

**EFFECT OF INTERNAL WORK PLACE ENVIRONMENT ON EMPLOYEE  
PERFORMANCE IN HUDUMA CENTRES IN CENTRAL REGION, KENYA**

**SARAH WAWIRA MWANIKI**

**A Thesis Submitted to the Graduate School in Partial Fulfillment of the  
Requirements for the Award of the Degree of Master of Business Administration  
(HRM Option) of Chuka University.**

**CHUKA UNIVERSITY**

**OCTOBER, 2025**

## DECLARATION AND RECOMMENDATION

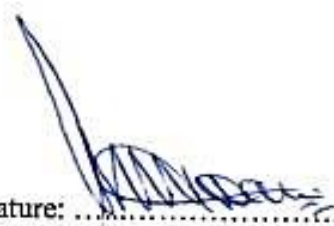
### Declaration

This thesis is my original work and has not been presented for an award of a diploma or conferment of a degree in this or any other institution.

Signature:  ..... Date: 23/10/2025  
Sarah Wawira Mwaniki  
CM11/29265/18

### Recommendation

This has been examined, passed and submitted with our approval as University supervisors.

Signature:  ..... Date: 24/10/2025  
Prof. Isaac Nkari  
Chuka University

Signature:  ..... Date: 23/10/2025  
Prof. Andrew Muguna  
Chuka University



## **COPYRIGHT**

©2025

All rights reserved. No part of this thesis may be reproduced, stored in a retrieval system or transmitted in any form or by any means of mechanical, electronic, photocopying, recording or otherwise, without prior permission in writing from the copyright owner or Chuka University.

## **DEDICATION**

To my father, Joseph Mwaniki, husband, Kelvin Gichinga, children Leilani Wangari, Roman Muburi and brother Daniel Njihia.

## **ACKNOWLEDGMENT**

I am deeply grateful to Almighty God for His unfailing grace, wisdom, and strength that have sustained me throughout this academic journey.

My heartfelt appreciation goes to my supervisors, Prof. Isaac Nkari and Prof. Andrew Muguna, for their exceptional guidance and dedication. I am especially thankful to Prof. Nkari for never giving up on me and for tirelessly working on my document even during odd hours. I also express my sincere gratitude to Prof. Andrew Muguna for his patience and for making time to sit with me, step by step, to correct and refine my work even on weekends. Your support, mentorship, and commitment have been invaluable.

Special thanks to my father, Joseph Mwaniki, for his encouragement, financial support, and prayers that have continually strengthened me. To my husband, Kelvin Gichinga, thank you for your unwavering love, patience, and support throughout this journey. To my brother, Dr. Daniel Njihia, I am deeply thankful for your constant support, for driving me to school, and for the brainstorming sessions that greatly enriched my ideas. To my beloved children, Leilani Wangari and Roman Muburi, your love and joy have been my greatest source of motivation.

Lastly, I extend sincere appreciation to my colleagues, friends, and everyone who contributed in one way or another to the successful completion of this study.

## ABSTRACT

Employee performance in Kenya's public sector continues to face persistent challenges despite numerous public service reforms and the introduction of performance management systems. This study investigated the effect of the internal workplace environment on employee performance in Huduma Centres located in Kenya's Central Region. The internal environment was examined through three dimensions: organizational culture, working conditions, and physical environment. The study also assessed whether employee characteristics moderated the relationship between the workplace environment and employee performance. The study was guided by the

Person Environment Fit Theory and Herzberg's Two Factor Theory. A cross-sectional descriptive survey research design was adopted. The target population of the study was 330 employees of Huduma Centres in central region, Kenya from which a sample of 181 was drawn using proportionate stratified random sampling. Data was collected using structured questionnaires. Instrument validity and reliability were ensured through a pilot study conducted at Laikipia Huduma Centre. Data was collected by drop and pick up later (DOPUL) method. Data Was analyzed using descriptive statistics (mean and standard deviation), correlation analysis and simple regression analysis. The findings were presented in tables, figures and diagrams. The results of the study showed a strong positive and significant correlation between organizational culture ( $\beta = 0.857$ ,  $p < 0.001 < 0.05$ ), working conditions ( $\beta = 0.58$ ,  $p < 0.001 < 0.05$ ) and the physical environment performance ( $\beta = 0.700$ ,  $p = 0.000 < 0.05$ ) at 5% level on employee performance. These results imply that 1 unit increase or improvement in organizational culture leads to an increase or improvement in employee performance by a factor of by a factor 0.969; 1 unit increase or improvement in working conditions leads to an increase or improvement in employee performance by a factor of 0.58 and 1 unit increase or improvement of physical workplace environment leads to an increase or improvement of employee performance by a factor of 0.7000. The study concludes that a well-structured internal workplace environment is essential for optimizing employee performance in public service institutions. It recommends strengthening organizational culture through leadership development and ethical practices, improving working conditions with fair remuneration and advancement opportunities, and enhancing physical infrastructure to promote employee comfort and well-being. These insights have practical implications for public sector policy and contribute to the growing body of knowledge on organizational performance in service-oriented government institutions. The study suggests future comparative studies in others sectors and a longitudinal study.

