



REBUPLIC OF TÜRKİYE

OSTİM TECHNICAL UNIVERITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

**“THE IMPACT OF WORK ENVIRONMENT ON EMPLOYEE SATISFACTION AT THE
EMBASSY OF THE FEDERAL REPUBLIC OF SOMALIA IN ANKARA TURKEY”**

**GRADUATION PROJECT
ECONOMICS**

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ANKARA 2026

RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE BACHELOR OF ECONOMICS

OSTİM TECHNICAL UNIVERSITY

JUNE, 2026

SUPERVISOR'S APPROVAL

This research titled “The Impact of Work Environment in Enhancing Employee Satisfaction at the Somali Embassy in Turkey” has been reviewed and approved as a partial fulfillment of the requirements for the award of a Bachelor's Degree.

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STUDENTS'S DECLARATION

I hereby declare that this research titled “The Impact of Work Environment in Enhancing Employee

Satisfaction at the Somali Embassy in Turkey” is my original work and has not been submitted to any other university or institution for the award of any degree or diploma. All sources of information used in this study have been properly acknowledged and referenced.

Student Name: _____

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Date _____

ACKNOWLEDGEMENT

First of all, thanks to the one Allah who facilitated this proposal for us, and without the harness of our lord, we would not have done this work perfectly.

Second: special thanks to our teacher and supervisor Assoc. Prof. Bahar Erdal who helped us to complete this proposal morally and intellectually with our warm regards.

Last but not least we appreciate our group of Economics Department for the stimulating discussions, for the sleepless nights we were working together before deadlines, and for all the fun we have had in the past few months. We always encouraged one another to keep going on.

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LIST OF ABBREVIATIONS AND ACRONYMS

ABBREVIATION / ACRONYM	FULL MEANING
WE	Work Environment
PWE	Physical Work Environment
SWE	Social Work Environment
PsyWE	Psychological Work Environment
ES	Employee Satisfaction
HR	Human Resources
HRM	Human Resource Management
IV	Independent Variable
DV	Dependent Variable
SPSS	Statistical Package for the Social Sciences
USA	United States of America
UN	United Nations

Abstract

Summary: The main concept of this study was to examine the impact of the work environment on enhancing employee satisfaction at the Somali Embassy in Turkey. The study specifically aimed to analyze how physical, social, and psychological work environments influence employees' motivation, productivity, and overall job satisfaction within the organization.

The study also found that the social and psychological aspects of the work environment play a crucial role in shaping employees' attitudes toward their jobs.

The study concludes that the work environment is a key factor in enhancing employee satisfaction and organizational effectiveness. Organizations, including diplomatic institutions such as the Somali Embassy in Turkey, should prioritize creating a positive physical, social, and psychological work environment to improve employee morale, performance, and institutional productivity. A supportive work environment ultimately contributes to long-term organizational success.

CHAPTER ONE

INTRODUCTION

Background of the Study

This chapter provides the background information about research area to the readers, background of the study, statement of the problem, purpose, and objectives of the study, significance of the study, scope, hypothesis and definition of terms.

1.1. Background of the study

The work environment is one of the most important factors influencing employee performance, motivation, and satisfaction in modern organizations. Organizations that provide a supportive and well-structured work environment tend to achieve higher productivity, commitment, and organizational effectiveness. A healthy work environment enhances employees' physical comfort, psychological well-being, and social relationships within the workplace.

Employee satisfaction refers to the positive emotional state employees experience when they feel content with their job roles, working conditions, leadership support, and organizational policies. According to Locke (1976), job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job experiences.

Work environment refers to the physical and psychological conditions in which employees carry out their duties, including workplace facilities, safety, organizational culture, and interpersonal relationships that influence employee performance and well-being (Chandrasekar, 2011).

Work environment is the combination of internal organizational factors such as leadership style, communication systems, teamwork, and overall organizational climate that shape employees' attitudes, motivation, and productivity (Stringer, 2002).

Work environment includes all surrounding conditions and influences in the workplace—both tangible elements like equipment and office space, and intangible elements such as support, morale, and management practices—that affect job satisfaction and effectiveness (Briner, 2000). In diplomatic institutions such as the Somali Embassy in Turkey, maintaining a professional and supportive work environment is essential because employees are responsible

for representing the country and delivering official services. Therefore, improving the work environment may significantly enhance employee satisfaction and organizational performance.

1.2. Problem statement

Despite the importance of workplace conditions, many organizations face challenges related to inadequate facilities, ineffective leadership, poor communication, and limited development opportunities. These challenges may reduce employee motivation and satisfaction.

Although work environment and employee satisfaction have been widely studied globally, limited research has focused on Somali diplomatic institutions. Therefore, this study aims to examine the impact of the work environment on employee satisfaction at the Somali Embassy in Turkey.

Global Problem Statement, organizations across different sectors continue to experience challenges related to poor work environments. These challenges include inadequate physical facilities, ineffective leadership styles, lack of clear communication systems, limited employee recognition, and insufficient psychological support. Such conditions often lead to decreased employee motivation, low job satisfaction, reduced productivity, and increased turnover rates. Studies in organizational behavior show that when employees operate in supportive and well-structured environments, their commitment and performance significantly improve. Therefore, improving workplace conditions has become a global priority for enhancing employee satisfaction and organizational success (Robbins & Judge, 2017).

Continental Problem Statement (Africa): Across the African continent, many public institutions and organizations face structural and managerial challenges that affect the quality of their work environments. Common issues include limited resources, overcrowded offices, weak infrastructure, poor management practices, and limited professional development opportunities. These factors often contribute to employee stress, dissatisfaction, and reduced efficiency. In many African countries, workplace environment improvements are still developing, and research indicates that enhancing physical safety, leadership quality, and communication systems can significantly improve employee morale and performance. Addressing these challenges is essential for strengthening institutional effectiveness and service delivery across the continent (World Health Organization [WHO], 2010).

Regional / Somalia Context in Somalia, particularly within governmental and diplomatic institutions such as embassies, research on work environment and employee satisfaction remains limited. Many institutions operate under challenging conditions that may include resource constraints, limited training opportunities, and varying leadership practices. For diplomatic missions like the Somali Embassy in Turkey, maintaining a professional, secure, and supportive work environment is essential because employees represent the country internationally and provide important consular services. If workplace conditions are not adequately managed, employees may

experience reduced motivation and lower satisfaction, which can affect organizational performance. Therefore, there is a clear need to examine how the work environment influences employee satisfaction within the Somali diplomatic context (Armstrong, 2020).

1.3. Objectives of the Study

1.3.1. General Objective

To examine the impact of the work environment in enhancing employee satisfaction at the Somali Embassy in Turkey

1.3.2. Specific Objectives

The study was guided by the following specific objectives:

- 1) To examine the physical work environment and in enhancing employee satisfaction at the Somali Embassy in Turkey.
- 2) To analyze the social work environment on in enhancing employee satisfaction at the Somali Embassy in Turkey
- 3) To assess the psychological work environment on in enhancing employee satisfaction at the Somali Embassy in Turkey

1.3.3: Research Questions

1.3.4: General Research Questions

How does the work environment influence employee satisfaction?

1.3.5 Specific Research Questions

- 2: Why physical environment affects employee satisfaction?
- 3: What is the effect of social environment among satisfaction?
- 3: How does the psychological environment affect satisfaction?

1.4. Scope of the study

1.4.1. Geographical scope

This study was conducted in Somali Embassy in Turkey.

This area was selected since it is the home of the researcher. The study focuses on the impact of work environment on employee satisfaction at the Somali Embassy in Turkey, examining physical, social, and psychological factors.

1.4.2. Time scope

This study was carried out to cover the period between 3/3/ 2026 and 23/2/ 2026.

1.5. Definitions of Key Terms

Work environment refers to the physical, social, and psychological conditions in which employees perform their

duties (Armstrong, 2020).

Employee satisfaction is the positive emotional response individuals have toward their job and workplace experiences (Locke, 1976).

The physical work environment includes tangible workplace conditions such as lighting, ventilation, safety, equipment, and office design (World Health Organization [WHO], 2010).

Social Work Environment refers to interpersonal relationships, teamwork, communication, and leadership support within an organization (Robbins & Judge, 2017).

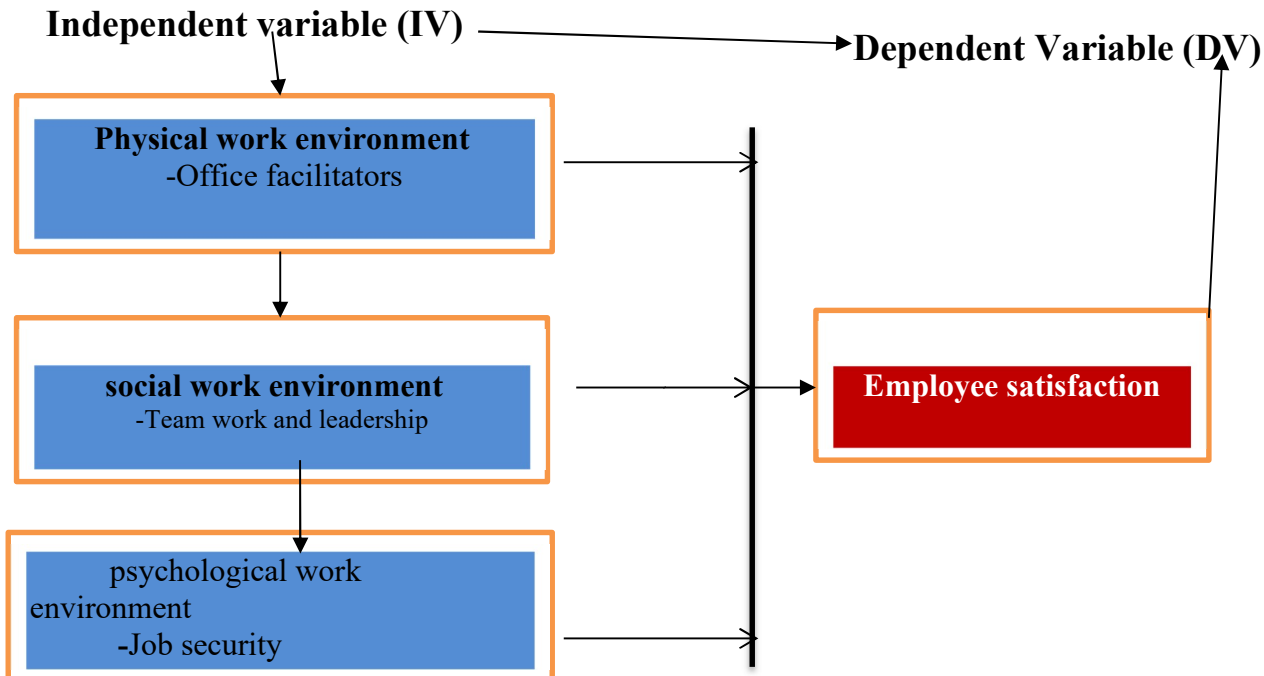
The psychological work environment involves employees' mental and emotional experiences, including motivation, recognition, and job security (Herzberg, 1966).

1.6. Conceptual Framework

Conceptual Framework

A conceptual framework is a diagrammatic representation of the study variables under consideration. The figure shows the hypothesized effects of effects of impact of the work environment in enhancing employee satisfaction at the Somali Embassy in Turkey. The work environment in enhancing by employee satisfaction are Physical work environment, social work environment, and psychological work environment all these strategies combined are assumed to have impact of the work environment in enhancing employee satisfaction as shown in

Figure: 1.6.



CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presents literature review of the study of the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in turkey. And it summarizes the information from other researchers who have approved out their research in the same field of study in line with the study objectives. This chapter reviews theoretical and empirical literature related to work environment and employee satisfaction. It provides a foundation for understanding the relationship between the study variables.

2.2 Theoretical Review

2.2.1 Herzberg's Two-Factor Theory

Herzberg (1966) proposed that job satisfaction is influenced by hygiene factors (e.g., working conditions, salary) and motivators (e.g., recognition, achievement). Poor working conditions may cause dissatisfaction, while positive factors improve satisfaction.

2.1. Physical Work Environment and Employee Satisfaction

Physical work environment refers to the tangible and visible conditions in which employees perform their daily tasks within an organization. It includes elements such as office layout, lighting, temperature, ventilation, noise level, safety measures, and the availability of tools and equipment necessary for performing job responsibilities. These physical conditions play a crucial role in determining employees' comfort, health, and productivity at the workplace. According to Chandrasekar (2011), the physical work environment significantly influences employee performance and satisfaction because employees spend a considerable amount of their time within these surroundings.

A well-designed physical work environment contributes to improving employees' efficiency and motivation. For instance, proper lighting, comfortable furniture, and a clean workspace can help employees concentrate better on their tasks and reduce fatigue during working hours. On the other hand, poor physical conditions such as overcrowded offices, inadequate lighting, or excessive noise can lead to stress, reduced concentration, and lower job

satisfaction. As stated by Robbins and Judge (2017), employees tend to perform better in workplaces that provide safe, comfortable, and supportive physical conditions.

Furthermore, workplace safety is an important component of the physical work environment. Organizations are responsible for ensuring that employees work in environments that protect them from hazards, accidents, and health risks. This includes providing appropriate safety equipment, maintaining hygienic conditions, and ensuring proper emergency measures. When employees feel physically safe and secure in their workplace, they are more likely to demonstrate higher levels of commitment and satisfaction (Dessler, 2019).

In addition, modern organizations are increasingly focusing on improving workplace design to enhance employees' well-being and productivity. Open office layouts, ergonomic furniture, proper air circulation, and access to modern technological equipment are some of the strategies used to create a positive physical work environment. Such improvements not only enhance employees' comfort but also encourage collaboration and communication among workers (McShane & Von Glinow, 2020).

Overall, the physical work environment is a fundamental factor that influences employees' attitudes toward their jobs and the organization. A supportive physical workplace helps reduce work-related stress, improves employee health, and increases job satisfaction. Therefore, organizations must pay attention to the quality of the physical environment in order to create a productive and satisfied workforce. The physical work environment includes office design, lighting, ventilation, temperature, safety equipment, workspace arrangement, and cleanliness. According to the World Health Organization (WHO, 2010), healthy workplace conditions reduce stress and improve productivity. Proper physical conditions help employees concentrate better and reduce fatigue. A safe workplace also prevents accidents and occupational diseases. Studies indicate that environmental factors such as noise and poor lighting can negatively affect employee performance (Ivancevich, Konopaske, & Matteson, 2014). Therefore, improving physical conditions is important for enhancing job satisfaction.

2.2: Social work environment and Employee Satisfaction

Social work environment refers to the interpersonal relationships and social interactions that exist among employees within an organization. It includes communication patterns, teamwork, leadership support, respect among colleagues, and the general social climate of the workplace. A positive social work environment encourages cooperation, trust, and mutual understanding among employees, which ultimately contributes to higher job satisfaction and organizational productivity (Robbins & Judge, 2017).

In many organizations, the social aspect of the work environment is considered just as important as the physical conditions of the workplace. Employees who experience supportive relationships with supervisors and coworkers tend to feel valued and motivated. When workers feel respected and included in organizational activities, they develop a stronger sense of belonging and commitment to the organization. This supportive social climate improves morale and helps reduce workplace stress and conflicts (Kreitner & Kinicki, 2014). Furthermore, effective communication is a key component of a healthy social work environment. Open communication allows employees to share ideas, solve problems collaboratively, and express concerns without fear. Managers who encourage communication and teamwork often create a more harmonious workplace where employees can perform their duties effectively. Such environments also enhance employee engagement and strengthen cooperation between different departments within the organization (Armstrong, 2016). In addition, social support in the workplace plays a significant role in enhancing employee satisfaction. When employees receive encouragement, recognition, and assistance from colleagues and supervisors, they are more likely to feel confident and satisfied with their work. Social support also helps employees cope with work pressure and challenges, making them more resilient and productive. Therefore, organizations that promote teamwork, mutual respect, and strong interpersonal relationships often achieve better employee satisfaction and organizational success (Spector, 1997)

2.3. Psychological Work environment and Employee Satisfaction

Psychological work environment refers to the mental and emotional conditions that employees experience in the workplace. It includes factors such as stress levels, job security, motivation, recognition, autonomy, and the general emotional climate of the organization. A positive psychological work environment allows employees to feel safe, valued, and motivated while performing their duties. When employees experience psychological comfort at work, they are more likely to demonstrate higher productivity, commitment, and job satisfaction (Spector, 1997). A supportive psychological environment helps employees manage work-related stress and maintain emotional well-being. In organizations where employees feel appreciated and respected, they develop positive attitudes toward their work and the organization. This emotional stability enables employees to focus on their tasks effectively and improves overall organizational performance. Conversely, workplaces characterized by excessive pressure, lack of recognition, and poor management practices often lead to dissatisfaction, burnout, and decreased productivity among employees (Robbins & Judge, 2017). Managers who provide constructive feedback and recognize employee achievements contribute significantly to a positive psychological environment that promotes satisfaction and engagement (Armstrong, 2016). Trust in leadership also encourages employees to express ideas and participate in decision-making processes, which strengthens their sense of belonging within the organization (Kreitner & Kinicki, 2014).

2.5 Summary of the Literature

This chapter reviewed the literature related to work environment and employee satisfaction. It explained the main components of the work environment, including physical, social, and psychological factors that influence employees' attitudes and performance. The chapter highlighted that a supportive work environment improves motivation, productivity, and job satisfaction. Previous studies also show that organizations with a positive work environment tend to achieve higher employee satisfaction. Therefore, improving the work environment is essential for organizational success and employee well-being.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology. A research methodology is a detailed process used to answer research questions. It describes the research design, population, sampling, data collection and analysis techniques that were used in the study. It also describes validity and reliability control techniques as well as ethical matters in the study

3.2 Research Area

This study will be conducted the Embassy of the Federal Republic of Somalia in Ankara.

3.3 Research Design

The study adopted a cross-sectional study design. Cross-sectional information gathered represents what is going on at a particular point in time.

Quantitative data focuses on descriptive and inferential statistics. This approach produced results in form of tables, figures and graphs which were the basis for discussion and conclusions about the findings.

The analysis of Quantitative data provided the basis for in — depth understanding of the situation under study.

Study Population

3.4.1 Target Population

The population of the study we will conduct from the Embassy of the Federal Republic of Somalia in Ankara. The total population that we study is according our time and cost so that we made to collect our in an accessible population.

3.4.1 Accessible Population

Since the researcher not be reach the whole target population, accessible population will different from the target population. So that we will select target population in 70 of an accessible population.

3.4 Sample and Sampling

3.5.1 Sample Size

The sample size will be 70 respondents. The sample has been determined according to tables of samples of (Selmn, 2005) in (Appendix D). This table allows the choice between different levels of margins of error and

confidence levels and recommends a sample of 70 for a population of 85 at level of confidence 95% and 5% margin error (Morgan & Slovene, 1982)

Slovene's Formula

$$N = \frac{N}{1 + N (0.05)^2} = \frac{85}{1 + 85(0.0025)} = 70$$

Sampling Techniques

The study used purposive sampling, stratified sampling and convenience sampling techniques to select the sample. Purposive sampling was to subjectively select four parts of the town. Stratified sampling was used to determine that the number of respondents from each part of conducted embassy of the federal republic of Somalia in Ankara town had a chance to be part of the sample. Convenience sampling was used because all components of the population are eligible and dependent on the researcher's proximity to get involved in the sample (Kothari, 2004).

3.4 Data Collection

3.6.1 Data Collection Methods

The study used questionnaires method to collect data. Questionnaire will used because of the large sample size involved. The questionnaire technique provided adequate time to the respondents to work at their pace without pressure from the interviewer. This ensured that they provided thoughtful answers to the issues raised and thereby ensure high response validity.

3.6.2 Data Collection Instruments

The data collection instrument was semi-structured questionnaire (Appendix) semi-structured questionnaire enabled the researcher to collect both qualitative and quantitative data this permitted a detailed description of impacts of financial management practice. Semi-structured questionnaire was used to collect data. The semi structured questionnaire enabled the researcher to collect both quantitative and information which allowed a more detailed description for among respondents (George, 2011). Semi-structured questionnaire focused on, conducted embassy of the federal republic of Somalia in Ankara.

3.6.3 Research Procedures

The researcher developed a proposal under the guidance of supervisor. He sought permission from the school of Economics of OSTİM Technical University. Once the instruments are validated, the researcher proceeded to collect data from 70 conducted embassy of the federal republic of Somalia in Ankara. After the instruments validation and permission is granted, the researcher was proceeding to collect data from 70 respondents.

3.4 Quality Control

3.7.1 Piloting

The instruments were piloted in our supervisor, because the Data will conduct embassy of the federal republic of Somalia in Ankara. During piloting, the researcher sought to attain a validity and reliability tool rates of 0.70. This is the lowest validity and reliability index allowed in social science research. Pilot is important because it gave the researcher advance warning about where the research instrument could fail, where research protocols may not be followed, or whether instrument are too complicated (Wlena,2014).

3.7.2 Validity of Instruments

Validity refers to how well a test measure is. Therefore, validity issue was addressed by assessing the questionnaires by giving it to 2 assessors who are expert to the field to ascertain the validity of the data collection tools each item on the 1-4 scale were 1 = is Not Relevant (NR), 2 = is Somewhat Relevant (SWR), 3 = is Quite Relevant (QR) and 4 = is the Very Relevant. Content validity of a questionnaire is the area to which an instrument accurately addresses objectives, questions, or the extent to which an instrument actually measures what it is intended to measure (Ranjit, 2011). The results summarized in Table 1 Table 1. *Note*. Shaded area reflects 3 and 4 which are the items rated quite relevant and very relevant by judges one and judge two. Validity was determined from items rated 3 and 4 by both judges as $CVI = n_{3/4}/N$: where $n_{3/4}$, is items rated relevant and very relevant by both judges, and N is the total number of items: $CVI = 10/13 = 0.77$. A validity index of 0.77 was reported. This was an accepted to measure because it was higher than 0.7, a value recommended by social science.

3.7.3 Reliability of Instruments

The test-re-test method was used to assess reliability test-retest reliability Is a statistical technique used to estimated components of measurement error by repeating the measurement process on the same subjects, under conditions as similar as possible, and comparing the observations using statistical techniques (Hendrickson, 1993). The instruments were administered twice to the same pilot sample of 70 respondents conducted embassy of the federal republic of Somalia in Ankara. within an interval of 14 days. All responses at first phase were coded 1. The responses of each respondent were added to obtain the total score of a respondent on the instrument. After 14 days, the same questionnaire was administered to the same of format. All responses were coded such that if a respondents $T_2 - T_1 / T_1$ provided the same response to the same item, it was coded 1 and if the response differed from first response, it was coded 2. The reliability was calculated using reliability formula $Y = 1 - \frac{Y - 1}{2}$

respons

$$\frac{T_2 - T_1}{T_1}$$

$594/594 = 0.94$ or 94% .Where T1 is the sum of test 1 scores and T 2 score(Appendix G). Thus, the reliability index of 94% was reported.

3.8 Data Analysis: The study used descriptive statistics - percentage to analyze the data. Percentage is a portion of a whole expressed as a number between 0 and 100 rather than as a fraction (Mann, 2017). Percentage is preferred than others because it is accurate, provide result in the form of parts per hundred that is usually more readily understandable than others such as counts (William & Trochim, 2012). Data was analyzed at 5% margin of error, 95% confidence level. Data entry template was developed using statistic package the social science (SPSS). Data was entered using SPSS (version 20).

3.9 Ethical Considerations

The researcher informed all participants of the intentions of the study. He also analyzed the collected data professionally. Furthermore, the researcher obtained all the necessary permits from the school of Economic Administration, as well as other necessary requirements to ensure that the study does not break any ethical obligation. Besides that, the researcher confirmed that all information received from the participants would never be shared by other parties or people.

CHAPTER FOUR

DATA PRESENTATION, FINDINGS, RESULTS AND DISCUSSION

This chapter presents the analysis of data, and their interpretation. The data analysis and interpretation were based on the research questions as well as research objectives.

This research is divided into two parts. The first part presents profile of the respondents such as age, gender, marital status, education, while the second part of the deals with, interpretation and analysis of the research question and objectives by using SPSS the following pages are the data presentations of research findings profile of respondents.

4.1 Introduction

This chapter presents findings and results of the study on the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara.

The impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara.

Was characterized as physical work effect on work environment, social work on work environment and psychological work on work environment. This section makes analysis and presents results and findings along the themes work environment on employee satisfaction, the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara

4.2 Demographic Characteristics of Respondents

The demographic information was collected on age, marital status, and area of residence and level of education of respondents. Demographic data is presented to enable reader assesses the representativeness of the data and its applicability to their populations of interest. Data on demographic factors was organized using percentages technique as summarized in the following subsections.

4.2.1: Distribution of Respondents by Residence

The respondents were also asked to indicate their areas of residence. This was intended as a measure of how team communication was distributed in the sample in relation to the population. They responded as summarized in Figure 2.

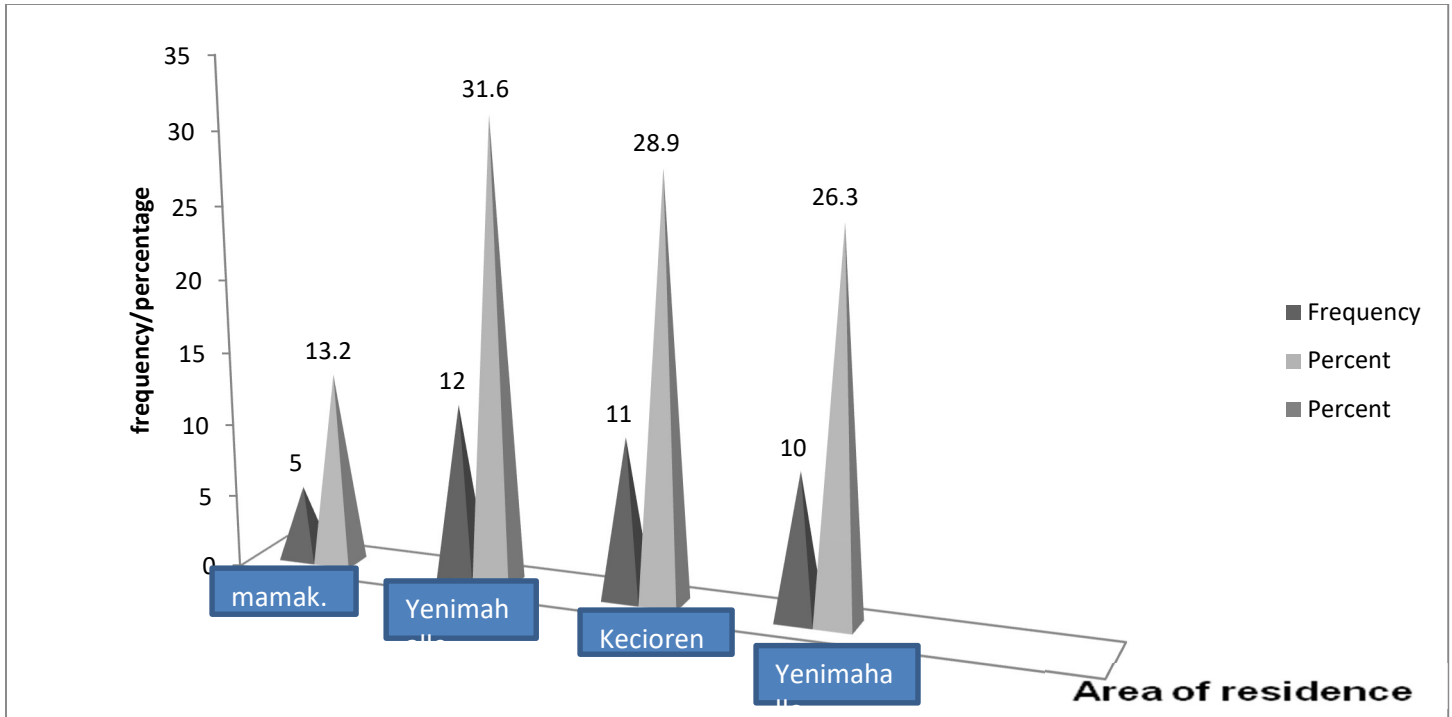


Figure 2 shows the distribution of respondents by area of residence. 31.6% of the respondents were from Beynam, 28.9% of the respondents were from Kecioren, 26.3% were from Yenimahalle, whereas 13.2% of the respondents were from mamak. Which is the area in which majority of the respondent came from.

4.2.2 Age Category of Respondents

Respondents were asked to indicate their ages. It was necessary to determine whether age sets were related to social work environment by Embase of Ankara Town. They responded as summarized in Figure 3.

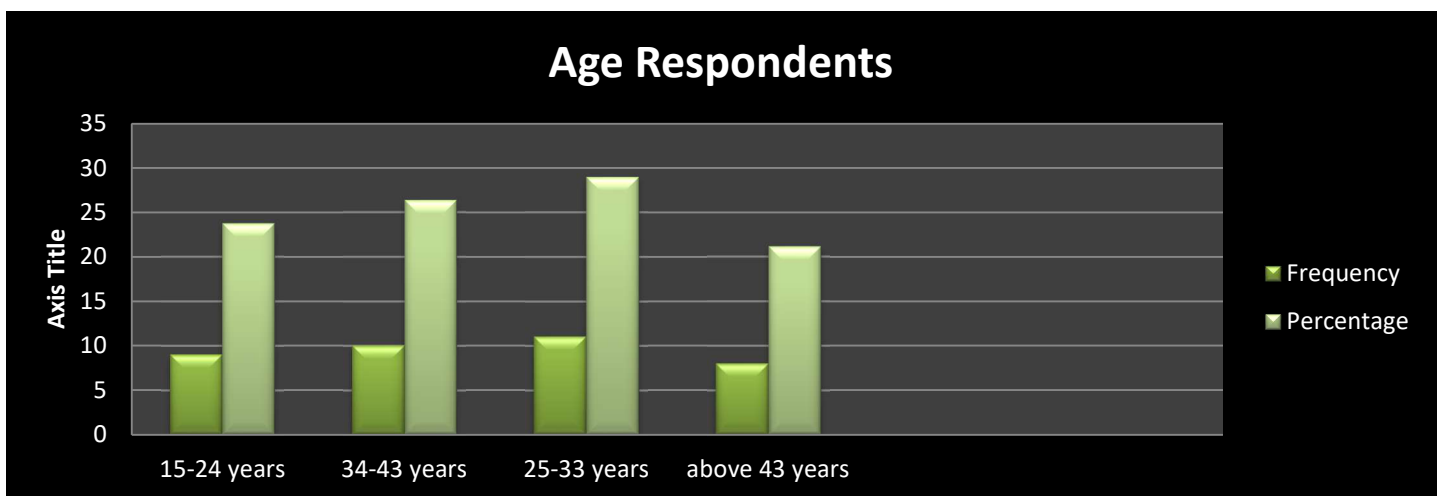


Figure 3. Age Category of the respondent.

Figure 3 shows age category of respondents. It shows that 30% of the study participants were aged 30- 40years

while 27% were aged between 45-50 years, 24% were aged 20-30 years.

This shows that the study captured a well of respondents who were within the age (30 – 40 years).

4.2.3 Distribution of Respondents by Marital Status

The respondents were also asked to indicate their marital status. They responded as shown in figure 4.

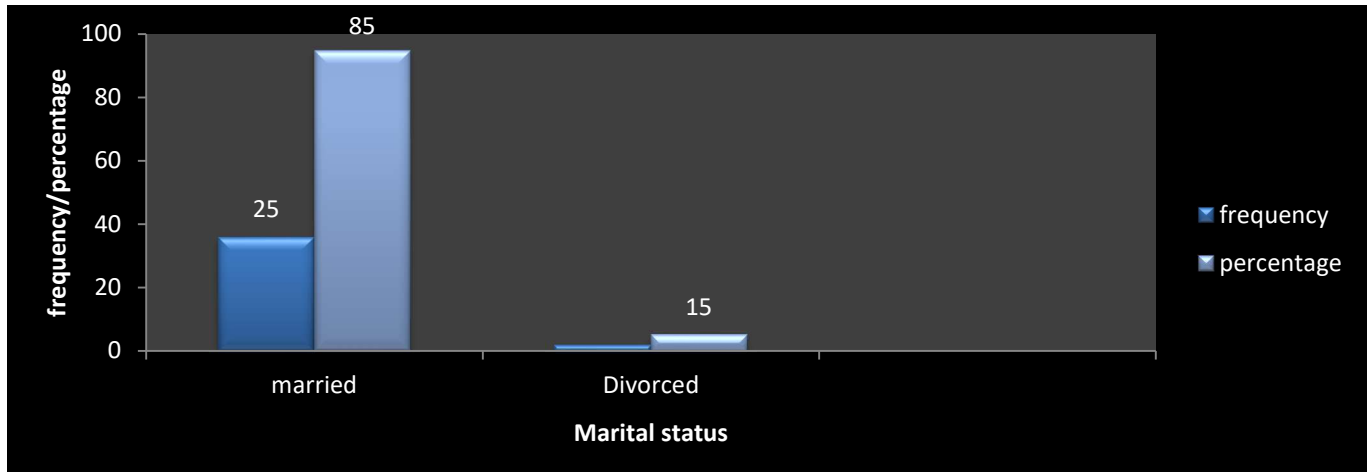


Figure 4. Distribution of the respondents by marital status

Figure 4 shows the distribution of respondents by marital status. Majority (85%) of the respondents were married and living with their spouses. Only 15% were divorced.

4.2.4 Distribution by sex of Gender

The respondents were asked the sex of their Gender. They responded as shown in figure 5

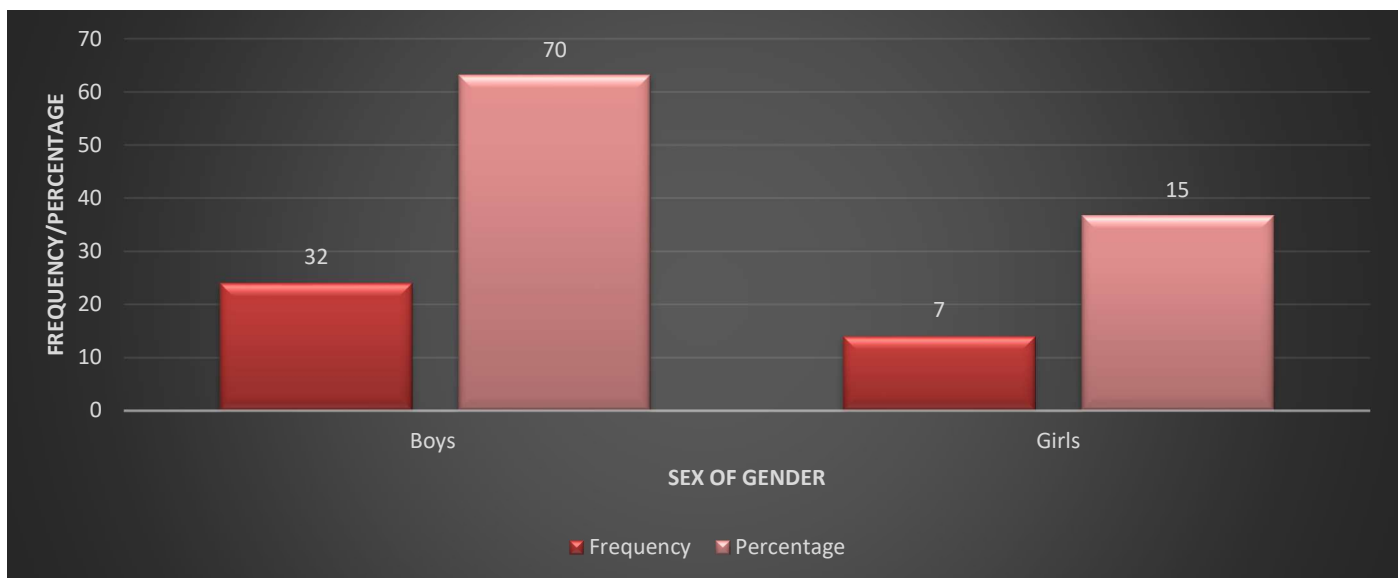


Figure 5. Sex category of The Respondents

Figure 5 shows Sex category of the Gender. It shows that majority of the 70% had male whereas only 15% had female. Sex category of the Gender.

4.2.5 Distribution of Respondents by Level of Education

The respondents were also asked to indicate their level of education. Level of education is a known facilitator of the uptake of several social services. It was therefore necessary to find out the level of education of the respondents, and if there was any significant link between education and environmental problem. They responded as shown in Figure 6.

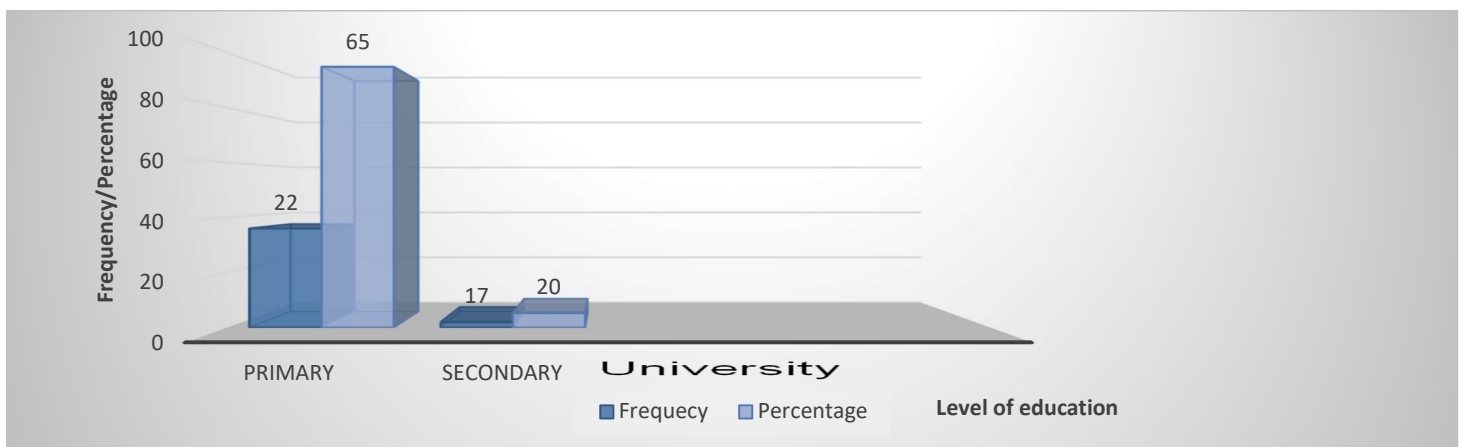


Figure 6 shows the distribution of respondents by level of education.

Figure 6 shows the distribution of respondents by their level of education. Results on education levels of the respondents showed majority that 65% of the age of the respondents had attained Secondary education while only minority 20 % had university education. Generally, majority of the respondents had Secondary education which can be regarded as normal level of education.

3.4 IMPACT OF PHYSICAL WORK ON THE WORK ENVIRONMENT

The purpose of this study was to investigate. The impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in turkey.

. To realize this purpose, the study focused on three specific objectives

What is the impact of physical work on the work environment?

What is the influence of psychological on the work environment?

What is the impacts of social work on the work environment?

4.3.2 psychological on the profitability of listed small business?

The second objective of this study was to determine psychological work the impact of work environment on

employee satisfaction at the embassy of the federal republic of Somalia in Ankara.

IN Ankara district, Turkey. There were three items used for testing physical work on a work environment scale. The scale ranges from strongly agree (5) to strongly Agree to strongly disagree (1). The results were presented in the table 2 below

Table 2: Descriptive analysis of Physical Work Environment and Employee Satisfaction

Please, kindly express your views on the following statements, by selecting one alter-native. Do not select more than one alternative on one statement.

Statement	Strongly Disagree%	Disagree %	No comment%	Agree %	Strongly Agree%
1. We have an environmental among our Business	10	10	10	25	35
2. Environment may affect whole the Business centers in the world.	30	15	10	15	25
3. Employee satisfactions mostly need for the business	20	20	5	5	40
4. All members of company need training about environmental problems and risk reduction.	16	14	20	30	20
5. Visually, the place should be beautiful.	35	15	10	20	25
6. Appearance contributes to business development and the overall income production.	20	19	20	15	25
7. The cleanliness and brightness of the business are the pillars on which the business relies.	25	25	24	15	21

The first question tested whether the respondents of the findings indicate that the majority of respondents agreed that the physical work environment significantly affects employee satisfaction. A well-maintained workplace improves productivity and contributes to organizational success.

4.3.3: the influence of social work environment and Employee Satisfaction

The second objective for this study was to establish the influence of social work environment and Employee Satisfaction. There were five items used for testing the influence of social work environment and Employee

Satisfaction Scale. The scale ranges from strongly agree (5) to strongly disagree (1). The results were presented in the table 3 below

Table 3: *Descriptive analysis of the influence of social work environment and Employee Satisfaction*

React to the following statements by selecting an alternative most applicable to you. Do not select more than one alternative on one statement

Social Work Environment and Employee Satisfaction (n = 85)

Statement	Strongly Disagree%	Disagree%	No comment%	Agree%	Strongly Agree%
1. All business is need for social employers to make customer gaining.	30	20	10	5	35
2. Social work is the most factors that can determine the production of your business.	30	15	10	15	25
3. All Business man must be social to make business growth and productive.	20	20	5	5	40
4. Employee are not allowed to take part anywhere business environmental risk management	35	20	20	25	25
5. I am personally satisfied with my job.	40	10	10	25	15
6. If a person is not satisfied with their condition, they will not make progress.	25	15	15	10	30
7. The first success comes from satisfaction with work.	21	29	15	20	25
8. I am personally satisfied with my job.	24	19	20	15	20

The results reveal that social work environment plays a significant role in employee satisfaction. Positive social relationships enhance teamwork, productivity, and overall performance.

4.3.4 Descriptive Analysis relationship Psychological Work environment and Employee Satisfaction

Psychological Work environment and Employee Satisfaction The third objective for this study was to establish Impact of Psychological Work environment and Employee Satisfaction There were three items used for testing factors influencing Work environment and Employee Satisfaction. The scale ranges from strongly agree (5) to strongly disagree (1). The results were presented in the table 3 below

Table 4

Descriptive Analysis relationship between Psychological Work environment and Employee Satisfaction

React to the following statements by selecting an alternative most applicable to you. Do not select more than one alternative on one statement

Statement	Strongly Disagree%	Disagree%	No comment%	Agree%	Strongly Agree%
1. All business is need for social employers to make customer gaining.	15	25	10	30	20
2. Social work is the most factors that can determine the production of your business.	25	25	10	15	25
3. All Business man must be social to make business growth and productive.	20	30	10	25	15
4. Employee are not allowed to take part anywhere business environmental risk management	40	10	10	15	25
5. I am personally satisfied with my job.	20	27	13	25	15
6. If a person is not satisfied with their condition, they will not make progress.	25	21	19	5	30
7. The first success comes from satisfaction with work.	4	10	20	5	15
8. I am personally satisfied with my job.	30	20	10	15	25

The findings show that psychological work environment has the strongest influence on employee satisfaction. Mental well-being, fairness, and a supportive environment are critical for better performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study investigated the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara

Data was collected from a random sample of 85 conduct from embassy of the federal republic of Somalia in Ankara. The total populations that we study was with according our time and cost so that we made to collect our in a accessible population. Data was compiled, analyzed and interpreted as reported in the previous chapter. This chapter makes a summary of conclusion and makes recommendations.

5.1: Discussion

This research paper aims to investigate the association between two factors, precisely, work environment and job satisfaction of employees. Work environment consists of the elements of the premises where employees put effort and perform their work. Job satisfaction refers to the extent of an employee's feelings of satisfaction on the job, the factors of motivation towards their work. Employee motivation and work environment are symbiotic concepts. The more satisfied and content employees feel in a particular job role and with the working environment, the more motivated employees are to manage job responsibilities effectively. Research on job satisfaction and motivation shows a positive relationship between job satisfaction and employee performance. The results of the present study have also confirmed that the performance of satisfied employees is more effective than dissatisfied employees and therefore does not affect the quality of work. Pawiro smart et al. also shows a positive correlation between job quality and employee job satisfaction. Most of the satisfied professionals were comparatively more competent and had a good knowledge of their tasks. Therefore, the present study agrees with the results of Badrianto & Ekhsan (2020) concluded that the variables work environment and job satisfaction partially and simultaneously have a positive and significant impact on employee performance. The present study also confirmed that satisfied respondents were comparatively more productive and used their personal resources more effectively and constructively than dissatisfied employees. The above results thus suggest that employee performance such as work quality, productivity and leadership qualities should improve organization obvious Consider job satisfaction factors. Idris et. Al conducted a research on the mediating role of job satisfaction on compensation, employee performance and work environment and concluded through the research that compensation had no impact on the job satisfaction and performance of an employee, and that job satisfaction couldn't mediate the compensation and employee performance. Job satisfaction was said to be a direct or indirect mediator for the relationship between work environment and employee performance. (Idris, Adi &

Southampton, 2020). Another research was conducted by Surati et. Al to analyses the effect of work discipline, job satisfaction, motivation and work environment on performance of employees at a bank in Indonesia. The results revealed that the variables of work discipline, motivation, job satisfaction and environment had an impact on the employee performance. (Surati, et. Al, 2020). Based on the results, it can be confirmed in this study that employees have high job satisfaction based on physical working environment. According to motivation, level of performance and productivity of employees are factors that are influenced by the quality of the work environment. The high level of job satisfaction among employees is a very good indicator for the organization and could lead to more success in the future. According to [2], [4], and [34], job satisfaction is an essential factor in motivating and improving employee performance. In addition, the findings are also supported by research of [35] that highlighted the importance for enterprises to recognize the benefits of a healthy atmosphere in optimizing employee satisfaction. Notably, loyalty of employee is also contributed from working environment which directly influences employee's daily work, making that good and comfortable working environment is the need of all employees [36]. Similarly, completing a task can be a source of satisfaction, thus performance is important to the individual. Furthermore, the most influential factor in the physical working environment that contributes to employee's job satisfaction is the furniture approach.

5.2: Implication

Historically the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara, Somalia in the 20st century. The results of this survey suggest that employers are encouraged to focus on several factors that affect the work environment in order to increase employee job satisfaction.

For example, the most influential factor in this study is the furniture approach, so the employer or organization needs to improve the condition of the furniture in the office. In addition, furniture should have standard features such as ergonomic furniture, storage space, and shelf options.

This gives employees a better working environment. It also encourages researchers to conduct a similar survey to include more employees as part of the respondents. Considering that this study focuses on certain places for data collection such as industrial area, facilities and working environments are usually in better condition than rural offices, which can distort results.

5.3 CONCLUSION

Job satisfaction remains one of the most important and enduring concepts in Industrial-Organizational Psychology, continuing to evolve as our understanding of work, organizations, and human behavior advances. This comprehensive examination has revealed the complex, multifaceted nature of job satisfaction, encompassing

individual differences, job characteristics, organizational factors, and environmental influences that collectively shape employee work experiences.

The theoretical foundations of job satisfaction research, from early Human Relations approaches through contemporary models like Affective Events Theory and the Job Demands-Resources Model, provide rich frameworks for understanding how satisfaction develops and changes over time. These theories demonstrate that job satisfaction is not simply a function of objective job characteristics but results from the dynamic interaction between individual traits, work experiences, and organizational contexts. The evolution from simple cause-and-effect models to complex, multilevel theories reflect growing appreciation for the sophistication required to understand and influence employee satisfaction. Individual differences play crucial roles in determining how employees experience and evaluate their work environments. Personality traits, particularly the Big Five dimensions and core self-evaluations, consistently predict satisfaction levels across diverse contexts and populations. Demographic factors including age, gender, education, and cultural background moderate satisfaction relationships, requiring tailored approaches that consider individual and group differences. The recognition that one size does not fit all represents a significant advancement in both theoretical understanding and practical application of job satisfaction research. Educational and organizational factors including leadership practices, culture, compensation systems, and physical work environments create the context within which individual satisfaction develops. Effective leadership emerges as particularly critical, with transformational leadership, high-quality leader-member exchange relationships, and participative decision-making consistently associated with higher satisfaction levels. Organizational culture and climate provide the broader framework that shapes daily work experiences, while fair and competitive compensation systems and supportive physical environments contribute to overall satisfaction. The integration of these multiple organizational factors requires systematic, comprehensive approaches to satisfaction enhancement that address the full range of employee experiences.

Contemporary challenges including remote work, gig economy growth, technological disruption, and changing generational expectations require updated approaches to understanding and managing job satisfaction. The COVID-19 pandemic accelerated many workplace transformations that have permanent implications for how satisfaction develops and can be enhanced. Organizations must adapt their satisfaction strategies to address virtual work environments, alternative employment relationships, and rapidly changing employee expectations while maintaining the fundamental principles that research has shown to be important for positive work experiences.

Social Sciences

The practical applications and interventions discussed throughout this review demonstrate that job satisfaction can be systematically assessed, understood, and enhanced through evidence-based approaches. Successful interventions require careful diagnosis of current satisfaction levels and their underlying causes, followed by targeted interventions that address the specific factors most relevant to particular contexts and populations. Job redesign, leadership development, culture change, and other interventions can significantly improve satisfaction when properly implemented and sustained over time.

Future research directions highlight the continuing evolution of job satisfaction as a field of study, with emerging areas including neuroscience applications, positive psychology approaches, and advanced technological applications. These developments promise to deepen our understanding of satisfaction processes and provide new tools for assessment and intervention. However, the rapid pace of change in work and organizations also creates ongoing challenges for researchers and practitioners seeking to maintain current and relevant understanding of satisfaction processes.

The enduring importance of job satisfaction reflects its fundamental connection to human well-being, organizational effectiveness, and societal prosperity. Satisfied employees are not only more productive and committed but also healthier, happier, and more engaged in their communities. Organizations that prioritize employee satisfaction benefit through improved performance, reduced turnover, enhanced reputation, and greater resilience in facing business challenges. Society benefits when work provides satisfaction and meaning, contributing to overall quality of life and social stability.

As we look toward the future, job satisfaction will undoubtedly continue to evolve in response to changing work environments, employee expectations, and organizational practices. However, the fundamental human needs for meaningful work, fair treatment, supportive relationships, and opportunities for growth and development are likely to remain central to satisfaction experiences. The challenge for researchers and practitioners is to continue developing our understanding and capabilities for creating work environments that satisfy these enduring human needs while adapting to the changing contexts in which work occurs.

The comprehensive body of research reviewed in this article provides a solid foundation for understanding job satisfaction, but it also reveals the complexity and ongoing challenges in this field. Success in enhancing job

satisfaction requires integration of theoretical knowledge, empirical research findings, and practical wisdom gained through experience in diverse organizational contexts. As work continues to evolve, so too must our approaches to understanding and enhancing the satisfaction that employees derive from their work experiences.

5.4 RECOMMENDATION

In view of the findings and conclusion of the study, the following recommendations are made for consideration by workplace environment to motivate and enhance the job satisfaction of its employees. The findings from the study clearly show that the design and décor of the City Hall is somehow deficient and has some negative impacts on the performance of employees. Given the state of the City Hall, any attempt to modernize the building will require a huge capital outlay and a considerable period of time. Against this backdrop, the study recommends the relocation of the head office to a purpose-built office facility that integrates high standards of office work setting. In the design and décor of the proposed new head office building, emphasis should be placed on the use of executive suites of open plan offices that inspires teamwork and collaboration. Such open plan offices, as reported in Hamilton et al. (1996), should be complemented with meeting rooms, breakout areas, isolated enclosed offices and other ancillary offices/facilities that will be essential to the particular operations of administration. The new office should incorporate brighter office partitions with exciting colour schemes that will stimulate employees and help reduce stress levels. The study further recommends that administrators should undertake post occupancy evaluation one year after occupation of the new head office. The post occupancy evaluation should involve the circulation of a multi-disciplinary questionnaire once a year among all employees of working in the building to determine how the workplace elements such as furniture, illumination, noise levels etc. are affecting their performance. Based on the results of the survey, office design adjustments should be made to render the workplace environment more supportive to employee performance. The study further recommends that eThekweni Municipality should develop and implement a Corporate Real Estate Policy that will focus on leveraging the City Hall workplace environment to attract, retain and boost the performance of employees. The Policy should focus on modern ways and systems of working that optimizes employee delivery and productivity. The study identified a number of health and safety concerns in the form of old furniture, poor illumination levels and poor cable management in selected offices leading to 42% of the respondents claiming not to feel safe and secure in their offices. The development and implementation of a health and safety policy to help identify and deal with health and

safety hazards at City Hall offices is 63 strongly recommended. Similarly, the adoption of enterprise risk management system to systematically identify risk factors in the office and practically deal with them is further recommended by the study. Lastly, employees should be made to undergo periodic training on office ergonomics issues such as correct sitting posture, the right way to use and adjust computer monitors to avoid neck, back and eye strain, how to reduce stress and strains in repetitive work and how to avoid injury and disorders in the workplace. The training is expected to enlighten employees on the subject to help employees contribute meaningfully to the development of office design interventions.

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Appendences

Appendix I:

Budget Plan

DESCRIPTION	QUANTITY	NIT PRICE	OTAL
Car rents	Travel Cost	USD/ go andback	17 USD
Internet usage	5 hours	5 USD/hour	5 USD
Airtime recharge	45 hours	9USD	9USD
Questionnaire Copying	25 pages	13USD/PAPER	13 USD
Refreshment and dress	11+47	1	58 USD
Discussion meetings	14	1	14 USD
TOTAL			116 USD

Appendix I I: WORK PLAN ACTIVITIES

WORK PLAN

No	Activity	Time(month)	Period	Dependency
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A	Proposal writing	3	February 1 -2026– May 15- 2026	A
B	Data collection	$\frac{1}{4}$	March -17- 2026 – April 21- 2026	B
C	Report Writing	2	April 22-2026—May 15-2026	C

APPENDIX:II:**QUESTIONER****INTRODUCTORY NOTE AND INFORMED CONSENT**

The impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Ankara

How are you?

We are students from ostim technical university in Ankara, school of economy. We are carrying out the impact of work environment on employee satisfaction at the embassy of the federal republic of Somalia in Turkey

The purpose of this study is to determine THE IMPACT OF WORK ENVIRONMENT ON EMPLOYEE SATISFACTION AT THE EMBASSY OF THE FEDERAL REPUBLIC OF SOMALIA IN ANKARA

. If you don't mind you will be interviewed. Your responses will be taken with a lot of confidentiality and will only be used for the sole purpose of this study. The results of the entire study will however be availed to any interested respondents. I would like to know if you agree to participate. 1=Yes 2= No. If yes I kindly sign below.

Signature: -----

Part I: Demographic characteristics

Please kindly provide the following information.

1. Your gender male ☐ female ☐

2. Your age: 30- 40 ☐ 41 – 50 ☐ 51-60 ☐

61-70 at ☐ 70 ☐

3. Your marital status: Single ☐ Married ☐ Widow ☐ Divorced ☐

4. Your highest level of education: Secondary ☐ University ☐ Others ☐

5. What are the common environmental factors that your company have suffered from this year?

Cyclones ☐ Burning ☐ Other ☐ Don't knows

6. Your Occupation: Business ☐ Teacher ☐ Unemployed ☐ Divorced ☐

7. Your Hope: Playing football ☐ Roll a die ☐ Reading ☐ walking ☐

Part II: Physical Work Environment and Employee Satisfaction

Please, kindly express your views on the following statements, by selecting one alternative. Do not select more than one alternative on one statement.

Statement	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
8. We have an environmental among our Business					
9. Environment may affect whole the Business centers in the world.					
10. Employee satisfactions mostly need for the business					
11. All members of company need training about environmental problems and risk reduction.					
12. Visually, the place should be beautiful.					
13. Appearance contributes to business development and the overall income production.					
14. The cleanliness and brightness of the business are the pillars on which the business relies.					

Part III: Social work environment and Employee Satisfaction

React to the following statements by selecting an alternative most applicable to you. Do not select more than one alternative on one statement

Statement	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
9. All business is need for social employers to make customer gaining.					
10. Social work is the most factors that can determine the production of your business.					
11. All Business man must be social to make business growth and productive.					
12. Employee are not allowed to take part anywhere business environmental risk management					
13. I am personally satisfied with my job.					
14. If a person is not satisfied with their condition, they will not make progress.					
15. The first success comes from satisfaction with work.					
16. I am personally satisfied with my job.					

Part IV: Psychological Work environment and Employee Satisfaction

React to the following statements by selecting an alternative most applicable to you. Do not select more than one alternative on one statement

Statement	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
1. Psychological factor is first step that is needed employee					

2. Members of this Business must be taken training about the psychology.					
3. We must learn meaning and concept of psychological environment.					
4. Psychological environment.is key of Business.					
5. Psychological environment. means Business Growth and development.					
6. Psychologically, the employee must be healthy.					
7. Psychologically, the development of the employee should be given his/her rights.					
8. The work place must not be psychologically harming the person					

MAP OF TOWN (ANKARA)

