



Working Environment effects on worker's performance: A study on Apparel Industry of Dhaka division

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Abstract

The purpose of the study is to investigate the influence of work environment on job performance. An apparel company was taken as a case study with a sample size of 50 employees. A quantitative methodology implying a cross-sectional survey was used to reach the study objectives in addition to the literature review. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and color; space and employers' satisfaction. The collected data was analyzed using (SPSS, Version 22). Findings revealed that the situational constraints constituted of factors such as noise, office furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. It is suggested that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job. Thus, increasing the employers' satisfaction.

Keywords: Work environments, job performance, employee performance, employees, work environmental factors, Dhaka.

1.0 Introduction

Working environment plays an important role towards the employees' performance. This makes the workplace environment a very crucial determinant of the employee performance, morale, and productivity. The workplace entails an environment in which the worker performs his work while an effective workplace is an environment where results can be achieved as expected by management. Task performed in the workplace can be directly affected by the physical environment where the task is being performed. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions. Absenteeism can be reduced by having a proper workplace environment; which can



in turn increase employee performance and productivity. Chandrasekhar stated that the connection or relationship between the work, workplace, and tools of work had become the most important aspect in their work itself. The management has a challenge to establish an environment that will affect, effect, attract, retain and motivate its employees toward increased productivity.

Effective workplace communication is a key to cultivation of success and professionalism. A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done. In other words, poor performance, or the failure of people who undertake diverse tasks in the four-walls of work is logically the reason for institutional failure. This resulted to lack of enough offices for employees to do their work effectively, noise which cause discomfort depending on the task they are given and the environment of the place they are working. This is stated in the study of Tella, Ayeni, and Popoola (2007) that well-managed organizations usually see median workers as the root sources to gain quality and productivity. Such organizations look to employees not to capital investment, as the fundamental source of improvement. To achieve such improvement there is a rising need to make employees satisfied and committed to their jobs, at the diverse levels, departments, and sections.

1.1 Objective of the study

The objective of the study is to establish the effect of workplace environment on the performance of employees.

The specific objectives are given below:

- a. To determine the contribution of performance feedback on employees' performance.
- b. To assess the use of job aid towards employees' performance.
- c. To determine whether physical work environment has influence on employees' performance.
- d. To examine whether supervisor support contribute towards employees' performance.

2.0 Literature review

This section provides the theoretical framework upon which this study is grounded. Various factors of the workplace environment that affect employee performance have been explored. The workplace environment comprises of various factors that are imperative determinants of employee performance. These factors may positively or negatively contribute to achieving maximum employee performance.



2.1 Work Performance

Performance is the result of work of a person or group in an organization at a particular time which reflects how well the person or group reach the qualification of a job in a mission of organization's goal achievement. Many factors could influence the employee's job performance including equipment, physical work environment, meaningful work, standard operating procedures, reward for good or bad systems, performance expectancy, feedback on performance, in addition to knowledge, skills and attitudes (Stup, 2013).

Office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how the employees perform their tasks (Al- Anzi, 2019). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much distraction. According to McCoy and Evans (2015) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the environment at work.

Performance is the result of work of a person or group in an organization at a particular time which reflects how well the person or group reach the qualification of a job in a mission of organization's goal achievement. The physical work environment and its influence has been vastly studied since the environment can hinder, intervene with, or set limits on the range of work behaviors that are displayed which, in turn, potentially impacts task performance.

2.2 Work Environment

Brenner (2014) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. McGuire and McLaren (2017) believes that an organization's physical environment particularly its layout and design can impact employee behavior in the workplace. As indicated by Nitisemito (2001), some of the factors that influence the workplace include: cleanliness, water, lighting, coloring, security and music. Many work environment studies have shown that workers are satisfied with reference to specific work environment features. These features preferred by users significantly contribute to their workspace satisfaction and performance. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a



basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

3.0 Working Environment Factors that Affect Employees Performance:

The physical environment at work is critical to employees' performance, satisfaction, social relations and health. It is generally understood that the physical design of offices and the environmental conditions at work places are important factors in organizational performance.

It will be able to put forward several factors that are included in the working environment and its effects on job performance. The study of Badayai (2012) has confirmed previous studies and classified five main factors of uncongenial working environment as shown.

3.1 Noise

Noise is element of the work environment, which has an important role in affecting employee productivity. Too much noise, such as sound from equipment, tools, and people's conversation, may prevent workers concentrating on their jobs, consequently decreasing their productivity. However, according to Keeling and Kallaus (1996) people cannot achieve good performance in a silent environment, because at some level, sound may generate a healthy background and can also assist employees accomplish their work. In general, noise can influence employees while doing their work and the impact can be both positive and negative. If there is soft background sound, which is coming from instrumental music, and there is an employee who has to tackle claims from some impatient customers, the background sound in turn, will assist him/her to become more relaxed in solving the customer's problems. In contrast, if the sound background is quite hard, which may develop from the telephone ringing and loud conversation among people in the same room, this situation can hamper both the employee and customers. There are several methods for controlling the noise in the office: proper contraction, sound-absorbing materials, sound-absorbing devices, and masking.

3.2 Lighting

Working in dim or over bright work environments can result in eyestrain, headaches, irritability and, inevitably, reduced productivity. Light sources, including the sun, can create unwanted reflections, glare and shadows in the workplace that can cause discomfort and distraction, and can interfere with the performance of visual tasks. Low levels of lighting can cause depression, which for some people may be severe. There are two kinds of light that are available to office: natural light and artificial light. Natural light is a free resource that enters the office through window or skylight, whereas artificial light is the kind of light which is produced and designed by manufacturing. A poor lighting system may reduce employee performance as well as productivity, because those who have to work related with reading might have a serious



problem with their vision, which in turn may cause fatigue or eyestrain. Point out that Administrative Office Managers should also take into account the amount of light as well as the quality of lighting. More lights, for some workers, may be helpful in overcoming their tasks. However, for the rest of them, especially those who have to work in front of computers, excessive light may cause difficulties viewing the characters on the screen. In addition, those employees who work in a better quality of lighting are likely to create faster work with fewer errors, compared to those work in a poor lighting.

3.3 Color

Another element of the work environment, which has impact on employee productivity, is color. The majority of workers are only concerned about the physical effect of color, while many of them do not pay more attention to its psychological impact. In fact, color plays a very important role on the human body, mind, and spirit, because it can impact both productivity and wellness. Moreover, color has been found to increase productivity and performance, and raise employees' spirits. It plays a role in the workplace by simply providing a pleasant working environment. Mental reviews have showed that colors can impact individuals' mood and stimulate feeling (Carruthers, Morris, TARRIER and Whorwell, 2010). Cool colors might awaken unhappy and depressive feelings, while warm colors generally motivate a warming and positive emotion.

3.4 Air Quality

The last element of the work environment, which has impact on employee productivity, is air quality. Poor air quality can raise a negative impact on employee health in the form of respiratory problems, headaches, and, fatigue, which in the long periods will reduce productivity. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness.

3.4.1 High Temperature Levels

Employee lethargy and tiredness as a result of increased body temperature lead to possible efficiency decreases.

3.4.2 Low Temperature Levels

Low Temperature Levels decrease in efficiency due to cooler body heat and shivering.

3.4.3 High Humidity

In itself may not be a direct problem, but it does increase our susceptibility to high temperature levels as evaporation of body sweat is impeded.

3.4.4 Low Humidity



Levels have a debilitating effect on our ability to breathe and swallow without discomfort as our mouths and noses can become dry due to the increased level of evaporation in the surrounding environment.

3.5 Space Factor

The actual physical layout of an office is highly important when it comes to maximizing productivity among employees. Nowadays, work environments support new ways of working and flexible workplaces which displays ease of communication and interpersonal access contrasted with fully enclosed private offices, and this change to open plan office has boosted employee's productivity paralleled to closed office spaces (Becker, 2002). The individual workstation that is too crowded and restricted, will lead to stress, pressure and other psychological effect. An individual employee may feel unstable and have lack of freedom and motivation, on the short-run, it may lead to a very stressful environment, which decreases the quality of the job performance.

Gifford (1996), stressed that employees whose work requires supervisory-professional and privacy are unhappy with an open-plan office. Employees adapt to uncongenial work space when spatial arrangements are inappropriate, and they may even not realize their surroundings could be better.

4.0 Methodology of the Study

This study employed a cross-sectional survey to investigate the influence of work environment on job performance with its related factors. These factors included: Noise; temperature; air; light and color; space. The participants of this study were employees at an engineering company in Jordan. The selection of research objective is by the consideration that the data and information is easy to be obtained and relevant to the main problem of the research object. A well-designed questionnaire was distributed to 50 employees at the company. The collected data was then analyzed using (SPSS, Version 22).

The primary source for determining the content of the questions was the current literature; most of questions used in this study were based on the previous studies. The questionnaire included a letter that explained the purpose of the survey and guaranteed confidentiality. The survey consisted of two major sections. The first section is asked about the working conditions and employee performance and were measured on a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". In the second section employers were asked to rate their satisfaction of their workers' job performance on a five-point Likert scale ranging from 1 "highly dissatisfied" to 5 "highly satisfied". In the following section, the analysis of results for the collected data is presented.



5.0 Findings and Data Analysis

5.1 Gender Analysis

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table.

Table 5.1: Gender Analysis

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Female	24	48.0	48.0	48.0
Male	26	52.0	52.0	100.0
Total	50	100.0		

Source: Field survey

5.2 Level of Respondents

The level of respondents in this study was used in order to answer the distributed questionnaires.

Table 5.2: Level of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
Junior staffs	25	50.0	50.0	50.0
Senior staffs	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.3 Age of Respondents

In this study, age of the respondents was considered to be important in finding the impact of working environment on employees' performance at institute of finance management.

Table 5.3: Age of Respondents

Respondents	Frequency	Percent	Valid percent	Cumulative percent
20-30 years	14	28.0	28.0	28.0
31-40years	20	40.0	40.0	68.0
41-50 years	13	26.0	26.0	94.0
50 and above	3	6.0	6.0	100.0
Total	50	100.0	100.0	



Source: Field survey

5.4 Physical Working Environment

Physical working environment in this study have been considered as one of the factors towards employees' performance as responded by employees through distributed questionnaires.

Table 5.4: Physical Working Environment

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	11	22.0	22.0	22.0
Bad	10	20.0	20.0	46.0
Moderate	13	26.0	26.0	68.0
Good	8	16.0	16.0	52.0
Very good	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.5 Workplace Noise Distraction

The table 5.5 explained the presence of how noise distractions at the working place affected employees' performance.

Table 5.5: Workplace Noise Distraction

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	5	10.0	10.0	20.0
Disagree	15	30.0	30.0	30.0
Agree	11	22.0	22.0	52.0
Strongly agree	19	38.0	38.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.6 Employee Performance Feedback

The following responses explained how employees performance feedback applied by supervisor towards employees performance.

Table 5.6: Employee Performance Feedback

Responses	Frequency	Percent	Valid percent	Cumulative percent
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Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	40.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	32.00
Never	7	14.0	14.0	100.0
Not sure	1	2.0	2.0	
Total	50	100.0	100.0	

Source: Field survey

5.7 Communication of Organization Goals and Strategies

The table 5.7 described the importance of communication of organization goals and strategies towards employees' performance.

Table 5.7: Communication of Organization Goals and Strategies

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	6	12.0	12.0	50.0
Disagree	6	12.0	12.0	38.0
Agree	18	36.0	36.0	86.0
Strongly agree	20	40.0	40.0	100.0
Total	50	100.0		

Source: Field survey

5.8 Job Aid

The following response explained the presence of job aid at the organization which contribute son employees' job performance.

Table 5.8: Job Aid

Response	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	5	10.0	10.0	20.0
Disagree	5	10.0	10.0	36.0
Agree	15	30.0	30.0	52.0
Strongly agree	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Field survey



5.9 Employee Recognition as Individual

Employee recognition as individual was considered to be important factor towards employee performance. The following were the response.

Table 5.9: Employee Recognition as Individual

Response	Frequency	Percent	Valid percent	Cumulative percent
Always	8	16.0	16.0	16.0
Usually	10	20.0	20.0	36.0
Sometimes	16	32.0	32.0	68.0
Rarely	8	16.0	16.0	84.0
Never	7	14.0	14.0	98.0
Not sure	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.10 Employee Career Advancement

In table 5.10 there were response on employee career advancement in the organization.

Table 5.10: Employee Career Advancement

Responses	Frequency	Percent	Valid percent	Cumulative percent
Strongly disagree	4	8.0	8.0	8.0
Disagree	10	20.0	20.0	28.0
Neither agree	4	8.0	8.0	36.0
Agree	20	40.0	40.0	76.0
Strongly agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.11 Employee Relationship with Supervisor

The responses in table 5.11 described the employee relationship with supervisor towards job performance.

Table 5.11: Employee Relationship with Supervisor

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	3	6.0	6.0	16.0
Bad	2	4.0	4.0	28.0



Moderate	6	12.0	12.0	48.0
Good	25	50.0	50.0	68.0
Very good	14	28.0	28.0	100.0
Total	50	100.0	100.0	

Source: Field survey

5.12 Employee Job Security

The following were the response regarding the presence of employee job security in the organization towards their performance.

Table 5.12: Employee Job Security

Responses	Frequency	Percent	Valid percent	Cumulative percent
Very bad	0	0	0	0
Bad	0	0	0	0
Moderate	15	30.0	30.0	75
Good	25	50.0	50.0	100.0
Very good	10	20.0	20.0	
Total	50	100.0	100.0	

Source: Field survey

6.0 Summary

The results of the study show there is gender parity in the organizations. The study found that, the organization needs to improve its physical working environment so that to influence employees to stay in the office, work comfortable and perform their job. The study also revealed that employees are sometimes not recognized as individuals i.e. no feeling exist between them and the organization and this occasionally demoralize them as they cannot air their views. Through this study it revealed that employees' performance depended much on the presence of job aid at the organization. This means by having job aid it will support the employees to perform and plan for the development so that it can be used as to obtain the optimal use for performance. It was also found that, the organization to some extent has fairly treatment on rewarding employees who perform well. The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.



7.0 Conclusion

Job performance is the result of an employee's motivation and ability, and how he/she adapts to the situational constraints and the uncongenial environment. This cannot be neglected as it leads to the behavioral disturbance; specifically referred to as the decrease in job performance.

The present findings show that the situational constraints are constituted of multiple variables such as noise, office furniture, ventilation and light. These are the major physical conditions that should gain more attention. It is suggested that employers should take initiatives to motivate employees by improving work environments. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job. Thus, the increasing of employers' satisfaction.

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Appendices

Name: (optional)..... **Designation:**..... **Sex:****Date:**.....

	Statement	Very bad	Bad	Moderate	Good	Very good
1	How would you describe your office building space influence you to stay in the office and work comfortably?	1	2	3	4	5



2	How would you describe your relationship with fellow workers?	1	2	3	4	5
3	How would you describe your relationship with your supervisor?	1	2	3	4	5
4	What is the level of feedback that you receive from your supervisor?	1	2	3	4	5
5	How would you describe your job security in this organization?	1	2	3	4	5

6. Due to overall office environment can you complete your daily tasks easily?

- a. Not at all
- b. To some extent
- c. Often
- d. Mostly
- e. Always

7. Do you feel that employees are recognized as individuals?

- a. Always
- b. Usually
- c. Sometimes
- d. Rarely
- e. Never
- f. Not sure

8. Would you refer a friend to apply for a job at this organization?

- a. Definitely
- b. Probably
- c. Not sure
- d. Probably not
- e. Definitely not

9. My job requirements are clear

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

10. I have a clear path for career advancement.

- a. Strongly disagree



- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

11. Does the organization clearly communicate its goals and strategies to me?

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree