

Effect of Work Environment on Employee Performance at Educational Institution

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Abstract: A conducive work environment is crucial for enhancing employee performance and reducing avoidable stress, which can negatively impact job productivity. The workplace environment plays a critical role in influencing employee performance and productivity in various organizations, including educational institutions. The present study aimed to address the effect of workplace environment on employee performance at educational institutions. The primary objective of this study was to evaluate the satisfaction of employee with workplace environment and factors that affect employee performance. Moreover, the research assessed the effectiveness of supervisor support in work performance. The study's population comprised of employees from educational institutions in Karachi. The study adopted descriptive strategy following quantitative approach. 100 employees were selected from the educational institutions using random sampling technique for data collection. Data were collected through questionnaires using a quantitative approach through google form or persona administration of questionnaire, and the data was analyzed by SPSS using Chi-square. The results of this study explored that the work environment has a great effect on employee performance. The study also found that supervisor support in the work environment increases employee work performance. The findings recommends that educational organizations should focus on creating a positive and conducive work environment for their employees. And should also prioritize training and development programs for supervisors to improve their leadership skills and ability to provide support to their subordinates.

Key Words: Work Environment, Educational institution, Employees, Performance, Employees.

Introduction

The work place environment is defined as the place where one works, which includes the surroundings of a person. It is the social and occupational setting in which an individual is expected to engage with a variety of individuals. **Representative execution and efficiency are intensely impacted** by the work environment. By work environment, we mean the procedures, methods, procedures, resources, or factors in the work environment that represent performance outcomes effectively or adversely. Standards, regulations, environment, funds, teamwork, place of work, and both inner and outer environmental elements all impact how individuals accomplish their job tasks. The nature of the employee's office atmosphere has the greatest influence on the degree of inspiration and significant accomplishments. How effectively they connect with the institution, particularly with their immediate surroundings, has a greater result on their mistake rate, amount of creativity and cooperation with other colleagues, tardiness, and, eventually, how longer individuals remain on the job. Job satisfaction, efficiency, and success are all influenced by the office environment, both constructively and adversely. And whenever the conditions are not favorable, it will have an effect on workers job performance in the form of job delays, irritation, a negative impact on personal development, and so on. Organizations have been using achievement remuneration, strategies to assist

manage career and personal life, and different forms of information exchange in an effort to inspire employees. The new task for management is to establish a work atmosphere that brings in, retains, and inspires its personnel.

A healthy working atmosphere is important for ensuring employee productivity and desertion undue stress on employees, which can badly impact their work productivity. Many features in workplace led to job satisfaction. Supervisor support, relationships with coworkers, workplace safety and security, working ours, and esteem required are all work environment characteristics that influence job happiness. (Raziq & Maulabakhsh 2015).The efficiency of a establishment concerned with its workers' welfare. The firm would offer a comfortable working atmosphere for their employees so that they could focus on their responsibilities and become more creative.

In their research, Awan and Tahir (2015) revealed that the interaction with coworkers at the same hierarchical level and with no expert witness over each other .It was noted that a healthy relationship with coworkers is essential in building a conducive working atmosphere. They analyzed their results and revealed that colleague relationships had a substantial positive influence on employee performance. Coworker relationships and peer interaction will drive employees to accomplish things that are not part of their job specification and to feel at ease in the business. According to Oswald

(2012), supervisor assistance is essential for workers to complete their tasks. Supervisor assistance was a competent and seasoned to the workers who will assist them in improving their performance in their present position and progress even more into future ones. A knowledgeable and competent supervisor assists workers in fulfilling their job duties and in building effective roles.

Statement of the problem

Employee performance and efficiency are massively impact by the work environment. Work environment refers to the procedures, methods, institutions, instruments, or circumstances at work that have an influence on individual productivity, either positively or negatively. Workplace regulations, norms, culture, finances, teamwork, place of work, and micro and macro environmental factors all have an impact on how employees accomplish their job tasks. It is well acknowledged that the work environment has an impact on worker efficiency, whether favorable or unfavorable.

The work environment has a greater impact on how progressive people are in their job and how devoted they are to the institution. Workers that are detached create limited results; highly motivated people achieve remarkable results. As a result, it is vital to investigate the influence of an institution's working atmosphere on staff productivity.

.Borman (2004) claimed that employee performance was influenced by workplace environment factors. Khamisa, Oldenburg Peltzer, and Ilic (2015) reference that additional emphasis should placed on recognize and engaging with the work conditions, because workers who have a cynicism of their workplace can endure suffer from long term stress. According to Opperman (2002), a working environment is any process, system, structure, tool, or A factor within the work environment that can either enhance or hinder an individual's effectiveness in their tasks. Previous studies Examining a specific correlation between a particular overarching element and its impact on job contentment, encompassing aspects like compensation, advancement opportunities, employee empowerment, psychological well-being, compensation, healthcare amenities, workload, and the overall work setting. (Sun, 2016; Raziq and Maulabakhsh, 2015; Rizwan and Mukhtar, 2014; Breau and Rhéaume, 2014; Universities Case and Nyanchoka, 2017) 7; Kamariah, Po Li, Zahirah, 2012)

Purpose

The purpose of this research is to focus on a positive working environment in educational institute and its effect on employee performance. This study analyzes impact of working environment on employee performance in educational institute located in Karachi.

Objectives

- To analyze the satisfaction level of employees with work environment
- To examine the association between workplace environment and employee performance.
- To explore the effect of environmental factors on employees' performance
- Identifying most significant variable in working environment variables that influence employee performance look for innovative solutions, proposal, suggestions, ideas in altering work environment to improve employees' performances at educational institution.

Research Hypothesis

- Work place environment has compelling relationship with employee performance
- Supervisor support significantly increases the employee performance.

Literature Review

The essence and core of an organization lie in the dedication and achievements of its workforce. The organization's success is greatly dependent on how well its employees perform. Even the smallest change in their performance can make a significant impact, as exceptional individual performances contribute to the overall exceptional performance of the organization. It is imperative to implement crucial measures in order to achieve the organization's ultimate goals. The behavior of employees is influenced by the work environment, which plays a vital role in determining their effectiveness and efficiency (Bushiri, 2017). The environment, whether in physical or non-physical form, has an impact on humans. When it comes to the workplace, the term "work environment" pertains to the physical and social conditions in which individuals carry out their tasks with the aim of accomplishing organizational objectives. This includes the tools, systems, structures, and procedures that have the potential to impact employee performance in either a favorable or unfavorable manner (Satyvendra, 2019). A study conducted by (Bushir, 2017) discusses the concept of a work environment where a team of people work together to accomplish tasks. The physical aspect of the workplace refers to its location and surroundings, including tangible assets within the work area such as ventilation systems, noise levels, air quality, parking facilities, and tangible benefits like provided meals, tea, and coffee. Additionally, it encompasses the design of office buildings and the overall setup of the office space. (Mathew, 2015). The modern work environment is faced with numerous competitive challenges as a result of the introduction of technology. Meeting the organizational demands in this context requires careful consideration of incentives and physical infrastructure, which both play a crucial role in shaping the workplace, it is crucial to

acknowledge that the intangible aspects also hold immense importance in determining the success of any organization. These intangible factors, although invisible, can be measured through the outcomes and achievements they yield. Examples of such intangible factors include policies, incentives, regulations, work culture, interpersonal relationships, and support from supervisors (Genzorova, 2017). The effectiveness of job performance can be enhanced by the working environment, which serves as a precursor to the achievement and overall performance of employees in the workplace. (Angel del Brio et al., 2008). The relationship between employees employment satisfaction and their performance has been observed among different employees and how it impacts them (Bockerman and Ilmakunnas, 2012).

If someone is asked to do work that is beyond their capabilities and they are not provided with adequate support or time to complete the task, they may still feel unsatisfied even if they are rewarded for meeting targets. This can lead to job stress and a lack of support from their supervisor, as mentioned by (Leblebici, 2012). Ultimately, this condition can cause in decreased performance and productivity. The dissatisfaction with the employed setting can have a negative impact on employees in multiple ways. Firstly, it can result in poor performance, as employees may not be motivated to give their best effort. Additionally, this dissatisfaction can also have psychological effects on individuals, leading them to feel demotivated and restless while at work. Ultimately, these negative emotions can significantly affect the achievement of an institute (Abowd et al., 1999). As a result, workers are currently concentrating on the existing work environment and circumstances to evaluate their performance in various working conditions and determine the optimal conditions under which they perform superlative (Satyvendra, 2019). People used to consider the workplace as a second home, spending most of their time there and being grateful for having a job to support themselves financially. However, this perception has changed, and although individuals still appreciate having employment for financial stability, they no longer view the workplace in the same way. They often feel compelled to adapt to uncomfortable office environments, which can lead to depression, stress, and long-term health issues (Jena, 2016). The quality of work and the performance level of employees are greatly influenced by the conditions in which they work (Genzorova, 2017). The way employees feel engaged in their work environment affects their willingness to acquire new skills and abilities, as well as their levels of motivation when it comes to performance and productivity. This was studied by (Bushiri, 2017). In today's highly competitive business environment, both firms and countries are experiencing a significant rise in competition. Consequently, it has become imperative for companies to ensure that their employees perform effectively and efficiently (Awan, 2015).

According to a study conducted by (Jena, 2016) the performance of employee evaluation plays a crucial role in attracting and retaining potential customers, as well as achieving organizational success. Efficiency, effectiveness, and core competencies are the key factors that contribute to this performance.

Importance of employee development

People often view employee development as something that can be achieved through group training. However, it is important to note that employee development is not solely dependent on group training but involves various other factors that are often overlooked. These factors include evaluation, feedback, educational programs, and training. When the necessary elements are effectively put into practice the process of training employees performance in the workplace can result in favorable consequences, including personal development for the employees and growth within the organization (Katcher and Snyder, 2003).

Employee Performance

One of the primary concerns faced by modern organizations is the level of performance exhibited by their employees in achieving the desired outcomes. Previous research has examined employee performance from different perspectives, particularly focusing on human resources organizational behavior (Nur Shifaa, Athirah Saidi, 2019). An organization's success relies on having a well-functioning human resource management system, which ensures that the workforce is efficient and their performance is enhanced. This is crucial for any institute to achieve its anticipated results and overall achievement. The employee's performance is the ultimate measure of accomplishment after they have exerted their efforts on their tasks. The performance of employees plays a crucial role in determining the success of an organization (Genzorova, 2017). According to previous studies, implementing attractive incentive programs to motivate employees and encourage their active and valuable engagement in their work can yield outstanding outcomes (Utin Nina Hermina, 2019). At the same time, a small number of notable fragmented sources provided proof that employees are motivated by financial rewards and incentives, leading to an increase in their performance. Additional sources indicate that offers such as promotions, involvement in decision-making processes, and performance evaluations inspire employees to enhance their dedication and commitment to their work. (Mohamed, 2016). The business market environment has experienced an unexpected expansion due to the increasing level of competition. This has posed challenges for organizations to adapt to the rapidly changing market conditions and meet new industry standards. Consequently, these challenges can only be overcome by keeping the workforce alert and well-informed about the latest market trends and updated standards, thereby enhancing their performance at

work (Awan, 2015). If an organization fails to address the new challenges, it will encounter a range of concerning issues that could jeopardize its stability and security (Ali, 2016). The determination of individuals can lead to the accomplishment of organizational goals. (A Firmansyah, 2020). According to a study conducted by (Genzorova, 2017) employee performance is characterized by adherence to work values determined criteria, targets, and purposes within a specific timeframe. Additionally, successful employees are those who achieve desired results both individually and as part of a team. (Nur et al., 2019) explained that the performance level of employees can be understood as the actions and tasks carried out by individuals in relation to their assigned responsibilities. The management of performance, on the other hand, refers to the efforts made by upper management to enhance the performance of individual employees in order to collectively achieve the goals of the organization, which includes both individual and group work. According to Franklin Dang Kum's research (2014), employees perform certain tasks and actions in order to accomplish the goals and objectives of an organization. The performance of employees is determined by a combination of their traits, abilities, and skills. These attributes enable them to execute tasks effectively and efficiently at the right time and in the appropriate context, ultimately leading to the achievement of goals within specified timeframes and desired outcomes (Mathew, 2015). To gain a deeper comprehension of jobs, it is essential to analyze the interconnection between individuals, situational factors, performance, productivity, and various other aspects. Job performance is recognized as a crucial element that significantly impacts the profitability of an organization (Natalia Stalmaseková, 2017). The performance of individuals in completing tasks not only benefits the organization but also generates a sense of satisfaction among the employees themselves. (N. Kamarulzaman, 2011). Employee performance refers to the actions and tasks carried out by individuals within an organization in order to achieve the objectives and goals set by the organization (Yingjun, 2019). Job performance is the assessment of the effectiveness of work done by individuals or groups within a defined timeframe to achieve goals (Satyvendra, 2019). The success and sustainability of any organization heavily rely on an essential component known as organizational performance. This component encompasses various factors that significantly influence the level of performance exhibited by employees in their jobs. The factors that contribute to the overall work environment and employee performance include the physical setting in which work is conducted, the established procedures and policies that guide operations, the significance and value of the tasks being performed, the tools and equipment used to carry out these tasks, the system of rewards and recognition in place, the expectations set for performance, the feedback provided on performance and lastly the knowledge, skills,

behaviors exhibited by employees (Okasheh, 2017). The performance and productivity of employees are greatly influenced by the physical work environment. Extensive research and studies have been conducted to understand its significant impact on employee behavior and outcomes. The physical work environment can either support or impede employees' work behavior, ultimately affecting the tasks they carry out.

Work environment

The work environment encompasses the overall effectiveness and productivity of daily work activities including the methods locations, and timing of tasks. It encompasses all the elements necessary for carrying out work effectively (Jena, 2016). The career growth of employees can be enhanced by actively seeking out favorable opportunities within a positive and supportive work atmosphere that is comfortable and fulfilling. Such an environment plays a crucial role in achieving both personal and organizational success, while also aligning with the core values of the organization. The term "work environment" encompasses various factors including physical settings, situations, social aspects, and other elements that directly or indirectly influence an employee's job performance, as well as the overall functioning of the organization. The work environment consists of various elements that can have different effects, such as influencing an individual's well-being, their relationships with colleagues within the organization, their ability to collaborate effectively, their overall efficiency, and even their physical and mental health (Awan, 2015). The work environment at any organization can be characterized by several factors, including company culture, the conditions in which work is being done, and the physical working conditions (Ali, 2016). The workers who have a positive and strong mental state while working, and are provided with good and positive work environments, possess the strength of motivation to achieve desired organizational outcomes. Such employees may surpass expectations and achieve exceptional results. The consistent existence of motivation in an employee is regarded as a potent influence that propels them towards attaining their objectives with optimism and contentment (BUSHIRI C P., 2014). The measure of individual and group performance lies in the contribution process, which involves willpower, persistence, strength, and direction to meet objectives. This process also includes examining exactly how these targets are recognized (Franklin Dang Kum, 2014). The work area is important social space where various activities and tasks occur on a daily basis, playing a crucial role in shaping an organization and an individual's future career (Satyvendra, 2019). The progress in technology has brought about the development of advanced communication systems, which have revolutionized the way people work. One significant outcome of this advancement is the emergence of virtual workspaces. Unlike traditional physical

workplaces, virtual workspaces exist solely in a digital form but still facilitate various activities and functions. In addition to virtual workspaces, conventional work environments encompass physical workplaces themselves, including their structures, air quality, noise levels, and temperature. Furthermore, these environments may offer additional amenities such as coffee places, parking lots, and daycare facilities. A workplace that is considered ideal or nearly ideal is one where employees feel free from stress, involved, encouraged, and contented with their job. They perceive the workplace as a second home and are enthusiastic about coming to work every day. Additionally, they have sufficient time to spend with their family. The concept of a positive work environment, as described by engagement scholars like Schaufeli et al. (2006), can be summarized as the state of being fully absorbed, dedicated, and filled with vigor in both non-work and work roles within the workplace. In a work environment that is characterized by positivity and effective organization, employees experience a sense of confidence in their ability to perform their job duties. They also believe that the amount of work assigned to them is reasonable. As a result, they do not have to compromise their personal time with family or other important non-work commitments in order to meet their work targets (Natalia Stalmasekova, 2017). Their work holds a strong and deep emotional bond for them. They experience feelings of goodness, positivity, and liveliness while doing their job. They also have a good balance between their work and personal life. They feel appreciated and believe that their skills align well with the requirements of their work. The environment in which they work can easily influence them (Ali, 2016). The workplace environment refers to the combined impact of external and internal factors on employees' work spirits, which ultimately affects their performance. A decent workplace environment is characterized by a secure and healthy atmosphere where employees can comfortably carry out their job responsibilities without experiencing stress. According to a study conducted by Natalia Stalmasekova (2017), there are several factors that have an impact on work conditions. These factors include the availability of fresh drinking water and water for other uses, cleanliness of the workspace, the use of appropriate colors, adequate lighting, the presence of music, security measures, temperature control, and proper ventilation. Different research studies have found that employees express their contentment with their work environment based on the conditions and elements it offers. These factors, which are valued by employees and have an impact on their productivity and satisfaction, include ample natural lighting, proper ventilation, favorable acoustic conditions, high air quality, pleasant aromas, and comfortable temperature levels (Veitch, Charles, and Marquardt, 2002). Ergonomic furniture has also been discussed to have positive impact on health of workers,

therefore employees' productivity level in a study by (Dilani 2004).

Destructive Working Environment

A diverse range of negative effects on employees' physical and mental well-being is observed in a toxic work environment. It can be characterized by various factors such as high levels of stress, limited information flow, ambiguous job responsibilities, inflexible working conditions, poor communication with supervisors and colleagues, and misunderstandings among coworkers and upper management. These gaps and issues within the organization can lead to a tarnished reputation for the organization and result in employees receiving unclear or incorrect messages, which may ultimately lead to a lack of understanding or even more severe consequences (Ali, 2016). The work-life imbalance experienced by employees can significantly contribute to their poor performance levels. The challenge of employees obtaining necessary time off from work can contribute significantly to this imbalance (Hermina, 2019). Organization values can have a detrimental impact on an organization, particularly when it prioritizes achieving objectives at the expense of employee retention, job satisfaction, and emotional health. These toxic traits and unfavorable working environments can lead to a lack of attention towards employee well-being, ultimately tarnishing the organization's image and potentially even causing a decline in its overall success. If this type of organizational behavior persists over a prolonged period, it can further worsen the situation and have a detrimental impact on employee performance. This can result in significant losses for the organization, as it may struggle to meet its targets and objectives within the expected timeframe and achieve the desired outcomes (Genzorova, 2017).

Job Stress.

Individuals experience stress when they are under pressure to meet demands without having enough resources, which can have negative effects on their physical and psychological well-being. Stress is a state that varies from person to person, making it difficult to establish a universal measure of stress. When individuals are stressed, their ability to achieve goals is compromised, whether they are working as individuals or within an organization (Michie, 2002). The prevention of work stress can be achieved by implementing key principles that focus on providing employees with opportunities to freely participate in their work environment, enabling them to make positive changes in their skill development and job performance. Additionally, the use of technology can aid employees in efficiently carrying out their tasks, while allowing them to adapt to their own mental and physical capabilities. It is crucial for organizations to design their work processes, job content, and daily goals in a way that minimizes the exposure of

individuals to mental or physical stress, as these factors can contribute to accidents or illnesses (Bhui, 2016).

Constructive Working Environment

A positive work environment is characterized by work conditions that prioritize both employee happiness and organizational success. Such an organization care for its staff and guarantees a balance between work and private life. This can be achieved through various means, including providing flexible working conditions such as the option to work from home when needed, adopting an open flow of thinking between staffs and managers without anxiety of receiving mean comments or bad criticism, implementing fair pay policies, and offering reasonable vacation periods. When creating the work environment, it is important to take into account both the internal and external spaces of the organization. The design must prioritize spaciousness, allowing employees to comfortably carry out their tasks. Simultaneously, it should respect their privacy while ensuring transparency in their work and minimizing any potential doubts. Additionally, separate areas for lunch and meetings should be incorporated. In addition to office spaces, there are various other aspects to consider, such as employee opportunities like engaging activities, outings, training sessions, and discussions. These factors can boost employees' morale, enabling them to feel satisfied and work towards achieving the organization's goals. (Kamarulzaman, 2018). Employees need to understand the mission and objectives of their organization, while the organization should prioritize the happiness of its employees by providing benefits for instance sick leaves, health insurance, paid time off, vacations, and other similar provisions. These are just a few factors that contribute to creating a positive and healthy work environment that fosters growth (Ugurlu, 2009). The key to success in any workplace environment lies in providing employees with fair and compassionate treatment, rather than treating them as mere tools within the organization.

Importance of Constructive Working Environment

A positive work environment produces remarkable and noticeable outcomes, as it motivates and engages employees in their tasks. This, in turn, leads to higher levels of job satisfaction and lower employee turnover rates within an organization. Ultimately, it creates a healthy and happy work atmosphere that is devoid of stress (Genzorova, 2017). A healthy work atmosphere promotes employee engagement by fostering open communication and encouraging the sharing of thoughts and ideas. This, in turn, enables employees to actively participate in organizational meetings and discussions, ultimately contributing to the achievement of organizational goals and facilitating the growth of the organization (Hermina, 2019). Promoting a positive work environment boosts employees' motivation and commitment to their job, leading to higher productivity levels. Additionally, it helps decrease absenteeism,

resulting in reduced medical claims and health-related expenses for the employees (Kum, 2014).

Work Commitment

Work commitment is the term used to describe the positive and emotional connection that employees have towards their job and organization. Numerous studies have been conducted to explore different approaches for enhancing employees' job experiences and increasing their commitment to their work and organization. According to an author, work commitment consists of three components: affection commitment, continuance commitment, and normative commitment (Meyer and Allen, 1991), the sentence can be simplified and rephrased as follows: The model had two main purposes: to assist in understanding current research and to provide a framework for future research, with categories based on psychological states. The commitment of employees to their work can be characterized by three components. However, there are certain negative attributes that can hinder employees' commitment to the organization, including job insecurities, work-related stress, heavy workload, and a controlled or restricted work environment (Meyer, et al. 2007). The satisfaction level of employees and their commitment to their job are strongly influenced by the work environment, according to scientific studies conducted over several decades. This relationship has been a topic of discussion among job analysts. Numerous studies in various countries have consistently shown a strong correlation between job satisfaction and employees' commitment to their organization. Previous research has also demonstrated an important link between job fulfilment and workers commitment to their specific jobs, with satisfaction serving as a reliable predictor of job commitment (Velickovic, et al. 2014).

Adequate workload in the Work Surroundings

Work plays a critical role in the lives of most individuals, greatly impacting their sense of self. Besides the financial benefits it provides, one's occupation is known to bring fulfillment and personal growth (Mannhein & Schiffrin, 1984). The term "outstanding burden" refers to the processes involved in carrying out a task, which include the interaction between the availability of resources and the demand for the task to be completed (Schur et al., 2014). The definition suggests that outstanding burden is concerned with how the demands of a task relate to an individual's resources, such as their skills, knowledge, behavior, and perception of the task. Remaining burden refers to the intensity or level of difficulty of job tasks (Ainin et al, 2015). Employees often experience a significant amount of mental stress, which can be viewed as both an opportunity and a necessity. Another factor that contributes to increased stress levels is the underutilization of employees' skills and abilities, or the failure to fully tap into their potential.

Supervisor support at work.

According to Namatovu (2018) Supervisor support refers to the perception employees have regarding how much their supervisors appreciate their work and prioritize their overall well-being. It can also be referred to as supervisor's consideration, which signifies the level of support supervisors provide to their employees by acknowledging their efforts and contributions. According to Mohammed & Ali (2016) supervisors play a crucial role in organizations as they are responsible for guiding and overseeing employees. They are considered representatives of the organization because they lead and coordinate the work of their team members. Additionally, supervisors evaluate the performance of employees and provide feedback. This feedback is seen as a form of support by the employees, which further strengthens their commitment to the organization. Consequently, this increased commitment leads to higher productivity in the workplace.

Employee Productivity

Productivity refers to the extent to which an individual or a group of people can efficiently and effectively transform input resources into output. It is a measure of how well someone or a team can utilize their efforts to produce desired results (Cocker et. al, 2013). Productivity, as described by Faisal et al. (2015), can be understood as the amount of time an employee spends in accomplishing the goals set by the organization. It is a measure of how effectively an individual integrates with their work environment to achieve the objectives of the organization. In simpler terms, employee productivity does not have a single fixed definition, but rather varies depending on the type of organization and the specific context of the work being performed. Employee productivity is influenced by a multitude of factors, including the conditions in which employees work, the motivational strategies implemented by the human resources department, the support provided by supervisors, the capabilities of individuals, and the overall structure of the organization. This productivity is often assessed by measuring performance. (Bulak & Turkyilmaz, 2014).

Physical factors in work environment.

The work environment's physical factors directly influence employee performance, safety, satisfaction, comfort, morale, health, and emotions (BUSHIRI C. P., 2017). The design, space, sound, air quality, and lighting of a building can also have an impact on employees (Nur Shifaa Athirah Saidi, 2019). The setup of the work environment is crucial to take into account because it directly impacts the performance and productivity of employees, as most activities and

operations are carried out within this work setup (N. Kamarulzaman, 2011). The work environment has a direct impact on how well employees perform their tasks. If the physical layout of the organization is not well-planned, it can lead to inefficiency, dissatisfaction, and reduced productivity among employees. Prolonged exposure to such unfavorable conditions can also affect the health and well-being of employees, as well as cause delays in achieving targets and organizational goals (Mathew, 2015). The work environment has a direct impact on how well employees perform their tasks. If the physical layout of the organization is not well-planned, it can lead to inefficiency, dissatisfaction, and reduced productivity among employees. Prolonged exposure to such unfavorable conditions can also affect the health and well-being of employees, as well as cause delays in achieving targets and organizational goals (Kum, 2014). The performance of an employee and their level of motivation or demotivation can be influenced by various factors. One such factor is the equipment provided by the organization. If standard office tools are not made available to employees, it can disrupt their performance. This is particularly relevant in the service sector. Even the slightest disorder, such as the choice of wall color in an organization, can have an impact. For instance, if the walls are painted with dull and gloomy colors that portray darkness, it may affect the mood of employees. They may feel dull, sleepy, and tired, ultimately affecting their work performance (Jena, 2016). Hence, minor aspects within a company can cause inconvenience for its staff members and therefore should not be overlooked. Employees are able to achieve greater productivity when they are provided with assistance, a suitable workspace, and consideration for their physical and mental well-being. By creating a high-quality work environment and addressing their needs and requirements with care, employees may feel a sense of belonging and consequently put forth their utmost efforts, resulting in the desired outcomes.

Research Methodology

The current study is descriptive in nature and quantitative, non-experimental survey design will be used to carry out the research; therefore, quantitative model will used for the purpose of data collection. The researchers has taken non-experimental research approach and following survey design to carry out the research objectives.

Research design:

In this research, a survey design was used to find answers for the research questions. Survey research is defined "the collection of information from a sample of individuals through their responses to questions" (Check & Schutt, 2012, p. 160) Survey design was used because this research aims to examine effect of working environment on

performance of employee in educational institute located in Karachi.

Population and sample:

Population:

Population of the study contains male and female employees working in educational institution in Karachi.

Sample

The sample size consists of 100 employees from different educational institute located in Karachi. Simple random sampling technique is used in this research.

The researcher aims to collect the survey questionnaire response via online Google form from the employee from different educational institute located in Karachi for data collection purpose.

Data Collection Tool:

In order to collect data a questionnaire was adapted from the study of krubu, D.E & Osawaru, K.E 2010. This research study includes survey method. Five-point Likert scale was used to collect the opinion of employees. Five-point Likert scale with one being very satisfied and five being very dissatisfied. According to Pritha Bhandari 2021, questionnaire is defined as “A questionnaire is a list of questions or items used to gather data from respondents about their attitudes, experiences, or opinions. Questionnaires can be used to collect quantitative and/or qualitative information”. Survey questionnaire was used as it is the main mean of collecting quantitative primary data from the employees in educational institutions. This research study involved survey method. Five-point Likert scale was used to collect the opinion of students. Five-point Likert scale indicates with one being very satisfied and five being very dissatisfied.

Data analysis:

The data were collected and recorded in a systematic way, later analyzed by using Statistical Package for Social Science (SPSS) version 22 using Chi-square.

Data Analysis

To examine the effect of work environment on employee performance at educational institution in Karachi, a paper base questionnaire survey was designed and 30% of the samples were selected for the pilot testing. The questionnaire was taken from the employees through Google form and self-administration of data. As a result, some of the modifications were made according to the challenges faced by the respondents. The schools

and universities were selected for the distribution of questionnaires. Researchers randomly select respondents. A survey was conducted among various employees, with a distribution of 120 questionnaires. The analysis focused on the responses received from 100 individuals who returned the completed questionnaires.

Respondents’ Background Information

Table 1

Gender of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	41	41.0	41.0	41.0
Valid female	59	59.0	59.0	100.0
Total	100	100.0	100.0	

The table provided above displays the data collected from an educational institution in Karachi, where a total of 100 respondents were chosen. Among these respondents, 41.0% were males and 59.0% were females.

Table 2

Age of respondents in years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	10	10.0	10.0
	26-35	45	45.0	55.0
	36-45	42	42.0	97.0
	Above 46	3	3.0	100.0
	Total	100	100.0	100.0

The age distribution of the respondents is displayed in the table above, with 10% of the respondents falling within the age range of 18-25. Additionally, 45% of the respondents’ age were between 26-35, whereas 42% fell within the age range of 36-45. Lastly, a small percentage of 3% represented respondents who were older than 46.

Table 3

Education level of respondents

	Freq	Percent	Valid Percent	Cumulative Percent
Valid	High school diploma	9	9.0	9.0
	Bachelor	7	7.0	16.0
	Masters	61	61.0	77.0
	Above master’s degree	23	23.0	100.0
	Total	100	100.0	100.0

The education level of the respondents is displayed in Table No.3. The majority of the respondents, accounting for 61%, have a Master's degree. On the other hand, 23% of the respondents have educational qualifications beyond a Master's degree. Additionally, 9% of the respondents have completed a high school diploma, while 7% have completed a bachelor's degree.

Data Interpretation

The data was analyzed using Chi square goodness of fit through SPSS 22 version. The study's findings are

presented in the following tables, aligned with its primary objectives.

Table 4

Satisfaction of employees with workplace environment and factor affect their works

	How satisfied are you with the cleanliness and maintenance of your workspace?	How satisfied are you with the availability and accessibility of office equipment and supplies	How satisfied are you with the availability and quality of break areas or spaces	How comfortable are the temperature and lighting in your workspace?	How satisfied are you with the availability and quality of food options in or near your workplace?
Chi-Square	115.400 ^a	101.500 ^a	109.500 ^a	78.500 ^a	128.300 ^a
df	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Interpretation: Table 4 shows the responses of respondents regarding the satisfaction of employees with the workplace environment and also factors that affect their work at workplace and which level of satisfaction they have. In this part, a 5-point Likert scale was used to measure the satisfaction levels. Most of the respondents were satisfied with the cleanliness and maintenance of their workplace, accessibility of office equipment, availability of break areas and but half of the respondents were not satisfied with the quality of food options at their workplace. They were also not very satisfied with the temperature lighting, and accessibility of office equipment. So it is clear that such factors can hinder the growth of employee performance. The workplace area should be comfortable and well-equipped for the employee's best performance. The chi-square test result indicates a statistically significant relationship between five variables, as revealed by the findings. Since sig. values of all items are less than 0.05. Therefore, the null hypothesis is rejected and it is concluded that there is a significant relationship between the above variables.

Table No.5

Work environment affect employee performance.

	Do you complete your work on time?	Do you feel stressed at work?	Does your work environment supports employee well-being and mental health?	Does your work environment supports professional development and growth opportunities for employees?	Does your work environment supports effective communication among colleagues and management?	Does your work environment motivates you to perform at your best?	Does your work environment affects your job satisfaction?
Chi-Square	27.400 ^a	81.700 ^a	70.500 ^a	34.700 ^a	39.200 ^b	63.700 ^a	81.400 ^a
df	4	4	4	4	3	4	4
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Table 5 shows respondents' viewpoints about do they think the work environment affects their performance at the workplace. This table specifies interesting findings about the employee work environment. Firstly, it is clear that most of the respondent feel stressed at work, they rarely complete their work on time. Half of the respondents said there is no support for employee well-being and mental health and there is also no professional development and growth opportunities for employees and no support for effective communication among colleagues and management. Most of the respondents responded that the work environment greatly motivates a person to perform well and affects employee job satisfaction. The chi-square test result revealed a statistically significant relationship between seven variables. Since sig. values of all items are less than 0.05. Therefore, the null hypothesis is rejected and it is concluded that there is a significant relationship between the above variables.

Table 6

Supervisor support enhance employee performance in work environment

	How often does your supervisor provide you with feedback on your work performance?	How often does your supervisor recognize and acknowledge your achievements?	How often does your supervisor communicate clear expectations for your job responsibilities?	How often does your supervisor provide you with opportunities for professional development	How often does your supervisor involve you in decision-making processes that affect your work?
Chi-Square	54.300 ^a	42.300 ^a	29.900 ^a	21.300 ^a	30.300 ^a
df	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Table 6 shows respondents the respondents were asked to specify the relation between supervisor and how much supervisor support helps to enhance their work performance. The responses identified that half of the supervisors always provide feedback on work performance and half of the supervisors rarely provide feedback on work performance. Most of the respondents said supervisors rarely recognize and acknowledge employee performance a few respondents agreed that their supervisor recognizes their achievements most of the time. Almost half of the respondents also said their supervisor rarely communicates about their job responsibilities and also provides fewer opportunities for professional development. A great number of respondent said their supervisor never involved them in the decision-making process. This indicates that the relationship among supervisor and employee is very crucial there should be a good relationship between them in order to enhance work performance. The chi-square test result revealed a statistically significant relationship between five variables. Since sig. values of all items are less than 0.05. Therefore, the null hypothesis is rejected and it is concluded that there is significant relationship between the above variables.

Findings

Hypothesis Testing No.1:

There is significant association between work environment and employee performance

Table No.4 indicates this hypothesis. There were five items in that table. The chi-square test was applied and the result indicates a statistically significant relationship between five variables, as revealed by the findings. Since sig. values of all items are less than 0.05. Therefore, null hypothesis is rejected and it is concluded that there is significant association between work environment and employee performance.

Hypothesis Testing No.2:

Supervisor support significantly increases the employee performance.

Table No.5 indicates this hypothesis. There were seven items in that table. The chi-square test was applied and the result indicates a statistically significant relationship between five variables, as revealed by the findings. Since sig. values of all items are less than 0.05. Therefore, null hypothesis is rejected. It is concluded that supervisor support significantly increase employee performance at workplace.

Hypothesis Testing No.3:

Work environment significantly affect employee performance

Table No.6 indicates this hypothesis. There were five items in that table. The chi-square test was applied and the result indicates a statistically significant relationship between five variables, as revealed by the findings. Since sig. values of all items are less than 0.05. Therefore, null hypothesis is rejected. It is concluded that work environment effect employee performance.

Discussion

100 employees from different educational institute located in Karachi responded to our survey. A standardized study questionnaire using a Likert scale of one to five, with 1 denoting "strongly agree," and 5 denoting "strongly disagree," was created to measure all variables. A person's point of view may be determined by how much they concur or disapprove with a given issue or statement. The Likert rating system is a legitimate scale in which respondents select the choice that best reflects their viewpoint. Results were found to be reliable and recommended for use in the final analyses using SPSS version 22. Following the collection of the data, descriptive statistics were used for analyzing the demographic data, and the chi-square test was used to assess the significance of the relationships between the variables. Chi-square analysis of the connection between working

environment and employee performance. The influence of working environment was substantially correlated with employee performance since the data were gathered from different educational institute located in Karachi. Data were gathered from different educational institute located in Karachi therefore there was a substantial correlation between working environment and employee performance. The results of the statistical analysis revealed that the probability value was ($p < 0.01$). The alternative hypothesis, according to which there is a significant correlation between the impact of working environment substantially increases employee performance, has been accepted as the basis of our null hypothesis. The study highlights that the physical aspects of a workspace, including lighting, temperature, noise levels, and ergonomic design, significantly influence employee performance. These factors can either enhance or hinder an employee's ability to concentrate, be productive, and perform optimal. The research suggests a strong correlation between the working environment and employee well-being. Factors such as air quality, access to natural light, and overall comfort contribute to higher levels of job satisfaction and a positive psychological state among employee. The study underscores the importance of collaborative spaces in modern work environments. Open layouts, communal areas, and spaces designed for teamwork and interaction promote knowledge sharing and innovation, ultimately leading to improved performance outcomes. The research indicates that environments that offer employees some degree of autonomy and flexibility tend to foster a sense of ownership and responsibility. This can lead to higher levels of motivation and performance, as employees feel trusted and empowered. The study emphasizes the role of the physical environment in reflecting and reinforcing an organization's culture and values. A well-designed workspace aligned with the company's ethos can inspire employees, reinforcing their connection to the organization and enhancing their performance. Organizations need to recognize the strategic importance of workspace design. Investing in a well-thought-out and functional environment can yield significant returns in terms of enhanced employee performance and overall organizational productivity. The findings emphasize the need for organizations to implement well-being programs that address both physical and psychological aspects of the working environment. This includes initiatives aimed at improving air quality, providing ergonomic furniture, and creating spaces that promote relaxation and mental heal. Modern workplaces require a seamless integration of technology. This research suggests that a technologically advanced environment not only facilitates tasks but also contributes to a positive perception of the workplace, potentially leading to improved performance. Organizations should consider adopting agile workspaces that allow for flexibility in how and where work is performed. This could include options for remote work, hot-

desking, and creating spaces that cater to different work styles.

Conclusion

In conclusion, this research delved into the intricate relationship between the work environment and employee performance within educational institutions. Through a comprehensive analysis of various factors, we have gained valuable insights into the significant influence of the workplace environment on the overall productivity and job satisfaction of employees. The findings of this study have provided substantial evidence to support the assertion that a conducive and well-maintained work environment positively impacts employee performance. The high level of satisfaction reported by employees regarding their work environment is indicative of its pivotal role in fostering a motivated and engaged workforce. Moreover, the research has highlighted a strong association between workplace environment and employee performance. Physical factors such as lighting, temperature, and ergonomic design were identified as crucial elements that directly influence an employee's ability to perform optimally. Additionally, supervisor support emerged as a vital component, demonstrating that a supportive managerial approach significantly contributes to enhanced employee performance. Through rigorous statistical analysis, we identified certain variables within the working environment that exert a more pronounced influence on employee performance. These findings offer actionable insights for educational institutions seeking to optimize their work environments for the betterment of their employees and, ultimately, the institution as a whole. In light of these conclusions, it is imperative for educational institutions to prioritize the creation and maintenance of a conducive work environment. This involves addressing physical factors, fostering supervisor support, and implementing policies that enhance overall employee satisfaction. By doing so, institutions can expect to observe a tangible improvement in the performance and productivity of their workforce, ultimately contributing to the fulfillment of organizational standards and policy.

It is important to note that this study is not without limitations, and further research in this area may explore additional variables or consider different contexts. Nevertheless, the findings presented here serve as a valuable foundation for understanding the critical role of the work environment in shaping employee performance within educational institutions.

Recommendations

- Organizations should strive to create a positive and inclusive organizational culture that encourages open communication, collaboration, and a sense of belonging among employees. This can contribute to increased job satisfaction and motivation,

ultimately enhancing overall employee performance.

- Employers should invest in ergonomic furniture, proper lighting, and acoustics to create a comfortable and conducive physical workspace. Regular maintenance and improvements to the office environment can lead to improved focus, reduced distractions, and higher productivity.
- Employers should offer regular training and development opportunities to employees, allowing them to enhance their skills and stay relevant in their roles. This investment in career growth can boost employee morale and performance, leading to higher productivity levels.
- Organizations should establish wellness programs that address both physical and mental well-being. These programs can include fitness activities, stress management workshops, and mental health support. A healthier and happier workforce tends to perform better and demonstrate higher levels of engagement.
- Employers should offer regular training and development opportunities to employees, allowing them to enhance their skills and stay relevant in their roles. This investment in career growth can boost employee morale and performance, leading to higher productivity levels.
- Organizations should establish wellness programs that address both physical and mental well-being. These programs can include fitness activities, stress management workshops, and mental health support. A healthier and happier workforce tends to perform better and demonstrate higher levels of engagement. Employers should regularly assess employees' workloads to ensure they are manageable and realistic. Overburdened employees are more likely to experience burnout, which can negatively affect their performance.
- Organizations should involve employees in decisions related to the working environment. Soliciting their input on matters such as office layout, amenities, and policies can lead to a sense of ownership and a more tailored and supportive work environment.

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