

Background Music, Mood and Performance of Tailoring Workers in Athi River Export Processing Zone, Kenya

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Abstract

The general objective of this study was to determine the role of background music on employee performance of tailoring workers at the EPZ in Athi River. The study was conducted in a natural setting comprising garment tailoring factories. For this reason, the design of this study was field experiment. This design was considered appropriate because it did not change a study subject's behavior. The study population was the 22 garment factories at the EPZ, Athi River. The study used systematic sampling design to come up with a representative sample. Each of the 3 factories had 1500 tailors. 357 estimated sample size was used for the study. 357 was divided by 3 to get a total of 119 tailors per factory. A systematic sampling procedure was used to obtain 119 tailors from each factory. This was done by listing all the 119 respondents for each factory and selecting every 12th. In factory one, music was played throughout the day, while in the second factory music was played on and off and in the third factory music was not played at all. The purpose of the variation was to assess the effect music has on performance at different times of the day. The study found that that background music had a positive and significant effect on employee performance of tailoring workers at the EPZ in Athi River. The relationship was moderately strong and significant ($r=0.454$, $p<0.05$). Units produced were found to increase in the factories where music was played. The study concluded that background music had positive and significant effect on employee performance of tailoring workers at the EPZ in Athi River. The study recommended that the management of EPZ and other firms to put in place infrastructure which allows background music to be played while people are working. Installation of music systems may be expensive but could go a long way in enhancing employee performance.

Key Words: Background Music, Employee Performance, Tailoring Workers Performance

1. INTRODUCTION

Creation of a good working environment for employees is primarily the responsibility of the Human Resource (HR) department. Workers in a tailoring factory for example who tend to do repetitive tasks have targets of how many pieces in terms of quality and quantity an employee should produce per day. In such factories where high quality products are expected from the worker and the targets have been set, the HR department needs to ensure that employees are energized, motivated, relaxed and are given relevant support to be able to perform beyond the expectation. Background music has great potential in increasing productivity and well-being in the workplace.

1.1 Background Music

Music has been defined by different scholars differently. According to Dorrell (2005) Music is a sound that we enjoy hearing. There are different genres of music that have developed over the years. Popular genres listed on the music genre list website include classical music, popular “pop” music, traditional music or folk music, hip hop, jazz, country music, rhythm and blues, and rock music. This study categorized music types using Rentfrow and Gosling (2003) four music-preference factors namely, Reflective & complex (comprising classical, jazz, folk, and blues), Intense & rebellious (comprising rock, alternative, heavy metal), Upbeat & conventional (consisting country, pop, soundtracks, religious), Energetic & rhythmic (rap, soul, electronic).

Background music is intended to be heard but not actively or purposely listened to (Griffin, 2006). It does not require organized or analytical listening. In this study background music is defined as music intended to be heard but not to be actively listened to when the listener is performing a primary duty. Here, music accompanied the work that the listener is engaged in. For this type of listening to be effective, the music must be pleasing to the listener and the volume must not be invasive but be controlled to enable the listener to concentrate on the primary task (Griffin, 2006). Export Processing Zone tailoring workers according to Ileri (2012) are young people between the ages of 25-30 with lower academic qualification. Most of the workers possess High school certificates only and 6.8% of the tailoring workforce is composed of graduates. Her study also shows that there is very high turnover among workers. The high turnover is usually necessitated by working conditions at the factories. This current study was done at the EPZ factories among tailoring workers. The age bracket at the factories was appropriate for the study because the variance in age at the EPZ factories is not wide and there is availability of enough samples for the current study.

1.2 The Concept of Mood

Mood is generally referred to as an internal state of feeling. It is also a mental or emotional state (Miles, 2005). Music and mood are closely linked, and can be used as a tool to enhance ones productivity. Psychologists have established that music affects the brain’s neurons that produce serotonin; a key chemical affecting mood. They say music improves mood and boosts overall happiness of people (Boothby, 2013). All moods can affect judgment, perception, and physical and emotional well-being. Happiness increases productivity while long-term exposure to negative moods or stressful environments can lead to illnesses such as heart disease, diabetes, and ulcers (Andrea, 2013). Bad mood can hinder a person's job performance and lead to poor decisions that can eventually affect an organizations performance. In contrast, a positive mood can enhance creativity and problem solving. By encouraging music listening at work, an organization can be able to balance a person's mood and emotions. If a person is satisfied at work, they will have reduced levels of stress. This study defines mood as a participants internal state of feeling when listening to music that can lead to their arousal or distraction as they perform their duties.

1.3 Employee Performance

Viswesvaran and Ones (2000) define work performance as scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. Task performance is defined as the proficiency with which incumbents perform activities that are formally recognized as part of their jobs activities that contribute to

the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or service's (Juslin and Västfjäll, 2008). Task performance entails the accomplishment of duties and tasks that are specified in a job description. Anderson (2001) says that ability will predict task performance more strongly than individual differences in personality.

Job performance refers to the level to which an employee successfully fulfills the factors included in the job description. For each job, the content of job performance may differ. Measures of job performance include quality and quantity of work performed by the employee, the accuracy and speed with which the job is performed, and the overall effectiveness of the person on the job. Borman and Motowidlo (1997) developed a model where contextual performance was modeled as dependent on contextual habits, contextual skills, and contextual knowledge. Although habits and skills were predicated on personality, contextual knowledge was influenced both by personality and cognitive ability.

The extent to which distraction impacts performance is also dependent upon other factors such as the individual's ability to concentrate, their motivation and the effectiveness of their coping strategies. However, what some people find distracting; others may consider an aid to concentration. For example, some people find it easier to concentrate on work with the aid of background music, while for others the music would be a significant source of distraction. For any organization to experience a competitive advantage over the other players in the market, the work environment is important. A good working environment ensures minimal health problems, and an ergonomic atmosphere for work. Well-being is of primary importance to employers and employees today. Stress, burn-out, job dissatisfaction, anxiety and depression are growing problems in many organisations it is important that work environment allows relaxed atmosphere to aid productivity (Mawson, 2002).

1.4 Tailoring Firms at the Athi River Export Processing Zone, Kenya

In the early 1980s textile was the leading manufacturing industry in Kenya both in terms of size and employment. The industry employed over 200,000 farming households that supplied cotton and about 30% of the labor force in the manufacturing sector (EPZA, 2005). The industry started declining in the mid-1980s due to dumping of foreign second hand clothes popularly known as *Mitumba*, in the local market and eventually collapsed in the 1990s. Since 2000 the African Growth and Opportunity Act (AGOA) programme and the government of Kenya have supported the industry and as a result the textile and apparel firms in the country have produced a large variety of textile products for export and local market.

The first EPZ program was established in Kenya in 1990 to provide an attractive investment opportunity for export-oriented business ventures within designated areas or zones (EPZA, 2013). This was intended to help the economy through increased productive capital investment, creation of jobs, technology transfer, and development of linkages and diversified exports. This scheme offers a range of attractive incentives to ensure low cost of operations, fast set up of businesses, smooth operations and high profitability. In Kenya, there are six EPZ centers located in strategic locations. They comprise of Nairobi, (Athi River Zone), Mombasa, Kilifi, Malindi, Voi and Kimwarerin Rift Valley region (EPZA, 2013). All these factories are managed by the EPZ Authority (EPZA).

The study population is composed of the tailoring workers at the EPZ, Athi River. EPZ, Athi River Zone is one of the largest export processing zones in the country. The factories there produce high quality goods that meet the international standards. Currently, there are twenty two (22) garments/apparel firms at the Athi River EPZ as shown in (*Appendix 5*). The three factories sampled for this study are licensed to manufacture Knitted garments. The population of the workers in these factories is majorly composed of young and middle aged people between the ages of 20-40. All the garments produced are exported to the United States of America (US) under AGOA. The AGOA programme allows Kenya and other Sub-Saharan African countries to export identified goods at preferential terms to the US, exempting them from paying tax.

The sampled factories have a population of 1500 tailors each. They produce garments on mass production basis. In those factories, work is divided into; assembly section, cutting section, distribution section, stitching section, quality checking section, pressing area, printing area and packaging area. At the assembly area, materials are assembled and arranged, then moved to cutting section. Here, materials are only cut according to what is to be made/sewn, and then moved to stitching, then to the quality check, where quality of the garments is assessed, before it goes to pressing area and packaging ready for shipment to the US market. In the three sampled factories, all managerial and other work related activities including payment of tailors wages is similar. This study introduced background music within a work set up where workers are of different personality types and react differently to the same stimulus under similar circumstances, so as to examine the influence background music will have on employee performance.

2. RESEARCH PROBLEM

An increasing number of people listen to background music at work. It is not unusual to enter an office or factory and find people wearing headphones and listening to their selected music. People store music in their digital gadgets and play them at their convenience. This has made it easy for people to access music whenever it is required. People have made music and enjoyed listening to music, similarly people have always worked unless disabled. The increasing presence of music at places of work raises questions about benefits music has to man as he works. Though it's a normal practice to many, reasons for the liking of music at work are not clear. There are inconsistencies in the results of studies looking into effects of music on work performance.

Various studies (Ladinig and Schellenberg, 2012; Lesiuk, 2005, DeNora, 2000; Haake 2006) have demonstrated that music is a significant factor in determining how people operate. Padmasiri and Dhammika (2014) did a study on the effect of music listening on work Performance in a garment factory and found a significant effect. There is a growing body of research on the background music listening practices in daily life, little is known about the effects of background music listening in a factory set up where workers do repetitive tasks and have set targets of production per day. This research sought to answer the question, what is the role of background music and mood on the performance of the tailoring workers at the Export Processing Zone in Athi, Kenya?

3. RESEARCH OBJECTIVES

- i. To establish the effect of background music on employee performance of tailoring workers at the EPZ in Athi River
- ii. To determine the effect of mood on the relationship between background music and employee performance

4. LITERATURE REVIEW

Music is present in all human cultures and has been associated with emotion regulation and relaxation; it has been used by people for ages for different purposes. Some people use music for enjoyment, entertainment and education, while others use music precisely because of its emotion-inducing and mood-regulating properties (Sloboda, 2005). Empirical evidence suggests that the most important purpose of music listening could be that of mood regulating (DeNora, 2010; North and Hargreaves, 1999).

Haake (2011) found that self-selected music inspired, relaxed and improved the mood of her participants. Shek and Schubert (2009) reported that people listen to music on their portable music player to block out noise and avoid interruptions from their colleagues at work. Background music in relation to work activities has a dual function: engagement in, as well as escape from work-related activities (Haake, 2011). Haake says that managing interruptions is a strategy for coping with stress, through having control over ones auditory environment. Due to technological advancements it is now possible for people to regulate mood on a daily basis wherever they are due to the development of small and mobile music listening devices (North and Hargreaves, 1999), as well as music listening capacities via the internet.

A study was done by Sonos, a smart speaker manufacturer in partnership with Apple Music; it confirmed that there is connection between music and mood (Titlow, 2016). In the study when music played, respondents were 24% less irritable on average and felt 25% more inspired. In general, they reported a 16% increase in positive feelings overall and they were also 22% more physically active. Background music apart from enhancing mood and encouraging people to do more, this study also suggested that it also made activities more enjoyable (Titlow, 2016), 80% of respondents reported that household chores were easier to complete when music was playing, with 58% of participants saying food actually tasted better when music was playing.

Research on music and emotion has revealed individual differences in preferences for pieces of music that evoke emotions like happiness, joy, sadness, and anger (Rentfrow and Gosling, 2003; Furnham and Bradley, 1997). Studies by North and Hargreaves (2008) Dibben and Williamson (2007) show that listeners in a laboratory set up tend to like happy music more than sad sounding music. Fast tempo and major mode are linked with happiness, whereas slow tempo and minor mode are linked with sadness. These associations extend beyond listeners' perception of emotions to actual feelings of happiness and sadness (Schellenberg et. al., 2012). An inconsistent combination of tempo and mode for example, fast tempo and minor mode or slow tempo and major mode leads to perceptions of ambiguity and mixed feelings of happiness and sadness.

5. RESEARCH METHODOLOGY

5.1 Research Design

The study was conducted in a natural setting comprising garment tailoring factories. For this reason, the design of this study was field experiment. This design was considered appropriate because it did not change a study subject's behavior. The study included a control group and two treatment groups. The two treatment groups were included to assess the effect of music on employee performance at different times of the day so as to obtain information on what time of day performance was enhanced or reduced when music was listened to. The factory set up at the EPZ, Athi River was a convenient site for investigating the effects of background music on work

performance of factory workers doing repetitive tasks. This was borne out by a visit to the factory which revealed that the design of the buildings at the factory allows for music pipes, wires and speakers for output and control room for playing music. Offices/rooms are upstairs, from which observation of the respondents was done without them realizing that someone was watching their activities. This greatly reduced the impact of the researcher's presence in the immediate environment.

5.2 Population of the Study

There are 22 garment factories at the EPZ, Athi River (EPZA 2016). The researcher wrote to all the 22 garment factories at the EPZ explaining the study and asking for permission to conduct the study there. This was followed by a visit by the researcher to personally explain and respond to any questions by the respective managements of the factories. However, only three factories which happen to be under the same management responded positively. Therefore the study was done in the three factories. However, during the study, the company went through several processes of management and business overhauls which saw the researcher seek for alternative factory which would allow playing of music and as a result Mega Garment Ltd in Mombasa was equally sampled. Mega Garment LTD allowed the researcher to carry out the study to the end.

This study required cooperation from the management of the factory to be able to get desired data. All the factories sampled had 1500 tailors working from 8am- 4:30pm with lunch break between 1:00PM and 2:00PM. The population of study is therefore 4500 tailors. Preliminary interview with the General Manager of the factories revealed that the tailors are between the ages of 20-40 years; the factories have similar set up of work stations, communication channels, hiring procedures, wages payment, safety measures, disciplinary procedures and other human resources related aspects. The three factories are: New Wide Garment EPZ (K) LTD 1, Mega Garment (A) LTD and Mega Garment (B) LTD.

5.3 Sample Design

The study used systematic sampling design to come up with a representative sample. According to Xu (1999) a population of 4500 requires a sample size of 357 at 95% confidence level and 0.5 margin of error. (Xu's sample estimate table is available in appendix 7). Each of the 3 factories has 1500 tailors. 357 estimated sample size was used for the study. 357 was divided by 3 (The number of factories) to get a total of 119 tailors per factory. A systematic sampling procedure was used to obtain 119 tailors from each factory. This was done by listing all the 119 respondents for each factory and selecting every 12th.

5.4 Data Collection

In factory one, music was played throughout the day, while in the second factory music was played on and off and in the third factory music was not played at all. The purpose of the variation was to assess the effect music has on performance at different times of the day. The research instruments included; Rentfrow and Gosling (2003) preferred music checklist, Eysenck's Personality Inventory, work behavior checklist and the observation checklist. The Rentfrow and Gosling preferred music checklist was used to determine the type of music that participant prefer and that is the music that was played during the study. Eysenck's Personality Inventory (EPI) was used to assess the personality traits of participants.

The first week was for the pilot study. Research tools were pretested before the collection of actual data which was done in four phases. Phase one took one week and included physical observation of respondent's regular work behavior and work performance in terms of output or number of garments produced in a day and the quality of the garments produced. Phase two also took one week. Here, respondents in factory one and two identified the music they love to listen to using Rentfrow and Gosling preferred music checklist. Different types of music were played from which the listeners selected the ones they prefer. Respondents filled a form/ checklist showing their preferred music. Results from the checklist were used to compile preferred music by the participants that were later used for the study.

In the third phase, the refined data collection tools were administered. Respondents were observed for a period of four weeks to ascertain their actual behavior when their preferred music is played and when it is not played. In factory one, music was on throughout while in factory two music was on and off (e.g. Music was played in the morning, and off in the afternoon, and off in the morning and on in the afternoon for a period of four weeks) at intervals to ascertain their response to music and their resultant work behavior and performance. While in the third factory, the work behavior of respondents and their performance was observed and no music was played. Here, Observation data sheet was used to collect required data on music played, time of day, work behavior and performance while Eysenck's Personality Inventory was used to gather information about Personality traits. The final phase was 2 weeks long, and the main activity was to conduct interview to debrief the respondents and detect those among the participants that would have guessed the research hypotheses so that they can be excluded from final data analysis.

6. DATA ANALYSIS RESULTS

6.1 The Effect of Background Music on Employee Performance

The first objective was to establish the effect of background music on employee performance. The following hypothesis was developed to address this objective: There is a relationship between background music and employee performance. The hypothesis was tested using simple linear regression analysis with employee performance as the dependent variable and background music as the independent variable. The results are presented in Table 1.

Table 1: Model Summary of findings on the Effect of Background Music on Employee Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate
.454	0.206	0.203	1.87917

a. Predictors: (Constant), Music

b. Dependent Variable: Employee performance

As shown in Table 1, relationship between background music and employee performance is moderately strong ($r=0.454$). The positive coefficient of correlation implied that background

music has positive effect on employee performance. Therefore, background music improved employee performance at the EPZ.

The results of Analysis of Variance (ANOVA) are presented in Table 2.

Table 2: ANOVA Results for the Effect of Background Music on Employee Performance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	204.866	1	204.866	58.015	.000a
Residual	787.476	223	3.531		
Total	992.342	224			

a. Predictors: (Constant), Music

b. Dependent Variable: Employee performance

Furthermore background music has a significant effect on employee performance (R^2 0.206, $F=58.015$, $p<0.05$) implying goodness of fit between the regression model data it was used to analyse. The results also indicate that 20.6% of variance in employee performance is caused by background music. Therefore, background music led to a significant increase in work performance of tailors at the EPZ.

The beta coefficients for the effect of background music on employee performance are presented in Table 3. The coefficients were used to predict employee performance as a result of background music.

Table 3: Beta Coefficient for the Effect of Background Music on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	696.964	0.774		900.33	0.000
	Music	2.136	0.28	0.454	7.617	0.000

a. Dependent Variable: Employee performance

Background music had a beta coefficient of 2.136 ($t=7.617$, $p<0.05$). The positive coefficient implied that playing preferred music when working led to increase in employee performance as measured by number of units produced. The p-value implies that background music has significant effect on employee performance. Regression equation can be fitted as follows; $Y=696.964 + 2.316X_1$ where Y is employee performance and X_1 is the background music.

6.2 Employee’s Mood Mediates the Relationship between Background Music and Employee Performance

The second objective was to establish whether employees’ mood mediates the relationship between background music and employee performance. The following hypothesis was developed to address this objective: Employee mood mediates the relationship between background music and employee performance.

The hypothesis was tested by applying path analysis proposed by Baron and Kenny (1986). Simple linear regression was used in step one, two and three. In step one, the criterion and predictor variables were employee performance and background music respectively. In step two, the criterion variable was employee mood while the predictor variable was background music. In step three, employee performance and employee mood constituted the criterion and predictor variable respectively.

Multiple linear regression analysis was used in step four where employee performance was regressed on background music and employee mood. Mediation by employee mood in the relationship between background music and employee performance can either be full, partial, or none (zero). Full mediation occurs when the statistical tests in all the first three steps are significant and in addition, results in step four show a main significant effect for employee mood (a mediator) and insignificant effect for background music (independent variable). Partial mediation is inferred when all or any of the results in the first three steps are significant when the effect of employee performance is not significant but its value is above zero, while at the same time, background music does not have significant effect on employee performance.

Step 1: $Y = \beta_0 + \beta_1 X_1$ Where X_1 was background music, Y was employee performance

The research findings in Table 4.4 relationship between background music and employee performance was moderately strong ($r=0.454$). The positive correlation coefficient implied that background music had positive effect on employee performance. Therefore, background music improved employee performance.

Table 4: Regression Results on Background Music and Employee Performance

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.454	0.206	0.203	1.879

Model ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	204.866	1	204.866	58.015	0.000
Residual	787.476	223	3.531		
Total	992.342	224			

Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	696.964	0.774		900.33	0.00
Music	2.136	0.28	0.454	7.617	0.00

ANOVA results indicated a significant F-ratio of 58.915 ($p < 0.05$) suggesting that the regression model attained a statistical goodness of fit. Thus, use of the regression model was justified.

Background music had a beta coefficient of 2.136 which was statistically significant ($t = 7.617$, $p < 0.05$). This finding indicates that playing preferred music when working led to increase in employee performance as measured by number of units produced. Using these results, the predictive model can be constituted as follows: $Y = 696.964 + 2.316X_1$ where Y is employee performance and X_1 is the background music.

Step 2: $M = \beta_0 + \beta_1 X_1$ where M is mood and X_1 is background music

The second step of the regression analysis involved determining how mood was affected by background music. The research findings in Table 8 on relationship between background music and employee mood was weak ($r = 0.231$). The positive correlation coefficient implied that background music had positive effect on employee mood. Therefore, background music improved employee mood.

Table 5: Regression Analysis Results on Background Music and Employee Mood

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.856	0.735	0.734	1.086

Model ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	41.14061	1	41.141	12.556	0.000
Residual	730.6994	223	3.277		
Total	771.84	224			

Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.086	0.746		1.456	0.15
Background Music	0.957	0.27	0.231	3.543	0.00

ANOVA results indicated a significant F-ratio of 12.556 ($p < 0.05$) suggesting that the regression model attained a statistical goodness of fit. Thus, use of the regression model was justified. Further, preferred background music had significant effect on employee mood.

Background music had a beta coefficient of 0.957 which was statistically significant ($t = 3.543$, $p < 0.05$). This finding indicates that playing preferred music when working led to increase in employee mood. Using these results, the predictive model was constituted as follows: $YM = 1.086 + 0.957X_1$ where M is employee mood and X_1 is background music.

Step 3: $Y = \beta_0 + \beta_1 M_1$ where Y is employee performance and M_1 is mood

The third step involved determining how employee performance was affected by mood. The research findings indicated that the effect of mood on employee mood was strong ($r = 0.856$). The positive correlation coefficient implied that employee mood had positive effect on employee performance. Therefore, an employee with a positive mood had higher performance.

Table 6: Regression Analysis Results on the Relationship between Mood and Employee Performance

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.856	0.735	0.734	1.086

Model ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	729.5633	1	729.563	619.123	0.000
Residual	262.7791	223	1.178		
Total	992.3424	224			

Model Coefficients

	Unstandardized Coefficients	Standardized Coefficients
(Constant)	1.086	
Background Music	0.957	0.231

	B	Std. Error	Beta	t	Sig.
(Constant)	695.985	0.387		1,800.45	0.00
Music	1.273	0.143	0.271	8.883	0.00

ANOVA results indicated a significant F-ratio of 619.123(p<0.05) suggesting that the regression model attained a statistical goodness of fit. Thus, use of the regression model was justified. Further, employee mood had significant effect on employee performance. Employee mood had a beta coefficient of 0.972 which was statistically significant (t=24.882, p<0.05). This finding indicated that having a positive mood led to increase in employee performance. Using these results, the predictive model was constituted as follows: $Y = 699.192 + 0.972X_1$ where M is employee mood and X_1 is background music.

Step 4: $Y = \beta_0 + \beta_1 X_1 + \beta_2 M_1$ where Y was employee performance, X_1 background Music and M is mood

Multiple regression analysis was used in step four where employee performance was regressed on background music and employee mood. The research findings in Table 10 indicated that the effect of mood and background music was positive and strong (r=0.897). The positive correlation coefficient implied that background music and employee mood had positive effect on employee performance.

Table 7: Regression Analysis Results on the Relationship between Background Music, Mood and Employee Performance

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
0.897	0.805	0.803	0.934		
Model ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	798.477	2	399.239	457.179	0.000
Residual	193.865	222	0.873		
Total	992.342	224			
Model Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		

	B	Std. Error	Beta	t	Sig.
(Constant)	695.985	0.387		1,800.45	0.00
Music	1.273	0.143	0.271	8.883	0.00
Mood	0.901	0.035	0.795	26.072	0.00

ANOVA results indicated a significant F-ratio of 457.179 ($p < 0.05$) suggesting that the regression model attained a statistical goodness of fit. Thus, use of the regression model was justified. Further, background music and employee mood had significant effect on employee performance.

Employee mood and background music had beta coefficients of 0.901 and 1.273 respectively. The coefficient for background music and mood were statistically significant ($t = 8.883$ and $t = 26.072$, $p < 0.05$). This finding indicated that having a positive mood and playing preferred background music improved employee performance. Using these results, the predictive model was constituted as follows: $Y = 695.985 + 1.273X_1 + 0.901M$ where M is employee mood and X_1 is background music.

Therefore, there was full mediation of employee's mood on the relationship between background music and employee performance employee mood. Full mediation occurs where statistical tests are all the statistical tests in of the first three steps are significant and in addition, results in four show a main significant effect for employee mood (a mediator) and a less significant effect for background music (independent variable).

7. DISCUSSION OF THE FINDINGS

To establish the effect of background music on employee performance, simple linear regression was used. The study obtained a coefficient of correlation of 0.454, coefficient of determination of 0.203 and adjusted coefficient of determination of 0.203. The positive coefficient of correlation implied that background music has positive effect on employee performance. Therefore, preferred background music at work will improve employee performance. The coefficient of determination implied that background music contributed up to 20.6% of changes in employee performance.

The study obtained a p-value of 0.000. The p-value which was less than 0.05 indicated that the relationship between background music and employee performance was significant at 95% confidence level. Therefore, preferred background music has a significant positive effect on employee performance. The positive relation was confirmed by positive coefficient on music of 2.136 and $p < 0.05$. Therefore, performance of tailoring workers at the EPZ Athi River improved tremendously with the introduction of background music in their activities. In factory one where preferred background music was played at the background, workers spent more time working, they experienced less fatigue, they were cheerful, swift, and agile. All this behaviour at work contributed to positive work performance in terms of quality and quantity of garments they produced. In this study, the weather in the afternoon hours were generally hot thus energy levels of the participants would be drained affecting concentration and focus. Participants in this study, agreed that background music helped them to focus on their task at hand, were more alert and experienced less fatigue which helped them to work for more hours beyond their normal duty, finished their scheduled work on time and they had more time left to help their colleagues to

clear their work log and also to organize their work space for the next task. They were always ready for the next assignment regardless of the hot weather.

The findings agreed with those of Watson (2014) who concluded that there are specific genres that people love to listen to while doing certain tasks. A study by Oldham *et al.*, (1995) and another one by Lesiuk (2005) suggest that self-selected music listening increased work performance as well as positive affect. This study also supports a study by Pasick (2014) which showed that factory workers performed at a higher level when upbeat happy tunes were played in the background. North and Hargreaves (2008) also found that listeners in a laboratory set up also loved happy music. Kiger (1989) considers such music to be high information load music and he says that this kind of music (music in fast tempo, major mode and with lyrics) may negatively affect performance. This study found that music with lyrics, did not affect tailoring workers negatively and that the more familiar they were with a particular type of music, the more they enjoyed it and even sung along thus increasing performance. Familiar music which they love communicates to their emotions, giving meaning to their thought and feelings. The study also supports Jancke and Sandmann (2010) findings who after their study on unfamiliar music didn't yield significant results, they concluded that unfamiliar music should be abandoned all together for familiar music which they say may evoke meaning and increase productivity.

With introduction of the mood, the coefficient of correlation changes from 0.454 to 0.897 while coefficient of determination changes from 0.206 to 0.805. The p-value for the change in the model was 0.000 indicating that the change in the strength of the relationship after introduction of mood in the relationship between mood and employee performance was significant. This implied that mood mediates the relationship between background music and employee performance. Further, with introduction of mood on the relationship between background music and employee performance, F-statistic increased from 58.015 to 457.179. The increase in F-statistic with around 400 indicated that the significance of the relationship between background music and employee performance improved tremendously with introduction of mood. Employee mood had a coefficient of 0.901 with the positive coefficient indicating that background music and employee performance had positive effect on employee performance. The p-values for the coefficients were less than 0.05 indicating that the coefficients are significant and can be used to predict performance using the assessed levels of employee mood and background music.

The findings implied close association between background music, mood and employee performance. This could be due to the fact that music improves mood and boosts overall happiness of people (Boothby, 2013). Andrea (2013) indicated that bad mood can hinder a person's job performance and lead to poor decisions that can eventually affect an organizations performance. Andrea (2013) further notes that a positive mood can enhance creativity and problem solving. Studies supporting these findings include Haake (2011) who found that self-selected music inspired, relaxed and improved the mood of her participants. Shek and Schubert (2009) reported that people listen to music on their portable music player to block out noise and avoid interruptions from their colleagues at work. Background music in relation to work activities has a dual function: engagement in, as well as escape from work-related activities. Studies by North and Hargreaves (2008) Dibben and Williamson (2007) indicated that listeners in a laboratory set up tended to like happy music more than sad sounding music. Fast tempo and major mode are linked with happiness, whereas slow tempo and minor mode are linked with sadness.

8. CONCLUSION

The study concludes that background music positively affects employee performance. Tailoring workers do repetitive tasks and background music plays that companion or accompaniment part to them as they do their work. It is also evident that background music locks out other noises at work and helps one to concentrate with their work especially in an open work environment, unnecessary talking and movement can be tremendously reduced in a music listening work environment. For music to be effective, it should match the listener's socio-cultural background and age group i.e. background music should reflect familiarity and preferences, it should be functional for the activity in that the rhythm should approximate motor patterns involved, the volume should not be loud but be controlled. In this study, background music was determined by the tailors. Age group, gender and academic qualification of the tailors played a key role in their music preference. Music is a very powerful management tool if for any company that want to increase not only the efficiency of the workforce but also their mental and emotional state. Furnham and Bradley, 1997; Ladinig and Schellenberg, 2012; Rentfrow and Gosling, 2003; Lesiuk, 2005 have demonstrated that music is a significant factor in determining how people operate.

The study found that employee mood significantly mediates the relationship between background music and employee performance and that employee mood is closely related to background music. It is obvious from research works done that background music at work raises the listener's mood. An enhanced mood helps people to be more productive. Productive and energized employees are usually creative with ideas. It is important that workers moods are raised especially those doing repetitive tasks which sometimes can be boring and can cause fatigue depending with ones personality type. Music that is not preferred or liked by the workers can be a distracter that will affect concentration and lead to poor decision making. Preferred music will arouse their emotions and enhance their mood. If one is happy, they have reduced levels of stress and this will assist in enhancing creativity at work. Background music makes people feel calmer by lowering the perception of tension. Proper ergonomics and a conducive environment will aid organizations into gaining competitive advantage over the other players in the market. People are not like machines, they have feelings; they get tired, stressed, overjoyed and their emotional state will contribute either negatively or positively to the overall organizational objectives.

9. RECOMMENDATIONS

The study confirmed the important role played by background music in enhancing employee performance. Background music locks out other noises at work and helps one to concentrate with their work especially in an open work environment, unnecessary talking and movement which leads to improved employee performance. The study therefore recommends that the management of EPZ and other firms to put in place infrastructure which allows background music to be played at work. Installation of music systems may be expensive but will go a long way in enhancing employee performance.

The study also recommends that the employees to be given a chance to decide the kind of background music to listen to. This will enable the employees to associate with the music, improve their mood and consequently their performance. For music to be effective, it should match the listener's socio-cultural background and age group. Background music should reflect

familiarity and preferences, it should be functional for the activity in that the rhythm should approximate motor patterns involved, the volume should not be loud but be controlled.

The study found that employee mood significantly mediates the relationship between background music and employee performance and that employee mood is closely related to background music. Music that enhances mood is highly recommended for workers in a factory set up. People are likely to have positive mood when they associate best with the workplace and positively perceive their jobs. Employees with positive moods are productive, energized and ready to go for extra miles to achieve target results.

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