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Factors Affecting the Employee Performance in the Port Industry in the Philippines

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Abstract

The Philippines, despite the dampening global demand due to the trade war between China and the United States, is still persevering as one of the fastest-growing economies in Asia. One of the largest contributors to the Philippine Gross Domestic Product (GDP) is exports and imports. Asian Terminal Incorporated, the port operator of the South Harbor of Manila handles all the imports and exports of the country that are vital to the Philippines' bustling economy. This study focused on the employees of the South harbor of Manila as they are the ones directly handling all the imports and exports. To make sure they can continuously work efficiently, this study determined the impact of job satisfaction, leadership styles, and working environment on the employee productivity of workers in the South Harbor of Manila. The study made use of a mixed-method explanatory/causal and descriptive research where the researchers generated a survey that was conducted on the 294 employees of the operations department. Results of the regression model show that Job Satisfaction, Leadership Style, and Workplace Environment are indeed significant to Employee Productivity. Despite this, Workplace Environment's significance is noticeably low although still providing positive impacts on the company as well. The researchers recommended to provide programs where employees can be recognized, and the management-employee relationship can be further strengthened. This study may be used by future researchers and by academes where this can be supplementary to future studies and enable a more thorough understanding of an employee's capability.

Keywords: *Job Satisfaction, Leadership Style, Working Environment, Employee Productivity, Regression*

Introduction

The study of port operations is complex and very intricate; it is a very systematic business and is crucial in the sustenance of the Philippine supply chain as imports and exports all go through the ports. A recent article published by BusinessMirror reported that our trade performance will dampen this coming year according to the National Economic Development Authority (NEDA) also due to the severe port congestion. One of the reasons for the congestion, according to Teodoro C. Mendoza, an agronomist from the University of the Philippines - Los Banos, was the truck ban that was implemented by the City of Manila in 2014. In a study done by the Philippine Institute of Development Studies (PIDS) in 2014,

approximately Php. 43.85 billion was lost by the economy due to the port congestion - the same year that the truck ban was implemented. In the South Harbor of Manila, given the nature of work, several employees are considered as high-risk employees. Occupations of the employees include participation in crane, hoist, forklift operations, scaffolding, and the like, thus making accidents inevitable. Aside from the health and safety regulations of a company, another important factor to consider is the working environment. When at work, one's coworkers become the second family as they are the people whom one associates with throughout the day most of the week. Employees would like to work in a positive environment with people who continue to push each other to become better versions of themselves to make our stay at the workplace not just enjoyable, but productive as well.

A study on the relationship among the working environment, workers' morale and perceived productivity in industrial organizations in Nigeria conducted by Akintayo (2012), found out that there is a positive relationship between these three variables and that ultimately, a positive working environment will lead to an increase in productivity which will translate to favorable outcomes when it comes to the achievement of organizational goals. The most valuable asset and resource of an organization are its people. For an organization to meet the goals and objectives set forth by the upper management and the company itself, employees play a vital role in the fulfillment of these said objectives. Employees tend to demonstrate positive attitudes and perform tasks effectively and efficiently given a higher level of job satisfaction. Hence, the level of job satisfaction would determine the level of productivity of an organization as well as the overall company performance.

Upon completion of this study, the researchers aim to be able to contribute to the betterment of the organization through the use of the results obtained as these results may be able to help the management to create policies and programs that specifically cater to the productivity needs of the workers.

Statement of the Problem

“What is the effect of job satisfaction, leadership style, and working environment on the employee productivity of the employees of South Harbor Manila?” Furthermore, is there a statistically significant relationship between the variables?

Main Objective

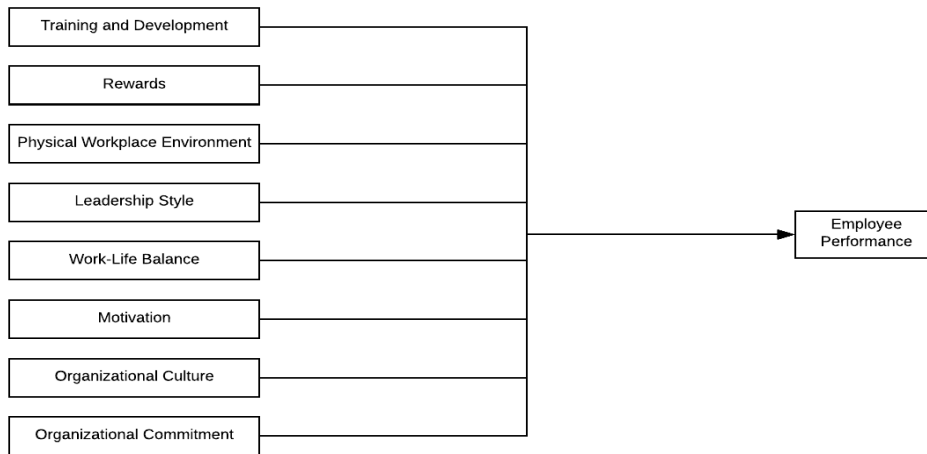
The main objective of this research is to determine the impact of job satisfaction, leadership style, and working environment on the employee productivity of the employees of the South Harbor of Manila. Also, the study aims to find out whether there are statistically significant relationships between the said variables.

Framework

Theoretical Framework

Figure 1

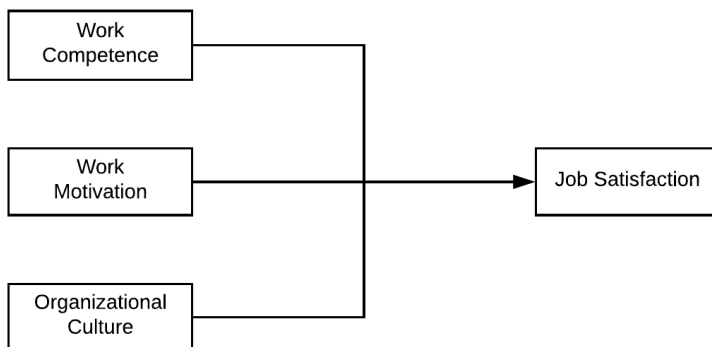
Theoretical framework - Employee Performance (Nanzushi, 2015)



Nanzushi (2015) said employee productivity is the measure of a company’s employees’ efficiency and diligence through the course of their work. For this study, the variables that will measure the employee performance are training and development, rewards, physical workplace environment, leadership style, work-life balance, motivation, organizational culture and organizational commitment. This framework encompasses the variables that affect employee performance.

Figure 2

Theoretical Framework - Job satisfaction (adapted from Barasa, L., Gunawan, A., & Sumali, B. (2018).



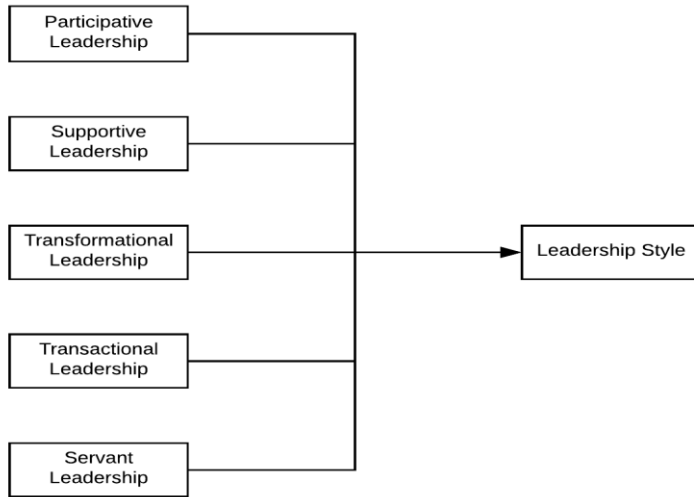
Job Satisfaction refers to the contentedness of a worker to their respective jobs. Many factors come into play when considering an employee’s job satisfaction such as work environment, promotions, workload, and compensation. According to Darma and Supriyanto (2017), High job satisfaction leads to increased employee loyalty, work motivation, happiness at work, thus increasing productivity. Any company needs to take care of its employees because they are vital to the success of the business. Barasa, Gunawan, & Sumali (2018) define job satisfaction as “a reflection of an employee’s feelings towards his work revealed through work competence, work motivation, and organizational culture.” therefore in this sense, a great level

of job satisfaction observed by the employees can be associated with three main components, namely:

1. Work competence.
2. Work motivation; and
3. Organizational culture.

Figure 3

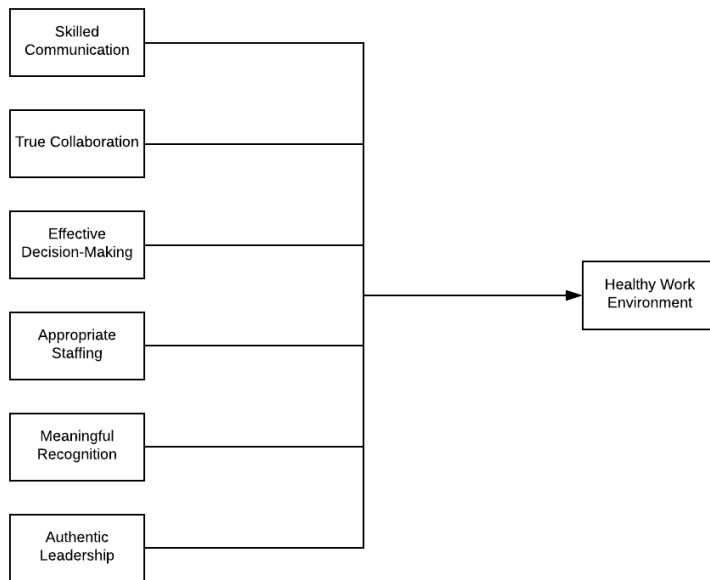
Theoretical framework – Leadership styles (adapted from Lor. W., & Hassan, Z., 2017)



The figure above displays the framework of another independent variable of employee productivity, which is leadership style. The factors that measure leadership style have been determined to be the 5 types of leadership, which are participative leadership, supportive leadership, transformational leadership, transactional leadership, and servant leadership. These measurements of leadership 106 styles will be valuable to determine the leadership style that is evident in Asian Terminals Incorporated.

Figure 4

Theoretical framework - Healthy Work Environment (adapted from Harmon, R.B. et al., 2018)

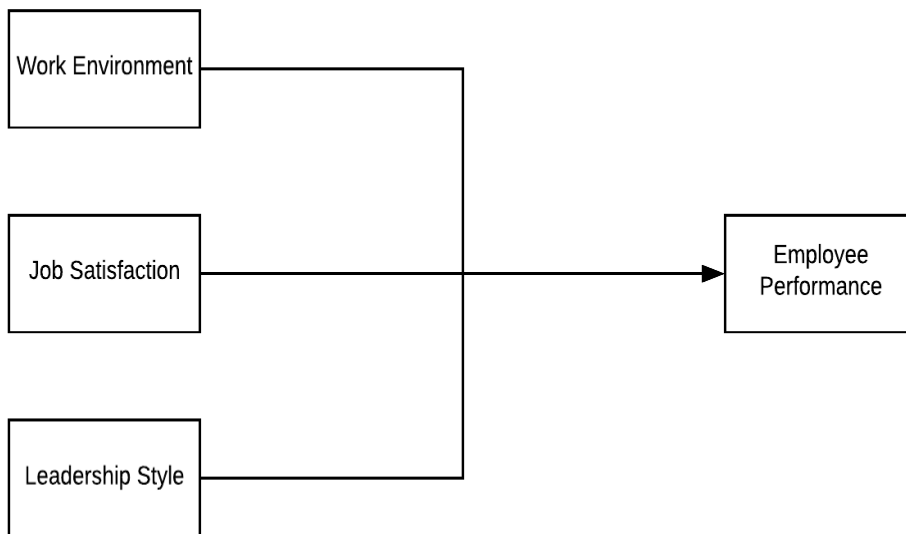


Lastly, the figure above displays the framework for the last independent variable of employee performance, which is a healthy work environment. It was found in a previous study that the measurements of a healthy work environment are skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, and authentic leadership. This variable will help determine the environment that the employees work in at Asian Terminals Incorporated.

Conceptual Framework

Figure 5

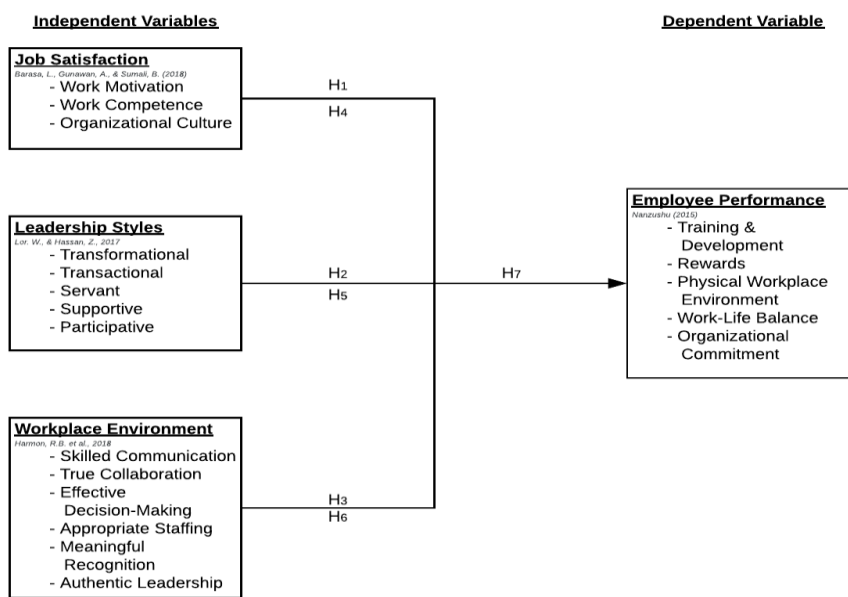
Conceptual Framework of Work Environment, Job Satisfaction and Leadership Style



For the conceptual framework, the figure above displays the independent variables and the dependent variable. The dependent variable, which is employee performance, will be determined using the independent variables, namely work environment, job satisfaction, and leadership style on employee performance. This framework shows the variables that will be used to determine employee productivity in Asian Terminals Incorporated.

Operational Framework

Figure 6
Operational Framework of Job Satisfaction, Leadership Styles and Workplace Environment



The figure above shows the operational framework of the dependent variable, employee performance. It also shows the independent variables that will measure employee performance, along with the measurements of the individual independent variables as well. Those independent variables are work environment, job satisfaction, and leadership style. Each independent variable will have its hypothesis on their respective relationships with the dependent variable, employee performance. This will be shown by providing each independent variable with both a null hypothesis and an alternative hypothesis to present as the basis for our results. H7 measures the relationship of the independent variables when considered collectively to the dependent variable, employee performance.

Methodology

The appropriate research design used in this study is the explanatory/causal and descriptive research. The study shall employ both qualitative and quantitative methods in achieving its objectives. In the quantitative aspect, data will be collected through survey questionnaires while qualitative data will be collected through conducting interviews with members of the senior management to validate the results that were obtained through the surveys.

To examine the relationships between the variables, linear regressions shall be employed. The linear regression model will also determine the impact of job satisfaction, leadership style, and work environment on employee productivity. To analyze the data, the researchers shall make use of the software STATA, which is a statistical software mainly used in the field of Economics to analyze and manage graphical visualizations of data. For the Qualitative data treatment, Pattern Matching would be used to further analyze the overall performance of the employees of South Harbor. The pattern matching technique will be able to provide the similarities and differences between the answers of the employees at the operations department and the senior management. Afterwards, conclusions and recommendations will be prescribed based on the results from both quantitative and qualitative methods to understand if the three independent variables - job satisfaction, leadership style, and work environment affect the productivity of the employees at the South Harbor of Manila.

Survey respondents will include employees of Asian Terminals Incorporated who are directly involved in the direct operation of equipment. For research purposes, the study will include the South Harbor Operations department. At present, the South Harbor Operations department is headed by Mr. Steve Realuyo and there is a total of 1,100 employees in the department. For the qualitative data collection, the researchers will interview members of the senior management who are directly involved in the operations aspect of the company. Using Slovin's formula, the researchers computed for the sample size to be used in procuring the survey. With a 95% confidence level and a standard deviation of +/- 5, the group needs to use a sample size of 294 employees.

The survey questionnaire and interview guide was derived from the papers of: Wood and Wall, 2007; Gustaffson and Szebehely, 2009; Sell and Cleal, 2011; Odao, E. M. (2017); Giffords, E. D. (2009); Aneela, M. (2012); Liden et al., (2014); Sinani (2016); Muhammed et al. (2014); Miller (2011); McCann (2011); Bustamam, F., Teng, S., & Abdullah, F. (2014) and Nanzushi (2015)

Discussions of Results

A survey was conducted to the employees of the company. The survey is composed of questions derived from past literature that are in line with the variables of the study. Data gathering was conducted from October 2, 2019 to October 13, 2019. Data was extracted from the survey and was analyzed using STATA and ran the Cronbach Alpha Test to determine the reliability of the survey questionnaire. The results of the survey were then interpreted through statistical regression that exhibited the significance of the independent variables to the dependent variable and show the Pearson's Correlation by the R value. Pattern Matching was also made use of to compare the perspective of the employees to the managers of Asian Terminals Incorporated. Afterwards, the interview with the managers was conducted to better understand their perspectives on the employee's productivity based on job satisfaction, leadership style and work environment. This would contribute to better recommendations as this shows the researchers the perspective for both sides and come up with appropriate solutions for the betterment of the company.

Table 1
Cronbach's Alpha

Number of Items	Cronbach's Alpha	Interpretation
48	0.9161	Excellent

Table 2
Pearson's Correlation

	Employee Performance	Leadership Style	Job Satisfaction	Work Environment
Employee Performance	1.0000			
Leadership Style	0.5816	1.0000		
Job Satisfaction	0.7423	0.6841	1.0000	
Work Environment	0.2584	0.3564	0.4317	1.0000

Pearson's Correlation was used to determine whether there is a statistically significant correlation between the variables or if there is none. Pearson's Correlation also shows the degree of correlation between the variables. In Table 2 shows the degree of correlation in line with their correlation value. As seen, Leadership Style and Employee Performance shows a high degree of correlation. Likewise, Job Satisfaction and Employee Performance displays a high degree of correlation as well.

Descriptive Statistics

Before obtaining the regression results, the mean of the answers of each independent variable was obtained, along with their respective standard deviations. For all the employees that were surveyed, working environment is the variable that the workers highly respond to among the independent variables. The survey answers can be found at the mean level due to the standard deviations below presenting low values. This is seen in the table below:

Table 2
Descriptive Statistics

	Mean	Std. Dev.
Work Environment	4.4	0.38
Leadership Style	4.40	0.41
Job Satisfaction	4.32	0.38
Employee Performance	4.46	0.41

Multiple Regression

Using the statistical program STATA, a multiple regression model using the dependent variable, employee performance with the independent variables which are leadership styles, job satisfaction and working environment. The results presented below indicate that all three independent variables are statistically significant to employee performance as a result of their respective p values obtaining a value below the 0.05 threshold. The model also shows that 56% of the variation in Employee Performance is explained by the three independent variables. Collectively, Job satisfaction is the leading significant variable as it increases employee productivity by 0.72. While on the other hand, working environment may be significant but it is quite low with a value of 0.043, which is quite near the 0.05 threshold. The coefficient of the latter is -0.09, which would mean work environment has an inverse relationship with employee productivity. This may be used by the researchers as an area for improvement through recommendations for Asian Terminals Incorporated.

Table 3
Multiple Linear Regression Results

		Prob > F	0.000
		Adj. R-Squared	0.5629
Employee Performance	Coefficient	Std. Error	P > t
Leadership Styles	0.1481069	0.052958	0.006
Job Satisfaction	0.7218395	0.0586367	0.000
Work Environment	-0.0930045	0.0457998	0.043

Summary of Findings

It was shown that all the independent variables - Work Environment, Leadership Style, and Job Satisfaction - are relevant to Employee Productivity. Work Environment shows positive relationship with Employee Performance when regressed individually but when other variables are considered, the multiple regression shows that work environment negatively affects Employee Performance; the results also show that Work Environment has a positive correlation with the dependent variable. Leadership Style displays a high degree of correlation with the dependent variable, furthermore, simple regression and multiple regression shows a positive impact of Leadership Style to Employee Performance. Lastly, Job Satisfaction shows a high degree of correlation as well as having a positive impact on Employee Performance as evident in the simple regression and multiple regression results. Summarized below are all the hypotheses for the study with corresponding results gained from the study:

Table 4
Hypothesis Testing

	Hypothesis	Ruling	Basic
1	H ₀ : The influence of job satisfaction on the performance of the employees of South Harbor Manila are inversely correlated	Reject H₀	α = 0.7423
	H _A : The influence of job satisfaction on the performance of the employees of South Harbor Manila are positively correlated		
2	H ₀ : The influence of leadership Style on the performance of the employees of South Harbor Manila are inversely correlated	Reject H₀	α = 0.5816
	H _A : The influence of leadership Style on the performance of the employees of South Harbor Manila are positively correlated		
3	H ₀ : The influence of the quality of the Workplace Environment on the performance of the employees of South Harbor Manila are inversely correlated	Reject H₀	α = 0.2584
	H _A : The influence of the quality of the Workplace Environment on the performance of the employees of South Harbor Manila are positively correlated		
4	H ₀ : The average grade of the employees of South Harbor Manila for Job Satisfaction, Leadership Style, and the quality of the Workplace Environment are the same.	Reject H₀	
	H _A : The average grade of the employees of South Harbor Manila for Job Satisfaction, Leadership Style, and the quality of the Workplace Environment are not the same.		
5	H ₀ : Job Satisfaction has no significant relationship on the performance of the employees of South Harbor Manila	Reject H₀	p = 0.000
	H _A : Job Satisfaction has a significant relationship on the performance of the employees of South Harbor Manila		
6	H ₀ : Leadership Style has no significant relationship on the performance of the employees of South Harbor Manila	Reject H₀	p = 0.000
	H _A : Leadership Style has a significant relationship on the performance of the employees of South Harbor Manila		
7	H ₀ : The quality of the Workplace Environment has no significant relationship on the	Reject H₀	p = 0.000

	performance of the employees of South Harbor Manila		
	H _A : The quality of the Workplace Environment has a significant relationship on the performance of the employees of South Harbor Manila		
8	H ₀ : Collectively, Job satisfaction, Leadership Style, and the quality of the Workplace Environment have no significant relationship on the performance of the employees of South Harbor Manila	Reject H₀	Leadership Style: p = 0.006
	H _A : Collectively, Job satisfaction, Leadership Style, and the quality of the Workplace Environment have a significant relationship on the performance of the employees of South Harbor Manila		Job Satisfaction: p = 0.000
			Work Environment: p = 0.043

Conclusion

The impact of the quality of work environment, leadership style, and job satisfaction on employee performance is analyzed using relevant data gathered from the perception of the employees in Asian Terminals Inc. In line with the objectives formulated in the early chapters of the paper, the researchers were able to conclude by answering the research problems.

“What is the effect of job satisfaction, leadership style, and working environment on the employee productivity of the employees of South Harbor Manila?” Furthermore, we want to know if there is a statistically significant relationship between the variables.

Individually, there was a statistically significant relationship between the variables. Inferential analysis showed that collectively, the variables had a significant relationship, still. As for the impact of the independent variables, both job satisfaction and leadership style had a positive relationship to employee performance. Working environment, on the other hand, had a negative relationship with employee performance. An increase in the surrounding working environment lowers employee productivity. It is concluded that if the workers notice that management provide them with better resting facilities, they are to become more relaxed at the company and will then become “lazy”. While the two variable, Job Satisfaction and Leadership Style will have a positive effect. If management looks at the sub variables of these variables, they can increase the motivation of their employees for them to have a better performance. An example that the company can do is to give incentives, a welcoming community and a management that listen to the employees.

What is the level of correlation between job satisfaction and employee performance in the South Harbor of Manila?

It is said that the level of correlation is in a high degree if the coefficient value obtained lies between +0.50 and +1. The results from Pearson’s Correlation yielded a value of 0.7423 for job satisfaction and employee performance. Based on the value obtained, it signifies that the degree of correlation is at a high degree, meaning that the job satisfaction and employee performance are strongly correlated. This is true as most employees choose their jobs based on

their individual preferences. Once an employee acquires a job, their satisfaction with the company is what pushes to work at their best so the relationship between these variables are naturally quite high.

What is the level of correlation between leadership style and employee performance in the South Harbor of Manila?

It has been stated that the level of correlation is in a high degree if the coefficient value obtained lies between +0.50 and +1. The results from Pearson's Correlation yielded a value of 0.5816 for leadership style and employee performance. Based on the value obtained, it signifies that the degree of correlation is at a high degree, meaning the leadership style and employee performance are strongly correlated. It is also known to be highly correlated because leadership from managers and employees go together when performing in a business. The guidance and wisdom a leader can impart upon their subordinates is crucial to their development and performance at the company.

What is the level of correlation between the quality of workplace environment and employee performance in the South Harbor of Manila?

The level of correlation is in a low degree if the coefficient value obtained lies under or below +0.29. The results from Pearson's Correlation yielded a value of 0.2584 for workplace environment and employee performance. Based on the value obtained, it signifies that the degree of correlation is at a low degree, meaning the workplace environment and employee performance have a small correlation. With regards to the port industry, almost every employee knows that working in this type of industry places them in many high-risk environments and they fully understand the implications this shows. The low relationship of the variables means that in Asian Terminals Incorporated, employees do not see their performance affected much by their workplace environment.

What is the effect of job satisfaction on the performance of the employees in the South Harbor of Manila?

Job Satisfaction plays a pivotal role in enhancing Employee Productivity, as seen in the linear regression results. Analysis shows that an increase in an employee's job satisfaction leads to employee productivity going up by 79%. Previous literature has supported this as Mabaso and Dlamini (2017) stated that an employee will continuously be productive and committed when they are satisfied. From the means of the survey questions, it shows that the employees are keen on work competence as this shows when they are shown what is needed to be done, they have the willingness and determination to finish the assigned tasks for the company to thrive. As job satisfaction is mostly present in those that have stayed less than a year and those below 20, it is clear that the benefits and compensation offered by Asian Terminals Incorporated cater to them through higher than expected wages and the work being focused on the physical capabilities on an individual, the younger employees are more attracted to this type of job that provides physical labor for wages that meet their needs. Also, for recommendations the researchers may focus on the work motivation as this variable of job satisfaction had the lowest means under job satisfaction.

What is the effect of leadership style on the performance of the employees in the South Harbor of Manila?

As leadership styles vary, Asian Terminals Incorporated values job satisfaction the most among the other variables and is also the most statistically significant. From the linear regression results, it was found that leadership styles increase employee performance to about 57% which would be beneficial to Asian Terminals Incorporated. This signifies that the senior management can properly communicate and command proper authority among the employees to show them they are approachable and at the same time strict and disciplined when the operations of the business need focus. From the means of the survey questions, the employees highly respond to transformational leadership styles which mean that their managers engage with them on an emotional level. From the literature review, managers influence their workers positively and the employees then appreciate the behaviors of their superiors, thus making them want to prove themselves through their productivity.

What is the effect of the quality of workplace environment on employee performance in the South Harbor of Manila?

Analysis of the linear regression of workplace environment and employee productivity show that a p-value of 0.0 represents strong significance between the two. The coefficient that was shown along with the p-value signifies that an improvement in workplace environment increases the employee performance of the workers by 0.28. The researchers have concluded that providing a suitable and pleasant working environment that supports worker comfortability and strong team collaboration improves the worker's efficiency as port operations require numerous amounts of team-related operations. Based from survey questions, meaningful communication is a strong suit in Asian Terminals Incorporated therefore, it can be said that all employees can communicate well with each other and can fully understand and respect one another.

Based on the results of the study, does job satisfaction, leadership style, and the quality of workplace environment collectively impact the employee performance in the South Harbor of Manila?

Based off the results from the multiple regression model conducted on STATA, job satisfaction, leadership style and workplace environment were collectively used in regression with employee productivity. All three variables have a p-value that is below the 0.05 threshold allowed for error, therefore they are all significant to employee productivity. Job satisfaction with the highest p-value of 0.0, signifies that it is the most significant among the three and with its coefficient of 0.72, this shows that an improvement in job satisfaction increase employee productivity by 0.72. It can also be observed that as work environment is also significant, its p-value is quite low with a value of 0.04. With the coefficient presented with the variable, it can be said that an increase in the surrounding workplace environment leads to a decrease in employee productivity by -0.09. This can be used by the researchers as an area of recommendation to further development productivity through better workplace surroundings.

Is there a statistically significant difference between job satisfaction, leadership style, and the quality of the workplace environment?

Through the use of Pearson's Correlation, the researchers have determined that when comparing the correlation coefficient of each variable with one another, it was determined that

the workplace environment had a statistically significant difference with all the variables as its values are quite distant from the values of the other variables.

Limitations and Recommendations for Future Research

The researchers will be conducting a study that is solely focused on the management and employees of Asian Terminals Incorporated in the South Harbor Manila. The data that will be used to measure employee productivity are data about the workplace environment, job satisfaction, and leadership styles of the organization, which will be obtained through the data gathered from the survey questionnaires given to the employees. Several survey questions have been adapted from past literature that investigated the same variables, not necessarily in the same industry. Data will also come from the contact persons that the company has assigned to the group for interviews. Numbers that will be obtained correspond to the responses of employees exclusively in the South Harbor Manila and the duration of data analysis and gathering will happen over 7 months beginning in May of 2019 and concluding in December 2019. Future researchers can compare this study to other studies done in other ports, they can also replicate the framework for a better comparison.

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