19 or 10.1% are Neutral, 24 or 12.8% are Disagree and 43 or 22.9% are Strongly Disagree as showed on this the highest percentile told about 69 or 36.7% are agree, If my workload were more manageable, I believe I could achieve a higher level of job performance, the respondents are describe their agreements alternative 47 or 25.0% are strongly Agree, 40 or 21.3% are Agree, 20 or 10.6% are Neutral, 36 or 19.1% are Disagree and 45 or 23.9% are Strongly Disagree as showed on this the highest percentile told about 47 or 25.0% are Strongly agree and I feel that my workload is impacting my ability to focus and make sound decisions at work, the respondents are describe their agreements alternative 45 or 23.9% are strongly Agree, 40 or 21.3% are Agree, 22 or 11.7% are Neutral, 37 or 19.7% are Disagree and 44 or 23.4% are Strongly Disagree as showed on this the highest percentile told about 45 or 23.9% are Strongly agree.

4.4. Pearson Correlation analysis

According to Shukran (2003), the relationship is expressed by value within the range -1.00 to + 1.00 as Pearson product–moment indicates. Pearson correlation is +1 in the case of a perfect increasing (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of liner dependency between variable. To determine the relationship between Work Environment and Employee job performance, Pearson correlation was computed.

The Pearson correlation coefficient (also known as Pearson's r) measures the degree to which two variables are related. It ranges from -1 to 1, with -1 indicating a perfect negative correlation, 1 indicating a perfect positive correlation, and 0 indicating no linear correlation.

- If r is positive (closer to 1), it indicates a positive correlation. This means that as one variable increases, the other tends to increase as well.
- If r is negative (closer to -1), it indicates a negative correlation. This means that as one variable increases, the other tends to decrease.
- If r is close to 0, it suggests little to no linear relationship between the variables.
- The absolute value of r ($|r|$) indicates the strength of the relationship.
- Values close to $|1|$ suggest a strong linear relationship.
- Values close to $|0|$ indicate a weak or no linear relationship.
- The closer r is to 1 or -1, the stronger the linear relationship. For example:
 - If $r = 0.8$, it suggests a strong positive correlation.
 - If $r = -0.6$, it suggests a moderate negative correlation.
 - If r is close to 0, it indicates little to no linear relationship.
- Be cautious about drawing causal conclusions. Correlation does not imply causation, so finding a strong correlation does not mean one variable causes the other.
- To determine whether the correlation is statistically significant, you can perform a hypothesis test, typically using a significance level (alpha) like 0.05. If the p-value is less than alpha, you can conclude that the correlation is statistically significant.
- A low p-value (typically < 0.05) suggests that the observed correlation is unlikely to have occurred by chance. The table below shows the relationship and strength of correlation between attributes of the research, that indicates the correlation and strength of the dependent and independent variables in this study.

Table 12 Correlations results of Work Environment and Employee Job performance

Correlations						
		Physical_Env	Psychological_Env	Social_Env	Organizational_Culture	Job_Performance
Physical_Env	Pearson Correlation	1	.758**	.833**	.798**	.812**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	188	188	188	188	188
Psychological_Env	Pearson Correlation	.758**	1	.781**	.812**	.713**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	188	188	188	188	188
Social_Env	Pearson Correlation	.833**	.781**	1	.713**	.658**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	188	188	188	188	188

Organizational_Culture	Pearson Correlation	.798**	.812**	.713**	1	.812**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	188	188	188	188	188
Job_Performance	Pearson Correlation	.812**	.713**	.658**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	188	188	188	188	188

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

Source: Own survey, (2024)

According to the above table, there is a significant positive relationship between Work Environment and Employee Job performance, the highest correlation is between Work Environment and Employee Job performance followed by Organizational Culture (0.852), Physical Environment (0.812) and the remaining Psychological Environment (0.713) and Social Environment (0.658) respectively. The highly strong correlation between Work Environment and Employee Job performance whereas; the strongest correlation is between Work Environment and Employee Job performance. In general, if correlation is positive between two or more variables that is, when Work Environment and Employee Job performance is positively related; delivering better Work Environment and Employee Job performance.

Accordingly, the most important Work Environment that affects Employee job performance is Physical Environment, which goes to prove that Physical Environment as a dominant job performance followed by Organizational culture; this indicates improvement in fast and reliable work environment have significant effect on job performance levels with the same analogy.

4.5. Regression Analysis

Table 13 Regression Summary of the Work Environment of job Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.735	2.64748

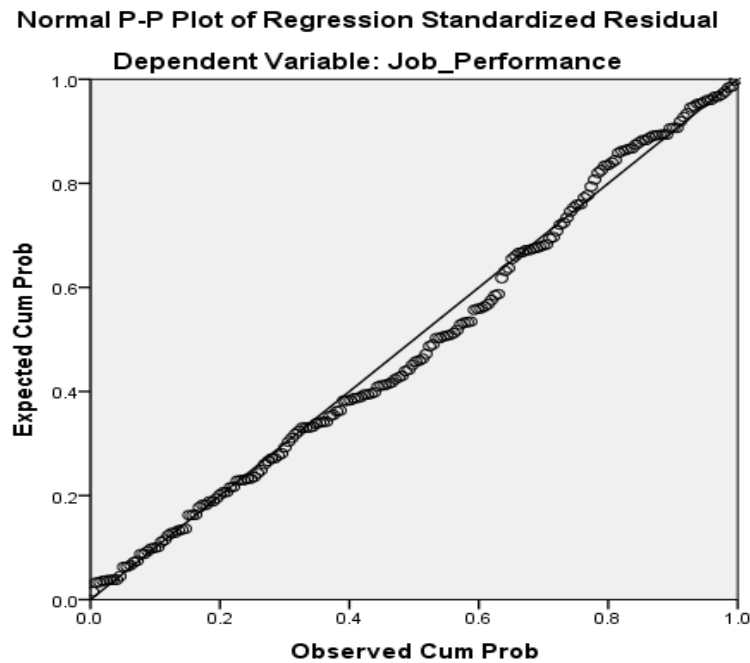
Source: Own survey, (2024)

The above Table shows the regression summary of work environment factors and job performance, and we see that the P Value is .00, which explains positive correlation between work environment and job performance, although the correlation is strong, the R Square is 0.741 an indication that work environment accounts for 74.1% of the variation in job performance while 25.9% of the variation is explained by other factors. Therefore, work environment has a positive and significant effect on job performance.

Linearity

In addition to the test for below linearity, correlation analysis is used to identify linear relationships between variables. As a result, in this study, there is a linear link between the working environment and employee performance.

Figure 2 Linearity test

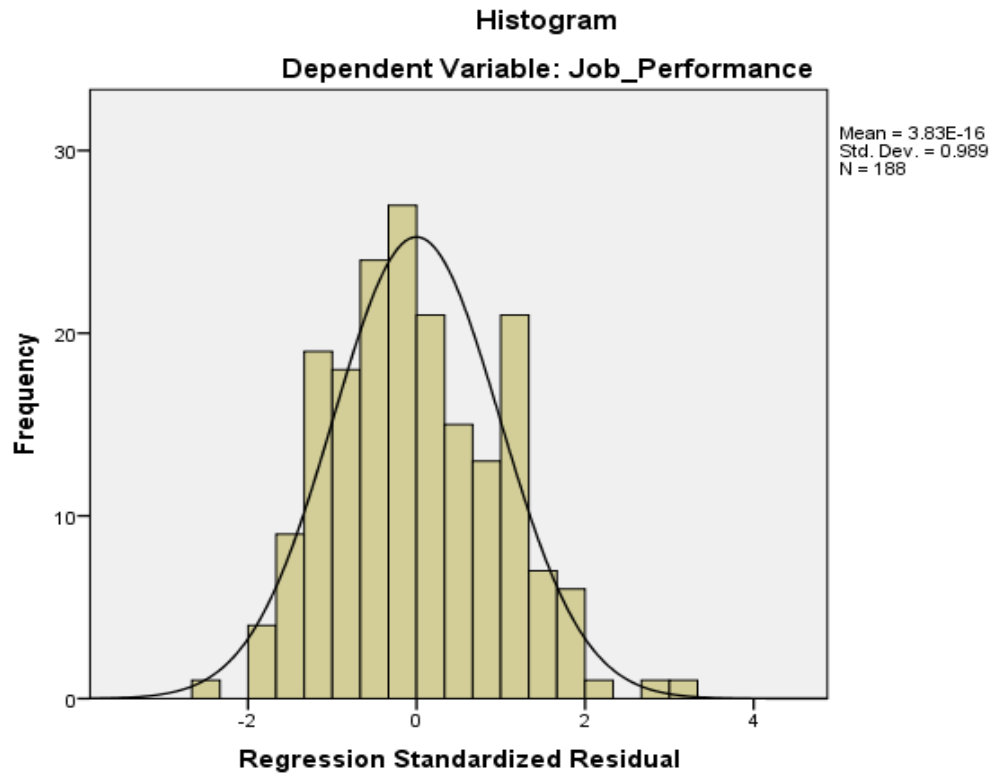


Source: Own survey, (2024)

Normality

a normality test allows the researcher to comprehend the distribution of any dependent variable value in relation to the model's independent variables. So, in order to determine whether the distribution of error terms is normal, a normality test was carried out. The assumption of normality is not totally violated, and the graph depicted below shows that it is bell-shaped.

Figure 3 Normality test



Source: Own survey, (2024)

Multi-Collinearity

A Collinearity diagnostic test was performed to check whether there was no multi-Collinearity issue, and the results reveal tolerance ranges from 0.22 to 0.60, meaning none of them were below 0.2. Variance Inflation Factor (VIF) is below 10, ranging from 3.840 to 4.513. Therefore, one of the fundamental presumptions of regression is true and there is no multi-Collinearity.

Table 14 multi collinearity test

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.946	.853		10.488	.000		
	Physical_Env	.429	.062	.550	6.874	.000	.222	4.513
	Psychological_Env	.059	.055	.080	1.077	.031	.258	3.874
	Social_Env	-.165	.074	-.167	-2.225	.027	.251	3.981
	Organizational_Culture	.419	.072	.428	5.796	.000	.260	3.840

a. Dependent Variable: Job_Performance

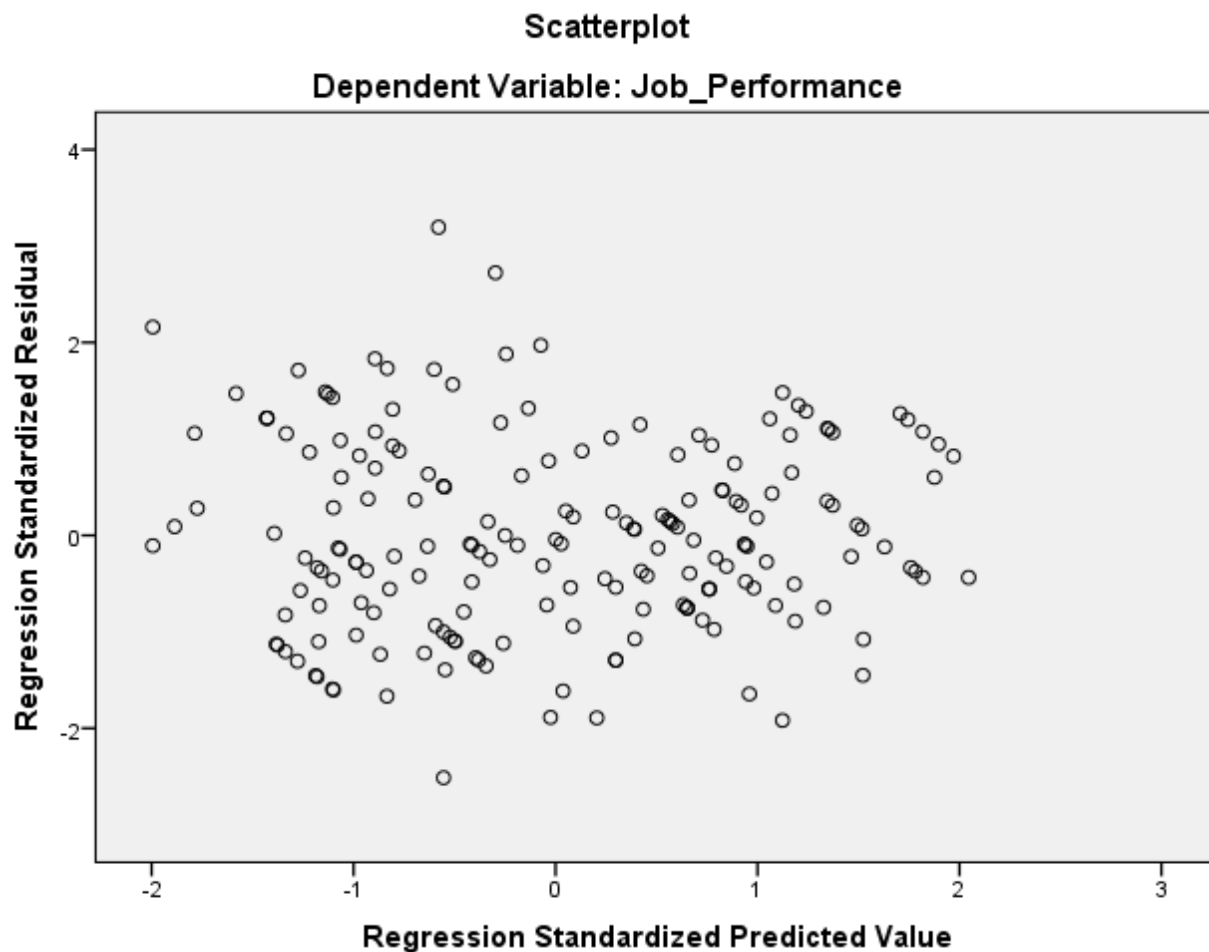
Source: Own survey, (2024)

Homoscedasticity

Homoscedasticity is the other fundamental presumption underlying regression. The BreuschPagan test, which determines whether Homoscedasticity is present, has a p-value of ($p > 0.05$). Samerkhanova & Kadochnikova (2015) assert that looking at an ANOVA shows the lack of a heteroscedasticity issue if the value of p is greater than 0.05.

Table 15 Breusch-Pagan homoscedasticity test

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	3661.194	4	915.299	130.586
	Residual	1282.678	183	7.009	
	Total	4943.872	187		



If the P- value is smaller than 0.05, then the model is significant. The model's significance in understanding the link between independent and dependent variables has been demonstrated by testing

ANOVA. The significance value, as seen in the above table, is less than 0.05. The model is fit and acceptable, and we can thus draw the conclusion that there is a linear relationship between independent variable and employee job performance.

Table 16 Coefficients of regression of work environment factors and job performance

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.946	.853		10.488	.000
	Physical_Env	.429	.062	.550	6.874	.000
	Psychological_Env	.059	.055	.080	1.077	.031
	Social_Env	-.165	.074	-.167	-2.225	.027
	Organizational_Culture	.419	.072	.428	5.796	.000
a. Dependent Variable: Job_Performance						

Source: Own Survey (2024)

Based on the table show the standardize beta coefficient, which tell us the unique contribution of each factor to the model. A high beta value and a small p value (<.005) indicate the predictor variable has made a significance statistical contribution to the model. On the other hand, a small beta value and a high p value (p >.005) indicate the predictor variable has little or no significant contribution to the model. (Ggorge et al., (2003).

Table, also indicates that Physical Environment, Psychological Environment, Social Environment and Organizational Culture of Work Environment have a significant influence on job performance at 95% confidence level. The significant work environment factors have been included for the establishment of the function. The Beta coefficient and p-value for each independent variable, together with their corresponding standard errors. The strength of each independent variable or predictor is indicated by its beta value. (Physical Environment, Psychological, social and organizational culture) affects the dependent element (Employees performance) within the model.

The coefficients of regression of work environment factors and job performance, and the observation is that the data can be fitted into a regression equation as presented below, where Y job performance and X1, X2, X3.....Xn are the work environment factors.

$$Y = 8.946 + 0.429X_1 + 0.059X_2 - 0.165X_3 + 0.419X_4$$

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The purpose of this study was to establish the effect of work environment on job performance, establish quality management practices influencing performance and to establish at Ethiopian Health Insurance, this chapter presents summary of the findings, conclusion and recommendations.

5.2. Summary of Findings

The objective of the study was to investigate and analyze the effect of working environment on employee job performance using major factors of working environment physical environment, Psychological, Social and Organizational Culture.

Employee responses reveal generally positive perceptions of the physical and psychological work environment, but mixed views on the social work environment at the Ethiopian Health Insurance Head Office. Regarding the physical environment, most employees find workstations conducive to efficient task performance (3.02), although noise levels (2.72) and workspace adequacy (2.84) warrant attention. Positive sentiments surround lighting (3.03) and airflow (3.04), along with teamwork opportunities (3.10). The psychological work environment is viewed favorably, with employees noting work-life balance (3.32), clear responsibilities (3.11), skill-appropriate tasks (3.34), supportive teams (3.16), and supervisory support (3.03). Collaboration is also valued (3.14) and feedback is perceived as somewhat adequate (3.07). However, the social work environment shows less positive perceptions. While most employees' value client-centered care (3.20) and supervisor support (3.23), a significant number report feeling overwhelmed by workload complexity (3.22) and experience stress/burnout (2.81). Opportunities for professional development (2.88) and work-life balance support (3.01) also need improvement. (Note: All scores are likely based on a Likert scale, with higher scores indicating more positive views.)

Employee perceptions of organizational culture at the Ethiopian Health Insurance Head Office reveal a mixed picture regarding workload management and well-being. The findings from the thesis indicate that respondents have a generally positive perception of the psychological work environment within their organization. Key aspects include a strong agreement on the flexibility of work schedules, which aids in balancing work and family commitments (average score of 3.32). Respondents also feel that

their roles and responsibilities are clearly defined, facilitating effective task execution (average score of 3.11). Additionally, they report being assigned tasks that align with their skills (3.34) and being placed in teams with members who have similar competencies (3.16). Support from supervisors is acknowledged as adequate (3.03), and there is a culture of mutual assistance among colleagues (3.14). Furthermore, the organization is seen as providing valuable feedback on performance (3.07). Overall, these insights reflect a supportive and well-structured work environment that contributes to employee satisfaction and collaboration.

The findings on Employee Job Performance reveal that the majority of respondents report improved work efficiency (3.86) and quality (3.35). They feel able to complete tasks accurately and efficiently despite heavy workloads (3.68), and service delivery has also improved (3.02). Employee performance is generally seen as attractive (3.13). However, respondents believe that a more manageable workload could lead to higher performance (3.04), and they acknowledge that their current workload negatively impacts their ability to focus and make sound decisions at work (3.03). While employees have seen improvements in their job performance, workload management remains a key factor for further enhancement.

The findings on the Physical Work Environment in Ethiopia's Health Insurance office reflect mixed perceptions among employees. A significant portion of respondents (28.2%) agree that the office workstations help them perform tasks efficiently, though 43.6% (Disagree + Strongly Disagree) feel otherwise. While 25.0% strongly agree about good airflow enhancing concentration, 43.0% express dissatisfaction. Natural light with supplemental lighting is seen favorably by 23.9% of respondents; though a similar portion (42.7%) disagree. Workspace adequacy is a notable concern, with 25.5% strongly disagreeing about the office offering sufficient space. On teamwork, 27.1% strongly agree that workstations promote collaboration, but 43.1% are not satisfied. Additionally, noise in the office is a significant issue, with 33.0% strongly disagreeing that the environment is free from it. In summary, while some aspects of the physical environment are seen positively, issues like noise, workspace adequacy, and airflow remain areas of concern for employees.

The findings on the Psychological Work Environment in Ethiopia's Health Insurance office show that a majority of employees feel positively about several aspects. Most respondents (29.3%) strongly agree that the flexibility in the work schedule helps them balance work and family, while 50.0% agree that duties and responsibilities are clearly defined, allowing them to perform their roles effectively. Additionally, 29.8% strongly agree that tasks align with their skills, and 27.1% believe they are placed in teams with

similar skillsets. Many respondents also feel supported by supervisors, with 31.4% agreeing that they receive adequate guidance. Collaboration is another strong point, with 27.1% agreeing that colleagues help each other in their duties. Furthermore, 25.0% strongly agree that the organization provides feedback on their performance. Overall, the responses indicate a generally positive psychological environment, particularly in terms of task alignment, supervisor support, and teamwork, although some areas show room for improvement.

The findings on the Social Work Environment in Ethiopia's Health Insurance office reveal mixed responses. A significant number of employees, 29.3%, agree that the workload and complexity of cases often leave them feeling overwhelmed, while 20.7% strongly agree. However, a large portion (41.0%) disagrees with the idea of experiencing stress or burnout due to work demands. Regarding professional development opportunities, there is notable dissatisfaction, with 26.1% strongly disagreeing that adequate opportunities are provided, and 24.5% agreeing to some extent. In terms of support, 31.4% of employees agree that supervisors provide necessary guidance, while 30.3% believe the organization emphasizes compassionate, client-centered care. Finally, while a good portion (26.1%) agrees that the organization supports a healthy work-life balance, a significant number (24.5%) feel the opposite. Overall, while many feel supported and aligned with organizational goals, there is room for improvement in professional development, workload management, and maintaining work-life balance.

The findings on Organizational Culture at Ethiopia Health Insurance office reflect a mixed perception among employees. The findings from the thesis on organizational culture at the Ethiopian Health Insurance Office reveal a generally positive perception among employees regarding their well-being and workload management. A significant portion of respondents (31.9%) agree that the culture encourages prioritizing well-being, while a notable 30.9% strongly agree that colleagues and supervisors are understanding during heavy workloads. Additionally, 31.9% of respondents believe that the organization provides adequate resources and training for effective workload management.

Teamwork and collaboration are also emphasized, with 33% agreeing that this helps distribute workloads evenly. Communication practices are viewed positively, with 28.7% strongly agreeing that they are clear and timely, aiding in workload anticipation. Lastly, 24.5% of respondents agree that leadership fosters a culture of work-life balance, contributing to effective workload management without compromising employee well-being. Overall, these insights indicate a supportive organizational culture that values employee welfare and promotes effective workload management.

The findings on Employee Job Performance at Ethiopia Health Insurance office indicate that a significant number of employees feel their job performance has improved in terms of both efficiency and quality. Nearly half of the respondents (48.9%) strongly agree that their work efficiency has increased, and 41.5% strongly agree that the quality of their work has also improved. Furthermore, a large portion (50%) reports being able to complete tasks accurately and efficiently despite a heavy workload. However, opinions on service delivery and general employee performance vary, with only 28.2% agreeing that their service delivery has improved, and 36.7% viewing general employee performance positively. Despite these improvements, many employees believe that a more manageable workload could enhance their performance further, as 25% strongly agree that they could achieve higher performance with less workload. Additionally, 23.9% strongly agree that their workload is affecting their focus and decision-making ability. In general, while job performance appears strong in certain areas, workload management is seen as a key factor that could further elevate overall employee productivity.

The analysis reveals a significant positive relationship between Work Environment and Employee Job Performance, with the highest correlation observed between these two variables. Among the different aspects of the Work Environment, Physical Environment has the strongest impact on job performance, followed by Organizational Culture. This suggests that a well-structured physical workspace and a supportive organizational culture play a crucial role in enhancing employee productivity. Additionally, Psychological and Social environments also contribute positively but to a lesser extent. Overall, improving the physical work environment and fostering a strong organizational culture can significantly boost employee performance.

The regression analysis indicates a strong positive correlation between work environment factors and job performance, with a P-value of 0.00. The R-squared value of 0.741 suggests that work environment factors explain 74.1% of the variation in job performance, while the remaining 25.9% is attributed to other factors. This demonstrates that the work environment has a significant and positive impact on job performance.

This study confirms that physical, psychological, social environments and organizational culture significantly impact employee job performance. Organizations should prioritize creating conducive environments to enhance productivity and overall employee satisfaction.

5.3. Conclusion

This study aimed to examine the effect of the work environment on employee job performance at the Ethiopian Health Insurance Head Office, focusing on key factors such as physical, psychological, social, and organizational culture. The findings suggest that while employees generally perceive the physical and psychological aspects of the work environment positively, there are areas for improvement, particularly in the social and organizational culture domains.

Employees reported satisfaction with certain aspects of the physical environment, such as workstations, lighting, and airflow; although issues like noise levels and workspace adequacy remain concerns. The psychological environment was also viewed favorably, with clear responsibilities, skill alignment, and supervisor support contributing to job performance. However, challenges such as workload complexity and stress were evident in the social environment, with a significant number of employees feeling overwhelmed by the demands placed on them and expressing dissatisfaction with professional development opportunities.

Regarding organizational culture, the study highlighted a mixed perception. While employees appreciated resources for managing workloads and support from colleagues and supervisors, there was considerable dissatisfaction with the organization's focus on employee well-being and workload management. This indicates a need for improvement in organizational communication, work-life balance, and fostering a culture of collaboration.

The analysis revealed a strong positive relationship between the work environment and employee job performance, with physical environment factors having the most significant impact. Organizational culture also plays a crucial role in enhancing performance, while psychological and social environments contribute positively but to a lesser extent. The regression analysis further confirmed that the work environment explains a substantial portion of the variation in job performance, with a significant P-value indicating the positive and substantial effect of work environment factors on employee performance.

In conclusion, while there are several positive aspects of the work environment at the Ethiopian Health Insurance Head Office, improvements in workload management, work-life balance, professional development opportunities, and organizational culture are essential for further enhancing employee

productivity and well-being. Addressing these areas will likely lead to higher job satisfaction, better performance, and an overall more supportive work environment for employees.

5.4. Recommendations

Based on the findings of this study, several key recommendations can be made to improve the work environment and enhance employee job performance at the Ethiopian Health Insurance Head Office:

1. **Improve Workspace:** While employees are generally satisfied with workstations, lighting, and airflow, concerns regarding noise levels and workspace adequacy should be addressed. The organization should consider investing in soundproofing, optimizing workspace layouts, and ensuring that workstations are designed to accommodate employees' needs. This would improve concentration, reduce distractions, and create a more conducive environment for productivity.
2. **Enhance Workload Management:** Employees expressed concerns about the complexity and overwhelming nature of their workloads. The organization should consider implementing better workload distribution strategies, possibly through automation, delegation, or improved project management practices. A more manageable workload would help employees perform more effectively, reduce stress, and increase job satisfaction.
3. **Strengthen Professional Development Opportunities:** There was dissatisfaction with the availability of professional development opportunities. To address this, the organization should offer regular training programs, workshops, and career advancement opportunities to employees. This would not only enhance skills and knowledge but also improve job satisfaction and overall performance.
4. **Foster a Collaborative Organizational Culture:** While employees appreciate resources and support from colleagues and supervisors, organizational culture improvements are necessary. The organization should encourage open communication, collaboration, and teamwork through regular meetings, team-building activities, and cross-departmental projects. This will strengthen relationships, improve morale, and foster a more supportive and cohesive work environment.
5. **Enhance Supervisor Support and Feedback:** Although employees feel they receive some supervisor support, there is room for improvement in providing consistent guidance, feedback, and recognition. Supervisors should be trained to offer constructive feedback, recognize achievements, and actively support their teams in managing workloads. This will improve employee engagement and job satisfaction.

6. **Improve Communication Practices:** Clear and timely communication is essential for effective workload management. The organization should establish regular communication channels, such as team meetings or newsletters, to keep employees informed of organizational changes, workload expectations, and feedback. This will help employees manage fluctuations in their work responsibilities more effectively.
7. **Invest in Employee Well-being Initiatives:** The organization should prioritize initiatives that promote employee well-being, such as stress management workshops, wellness programs, and employee assistance programs. These initiatives can help reduce burnout and improve employees' physical and mental health, which, in turn, enhances job performance.

By addressing these areas, the Ethiopian Health Insurance Head Office can create a more supportive, efficient, and productive work environment. This will lead to higher employee satisfaction, better performance, and a more positive organizational culture overall.

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Appendix



St. Mary's University

Dear Participant,

This questionnaire is developed for an academic effort planned for the collection of primary data that will be used to assess The Effect of Work Environment on Employees Performance: Case Study at **Ethiopian health insurance service**, in partial fulfillment of the requirement for Master of Business Administration (MBA), St. Mary University. The information obtained from this questionnaire will be kept confidential and will not be used for any other purposes. Hence, I, kindly request you to answer the questions freely.

Thank you for your cooperation!

Nardos Habtu

PART-I: General Information

This part of questionnaire tries to gather some general information about the background of the respondent and the bank

1. **Sex:** Female ☐ Male ☐
2. **Age:** 20-30 Years ☐ 31-40 Years ☐ 41-50 Years ☐ 50 and above Years ☐
3. **Educational Qualification:** Below Diploma ☐ Diploma ☐ First Degree ☐
Master and above ☐
4. **Work Experience:**
Under 4 Years ☐ 5-9 Years ☐ 10 - 15 Years ☐ above 15 Years ☐

Part Two. Questions related to the topic the effect of Working Environment on Employee Performance Please, after you read the following questions indicate the extent of your agreement to the statements by Mark “√” in the cell/box using a scale 1 up to 5. Where, 1= Strongly Disagree, 2 = Disagree, 3 = Neutral 4 = Agree 5 = Strongly Agree

Descriptions	Strongly agree	agree	Neutral	disagree	Strongly disagree
Physical Work Environment					
The office workstations enable me to perform my task efficiently					
The office environment is free from noise which enables me to perform my tasks efficiently					
In the office, there is good flow of air, this enhances my concentration					
In the organization natural light along with supplemental light makes it easier for me work efficiently with less eyestrain.					
The office has an adequate working space which enable me to work efficiently					
The office team workstations enable us to work together to achieve set goals					
Psychological Work Environment					
The flexibility of the work schedule in the organization enables me to balance work and family					
The organization duties and responsibilities are clearly provided which enables me to execute my duties as required					
In the organization I am assigned tasks that fit my skills					
In the organization I am placed in work teams that we					

have similar skills					
In the organization I am provided with supervisor support in my duties					
In the organization we help each other in our duties					
The organization provide feedback on my performance					
Social Work Environment					
I feel overwhelmed by the number of cases I am assigned and the complexity of the work.					
My organization provides sufficient opportunities for professional development related to health insurance and social work best practices.					
My supervisor effectively provides guidance, support, and feedback to help me manage my workload and achieve my goals.					
My organization emphasizes providing compassionate and client-centered care to policyholders, even when dealing with complex or challenging situations.					
I frequently experience feelings of stress or burnout due to the demanding nature of my work in health insurance.					
My organization effectively supports a healthy work-life balance for employees, considering the demanding nature of the work.					
Organizational Culture					
My organization's culture encourages employees to prioritize their well-being and manage their workload effectively.					
My colleagues and supervisors are understanding and supportive when I am facing a heavy workload					

My organization provides resources and training that help employees effectively manage their workloads					
My organization's culture emphasizes teamwork and collaboration, which helps to distribute workloads more evenly					
The organization's communication practices are clear and timely, helping employees anticipate and manage workload fluctuations					
The organization's leadership encourages a culture of work-life balance, which helps employees manage their workload without sacrificing their well-being					
Job Work Performance					
My work efficiency in the organization has increased					
My work quality in the organization has Increased					
I am able to complete my work accurately and efficiently, despite the demands of my workload					
My service delivery in the organization has improved					
The general employee performance is attractive					
If my workload were more manageable, I believe I could achieve a higher level of job performance					
I feel that my workload is impacting my ability to focus and make sound decisions at work					

Thank You for Your Fast Response!