
Impact of Workplace Environment on Employees' Performance

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ABSTRACT

Even in this modern era, there are still a number of entrepreneurs who have an erroneous belief that, they can achieve the desired behavior (i.e. performance excellence) merely by means of monetary reward, the importance of monetary reward can be repudiated there are other factors that significantly affect the performance of employees. Workplace environment is one of those factors that possess the potential to upsurge or distress the employee performance.

Specifically, the study's core aim is to determine the impact of workplace environment on the performance of employees' who are working in the manufacturing concerns of Karachi.

A descriptive research was conducted for which the relevant data was collected by means of close ended questionnaire however, few people were also interviewed to get the better understanding of the subject being studied.

The findings of the research paper indicate that there is a positive and significant relationship between the workplace environment and employee performance.

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INTRODUCTION

Besides the higher salaries, compensation and benefits; workplace environment also has a great impact on employees performance so, this research paper is focused on the employee performance in relation to the workplace environment. Since, the workplace environment is a broader term which comprises of both- the physical and the psychological factors. Precisely, three main aspects are considered in physical workplace environment such as; ambient properties (i.e. temperature, level of noise, the quality of air etc.), spatial arrangements (i.e. layout of the office and the proximity in the office) and lastly, the architectural design (i.e. number and places of windows for light) however, anxiety, stress and depression are considered in psychological factors yet, swingness in

mood (i.e. anger, hostility and cheer etc.) also affect the psychological environment (Dr Tracey Shea, december,2011). However, this research laid special emphasis on the impact of office ergonomics along with some other factors such as; availability of working tools, stress, relationship with other associates and the health and safety conditions on the performance of employees'.

Plenty of relevant literary works indicated that the aspects such as, discontentment, messy office buildings along with disorganized setups and the actual internal atmosphere of the organization are playing a big part in the loss of employees' efficiency. According to (Taiwo, 2010), eighty six percent of all productivity related problems appears due to the workplace environment of the organization. Huges took interview from 2000 workers who belongs to different companies and sectors and were working at several stages. The reported result of this survey exhibit that nine out of every ten respondents believed that workplace quality extremely affect the attitudes of workers and plays an integral role in improving their efficiency so, this research will try to check the validity of literary works that have been done in past and the relationship between workplace environment and the employees' performance- who are working in the manufacturing concerns of Karachi district however, the research is based on primary data that have been collected through a well-structured questionnaire.

LITERATURE REVIEW

By take in the extensive literary work, the depth of knowledge has been gained related to the subject matter of this research of which some of them are discussed below;

Ergonomics is actually the scientific study of humanoid work. The principals of ergonomics adapt the work to a particular person by means of designing the task and tools to fit the individuals in order to prevent injuries to the musculo-skeletal system by providing the comfortable furniture, placing the right furniture to the right place and by ensuring the right environmental conditions i.e. light, ventilation and noise. If entrepreneurs' keep in mind the principles of ergonomics while designing the workplace, then it ensures several benefits as; it reduces the work related injuries, enhance the productivity and work quality of personnel whereby, reduce their rate of absenteeism. Besides all of these benefits, proper office ergonomics also enhance the morale of employees' (Schaub, office ergonomics, 2/10/2010). It's a win- win situation on both on-the-job and off-the-job.

If the spare parts are non-existent, there is insufficient time to get the job done or if the needed information is not provided then no matter how much training sessions you organize to boost the performance of your workers or how much resources you spend on motivating your employees, you will not succeed in boosting the performance of your workforce because all the motivation and training of the world will not create a difference in the absence of working tools (Dougherty, 1995).

Palmer mentioned in his study that has been led in [2004]- Job incumbents' who are stressed are probably be poorly motivated, unhealthy and not as much safe at work and hence, are less productive. The organization that are equipped with highly stressed workforce have minimal probability to get ahead (Park, 2007).

Even though when job stress is severe, the employees who have strong positive relations with supervisor and their co-workers are still likely to be successful and productive to their work (Yang,2015)

Oxenburgh itemized in his study which was escorted in (2004) that, the company's productivity in all the organizations is closely associated to the employees' health and safety. Businesses that invest in health and safety practices in the right way and in the right manner realize candid productivity gains and hence, the result will be a win-win situation that is beneficial for both- the employees' and the organization too (Katsuro,2010)

The desired performance can only be achieved by means of a fine amalgamation of different functions namely; ability, motivation and environment (Newman, 2014). Specifically, workforce must posses relevant knowledge, skills and abilities, they must be motivated to demonstrate excellence in their performance and there must not be any sort of environmental obstacles. If any one of these function is inadequate or absent then, employee performance affects negatively and management can not expect excellence in performance without making a satisfied combination of all three functions.

STATEMENT OF PROBLEM

Firstly, researcher want to analyze that- is there actually a relation between the workplace environment and employee performance. and to find the extent or the power of the relationship in between these variables.

Unfortunately, within Karachi, the physical workplace environment of many organizations is unsafe and unhealthy. Researcher want to investigate that how these

unsafe and unhealthy factors affect the employee performance and the cost that organizations must have to bear while neglecting such factors at workplace.

Psychological environment also has a great impact on employee performance but unfortunately, there are a number of employers in Karachi who does not consider the psychological eminence of their employees' as a performance determinant so, in this study, Researcher will examine the importance of the psychological workplace environment from the perspective of the employees' of manufacturing concern's of Karachi.

SIGNIFICANCE OF STUDY

The research would be significant from several aspects such as; from the perspective of organizations, individuals and the society.

For instance: the more the study in the "workplace environment & employee performance" area, the greater will be the chances that the employers would strive to maintain a better, safe and quality workplace environment which inturn affects the workers performance and hence create a chain of escalation i.e. increase the firms productivity, increase its profitability which cause an increment to the workers pay afterwards enhance their life style.

Striving for quality workplace will surely reduce the accidental ratios caused by unsafe working conditions. Side by side, it will definitely creates a balance between the employees's work and life so, in this sense, it helps to build a psychologically fit, better and happy society. Besides, the research will also serve as a reference material for upcoming researchers.

OBJECTIVE OF THE DISSERTATION

Although the basic objective of the same dissertation is to probe the impact of workplace environs on the job incumbents' performance- employed at manufacturing concerns of Karachi. However, this basic objective is broken down into two parts i.e. to probe the impact of physical workplace factors on the job incumbents' performance and to probe the effect of psychological workplace factors on the job incumbents' performance.

RESEARCH HYPOTHESES

The undertaken research study explores following hypotheses;

H₁ There is a noteworthy relationship amidst workplace environment & the job incumbent's performance.

H₂ Psychological environment has greater impact on employee performance as compared to physical environment.

RESEARCH METHODOLOGY

This research adopted a descriptive survey design aiming to examine the effect of workplace environs on the manufacturing concerns' job incumbents' performance of Karachi.

In the undertaken study, I targeted the job incumbents' of manufacturing concerns of Karachi have been however, the targeted population consists of all the employees regardless of their designations. Due to lack of time and other limitations, researcher select a relatively short sample size (i.e. 300 respondents) which is convenient to me however, sample is free from any gender discrimination. For this study- as, researcher use convenient Sampling for data collection so, researcher has collected the data from relatives, friends, friends of friends, university students, and residents of different areas of Karachi- who are working in the manufacturing concerns of Karachi district.

For data collection, a close ended questionnaire by using Likert Scale that ranges from strongly disagree to strongly agree has been and besides the questionnaire, researcher also conduct some interviews to become more aware of the perceptions of the individuals.

The collected data were analyzed by using IBM SPSS (version 19) - researcher apply linear regression test to check the dependency of one variable over other variable and also test the correlation to assess the nature and the strength of the relationship between the two variables. Besides, binomial test to examine that whether, the psychological environment has a greater impact on employee performance as compared to physical environment or not also implemented.

CONCEPTUAL FRAMEWORK

The figure- 1 (i.e. the conceptual framework) of this research depicts the aspects

of workplace environs that affects the job incumbents' performance. The physical environment along with the psychological environment, both are considered as independent variables in this study yet, the workers performance depends on the quality of physical and psychological workplace environment so, we consider the workers performance as our dependent variable.

Independent variables comprises up on the following;

- Physical environment: in this variable we consider the factors such as, office ergonomics (i.e. proper light, ventilation and tolerable level of noise, furniture), availability of working tools and health and safety.
- Psychological environment: in this variable we consider the factors such as, stress and relationships with other associates.

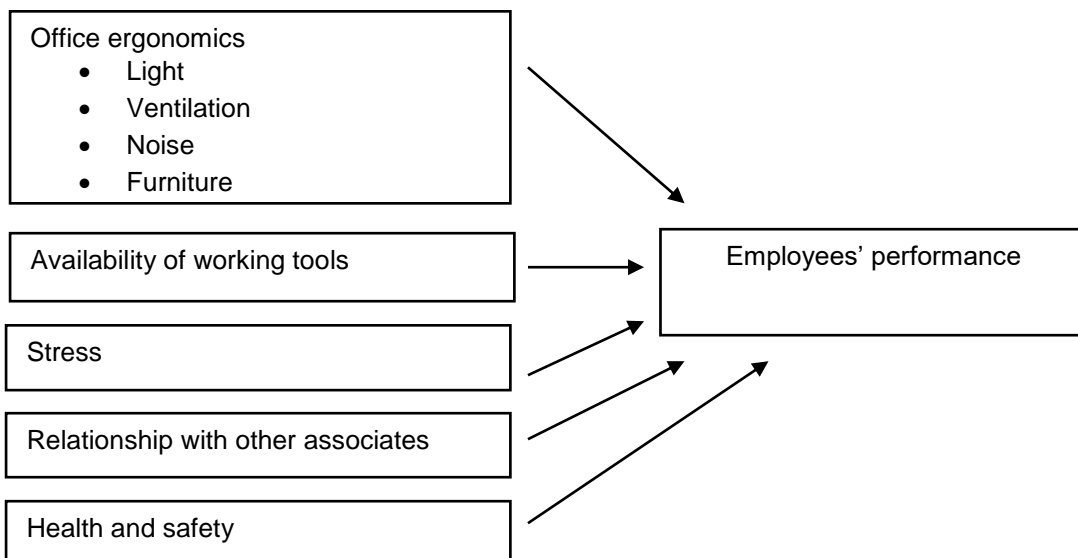


Figure 1: Conceptual Framework: Effects of Workplace Environment on Workers Performance

ANALYSIS

The overall analysis of the responses of three hundred questionnaires of which one hundred and ninety six respondents are male whereas, remaining one hundred and four respondents are female are as follows;

Table 1: Coefficients^a for Office Ergonomics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	1.735	.065		26.694	.000
Office Ergonomics	.125	.036	.198	3.494	.001

a) Dependent Variable: Employee Performance

Preceding tabulation depicts the result of the linear-regression analysis and according to this table the value of “t” is 3.494 > 2, which illustrates the statistical significance of the variable, the correlation’s coefficient is 0.198- depicting that there is a feeble but constructive relationship amidst the variables as, betterment into independent variable (i.e. office ergonomics) also bring betterment in the dependent variable (i.e. employee performance). However, the significance level is 0.001 which is less than 0.05 and hence it highlights that the office ergonomics conditions significantly affects the job incumbents’ performance.

Table 2: Coefficients^a for Availability of Working Tools

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	1.795	.042		42.458	.000
Availability of Working Tools	.097	.023	.234	4.149	.00004

a) Dependent Variable: Employee Performance

Preceding tabulation depicts the result of the linear-regression analysis and according to this table the value of “t” is 4.149 > 2, which illustrates the statistical significance of the variable, the correlation’s coefficient is 0.234- depicting that there is a feeble but constructive relationship amidst the variables as, betterment into independent variable (i.e. availability of working tools) also bring betterment in the dependent variable (i.e. employee performance). However, the significance level is 0.00004 which is less than 0.05 and hence it highlights that the availability of working tools significantly affects

the job incumbents' performance.

Table 3: Coefficients for Stress

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1.(Constant)	1.414	.140		10.096	.000
Stress	.199	.051	.220	3.885	.00013

a) Dependent Variable: Employee Performance

Preceding tabulation depicts the result of the linear-regression analysis and according to this table the value of “t” is 3.885 > 2, which illustrates the statistical significance of the variable however, the significance level is 0.00013 which is less than 0.05 and hence it highlights that the level of stress significantly affects the job incumbents' performance.

Table 4: Coefficients^a for Relationship with Associates

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	1.324	.128		10.373	.000
Relationship with associates	.280	.056	.277	4.985	.0000011

a) Dependent Variable: Employee Performance

Preceding tabulation depicts the result of the linear-regression analysis and according to this table the value of “t” is 4.985 > 2, which illustrates the statistical significance of the variable, the correlation's coefficient is 0.277- depicting that there is a feeble but constructive relationship amidst the variables as, betterment into independent variable (i.e. relationship with associates) also bring betterment to reliant variable- that is employee performance. However, the significance level is 0.0000011 which is less than 0.05 and hence it highlights that the quality of the relationship among associates significantly affects the job incumbents' performance.

Table 5: Coefficients^a for Health and Safety

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1.(Constant)	1.346	.108		12.438	.000
Health and Safety	.254	.045	.313	5.685	.00000003

a) Dependent Variable: Employee Performance

Preceding tabulation depicts the result of the linear-regression analysis and according to this table the value of “t” is 5.685 > 2, which illustrates the statistical significance of the variable, the correlation’s coefficient is 0.313- depicting that there is a feeble but constructive relationship amidst the variables as, betterment into independent variable (i.e. health and safety) also bring betterment to reliant variable- that is the performance of job incumbents’. However, significance level equals to 0.00000003 which is less than 0.05 and hence it highlights that the health and safety programs at workplace significantly affects the job incumbents’ performance.

Table 6: Binomial Test for Physical Vs. Psychological Workplace Environment

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Which factor has greater impact on your performance- physical or psychological factors?	Group 1	physical factor	110	.37	.50	.000005
	Group 2	psychological factor	190	.63		
	Total		300	1.00		

The preceding table-6 shows the result of the binomial analysis and according to this table, the significance level is 0.000005 which is less than 0.05 and hence it highlights that the psychological factor has more significant impact on the job incumbents’ performance as compared to physical factors.

FINDINGS

The findings at its particular reveals that proper light and ventilation is the most critical factor that has a direct impact on employee performance as, almost overall respondents agreed that it's a critical factor and according to more or less interviewees'- although proper light and ventilation do not yield inspiration for excellent performance but it has the tendency to distress the employees' performance. However, majority of the respondents straightforwardly agreed that, intolerable noise at workplace negatively affect their performance yet they also agreed that comfortable furniture's influence their performance so, by comprising all these factors, it has been ascertained that office ergonomics has a significant impact on employees' performance.

The results of the study also divulges that majority of the respondents agreed that- availability of all the required working tools is crucial for them to perform efficiently, stress has a positive impact on their performance but whenever its level exceeds a certain level then it affects the performance negatively and the nature of the relationship they are having with their associates affects their performance accordingly as; positive relations with associates have a positive impact on employees' performance yet, negative relations with associates having a negative impact on employees performance yet, they also admits that health and safety practices at workplace has positive impact on their performance. Moreover, the result also illustrates that the psychological workplace environment has relatively greater impact on employees' performance than physical workplace environment.

CONCLUSION

Employee performance is a product of ability, working conditions and the motivation however, by skipping anyone of the three factors- the desired behaviour can not be achieved so, this overall research verifies a part of the above statement and concludes that the workplace environment (i.e. the working conditions) immensely affect the employees performance. Precisely, the quality and the quantity of the working tools, the ergonomics conditions, relationship with associates, health and safety measures and the level of stress- all these factors have the capability to make the employee performance upsurge or fallen down but, the psychological workplace factors (i.e. stress and the relationship with associates) have the most immense affect on employees'

performance as compared to the remaining physical factors (i.e. office ergonomics, availability of working tools and the occupational health and safety practices).

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