



"CHANGING DIMENSIONS OF WORK ENVIRONMENT AND ITS IMPACT ON EMPLOYEE PERFORMANCE – A STUDY IN SERVICES SECTOR IN BANGALORE CITY."

Dr Shobha K
Assistant Professor of Commerce
GFGC Hoskote

ABSTRACT

A pleasant workplace atmosphere guarantees employee productivity and prevents unneeded stress, affecting their ability to do their jobs. The working environment had a variety of influences on job satisfaction. Therefore, this paper examines the relationship between the evolving workplace and employee performance using five different aspects of the workplace. The data were gathered using questionnaires and through a quantitative survey. Employees from several service industries in the city of Bangalore served as the study's respondents. The impact between the factors was evaluated using Pearson's Correlation Analysis of the data. The results demonstrate a significant impact between employee performance and the evolving workplace.

Keywords: Job satisfaction, Evolving Workplace Environment, Employee Performance, and human resources.

INTRODUCTION

Bangalore's three main economic sectors have been dominated by the services sector, which contributed 68–70% of the total GVA for the most recent three-year period from 2017–18 to 2019–20. During this time, the proportion of the services sector in the overall state economy was more significant than the trend at the federal level. The state has been supplying a growing portion of the nation's output regarding total GVA and the services sector's GVA (Gross Value Added).

When workers negatively perceive their job safety and security, their performance suffers. As a result of breaking the regulations, their attitudes alter, which increases workplace accidents. Supervisor support, interactions with coworkers, employment safety and security, working hours, and the desire for respect are some aspects of the work environment that impact job satisfaction (Raziq & Maulabakhsh, 2015). To provide a comfortable working environment and flexible working circumstances for the employees, job safety and security, two vital workplace characteristics, should be adequately enforced. Physical, social, and mental components make up the working environment, according to Jain and Kaur (2014). The welfare of the workforce is vital for an organization's efficiency. The company would offer workers a comfortable workspace to help them focus on their work and be more productive.



The physical working environment can affect employees' performance, including lighting, temperature, noise, office layout, and fresh air. All those disturbances can cause health discomfort among the employees, leading to decreased performance. Temessek (2009) indicated that the functional décor and design of the workplace environment ultimately helped to improve employees' experience and necessitate better performance. Haynes (2008) revealed that the physical working environment was included as a tangible element that determined the abilities of employees to connect with their work roles and the quality of the physical working environment was considered impactful on how employees behave, performed their roles as well as their mental, physical and emotional states (Seghal, 2012; Oyetunji, 2014). Previous researchers stated that the physical working environment helped to determine the abilities of employees to connect with their work roles and influence how they behave (Haynes, 2008; Seghal, 2012; Oyetunji, 2014)

Employee performance may be impacted by lighting, temperature, noise, workplace design, and access to fresh air. Employee health issues brought on by all those interruptions may result in diminished performance. Temessek (2009) claimed that the practical furnishing and layout of the working space ultimately enhanced employee satisfaction and demanded higher output. According to Haynes (2008), the quality of the physical working environment was thought to have an impact on how employees behaved, carried out their roles, and mental, physical, and emotional states. The physical working environment was a tangible element that determined employees' abilities to connect with their work roles (Seghal, 2012; Oyetunji, 2014). Previous studies claimed that employees' capacities to connect with their work responsibilities and affect their behavior were influenced by their physical working environment (Haynes, 2008; Seghal, 2012; Oyetunji, 2014)

A study found that a comfortable workplace reduced absenteeism and improved performance (Chandrasekar, 2011; Hamed and Amjad, 2009). To retain employees, the company had to upgrade the physical workplace. Charles, Reardon, and Magee (2005) found that a suitable office temperature energizes workers—organizations must improve the physical workplace to match employment requirements. A study found that a comfortable workplace reduced absenteeism and improved performance (Chandrasekar, 2011; Hamed and Amjad, 2009). To retain employee performance, the company had to upgrade the physical workplace. Charles, Reardon, and Magee (2005) found that a suitable office temperature energizes workers—organizations must improve the physical workplace to match employment requirements.

In their study, Awan and Tahir (2015) discovered that coworkers at the same organizational level had no authority over one another (hanging sentence?). As stated, associating with coworkers must be ideal for fostering a pleasant working atmosphere. They reviewed their findings and found that the impact on coworkers significantly affected employee performance.



Coworker interactions and peer support will drive employees to execute things not in their job description and make them feel at ease in the workplace. Oswald (2012) stated that supervisor support was essential for workers to finish their assignments. A supervisor assistant is a qualified and experienced someone who assists employees in performing better in their current function and developing for future roles. A knowledgeable and competent supervisor encourages employees to fulfil their responsibilities and establish influential positions.

Physical, biological, and chemical risks in the workplace, communication networks, working hours, employee empowerment, and work pace, according to Pailhe (2002), are essential factors in determining an organization's work environment. Working hours refers to employee-initiated initiatives, rules, and practices for arranging and altering working hours to match their preferences (Brown & McNamara, 2011; Golden, 2012; Henly & Lambert, 2010).

PROBLEM STATEMENT

The performance of employees in an organization is crucial to maintaining the company's output. Unfortunately, most industries and organizations were deemed to have unsafe and unhealthy working conditions. Borman (2004) argued that environmental elements in the workplace affected employee performance.

According to Khamisa, Oldenburg, Peltzer, and Ilic (2015), more emphasis should be made on recognizing and addressing the working environment, as employees who perceive their workplace adversely often experience chronic stress. The working environment is defined by Opperman (2002) as the procedures, systems, structures, tools, or situations in the workplace that have a positive or negative effect on an individual's productivity. In addition to policies, rules, culture, resources, working impacts, work location, and internal and external environmental elements, the working environment also includes policies, practices, culture, working effects, and work location, all of which influence how employees perform their job functions.

In the past, researchers observed a direct correlation between job satisfaction and one general factor, such as pay and promotion, employee empowerment, psychological empowerment, remuneration, health facilities, work burden, and working environment (Sun, 2016; Raziq and Maulabakhsh, 2015; Rizwan and Mukhtar, 2014; Breau and Rhéaume, 2014; Universities Case and Nyanchoka, 2017; Kamariah, Po Li, Zahirah, 2012).

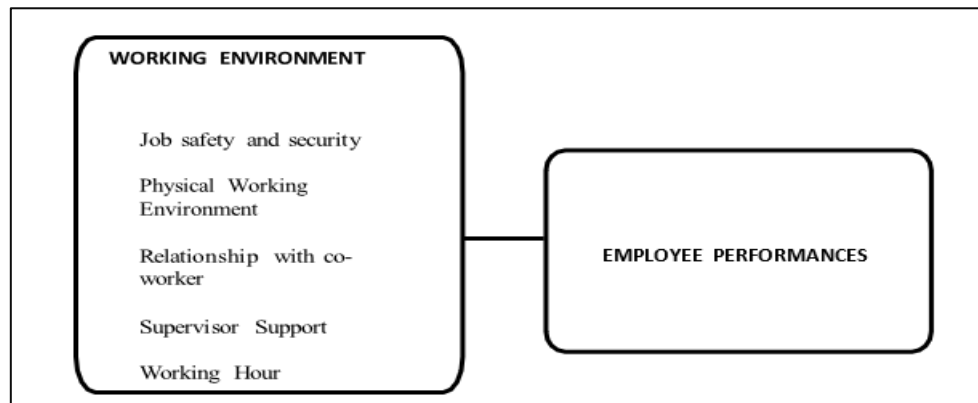


Figure-1: Conceptual Framework In the Bangalore-Based Service Sector Units

Moreover, prior research has focused on the relationship between the physical and mental working environments and job satisfaction (Jain and Kaur, 2014; Bojadjev, Petkovska, Misoska & Stojanovska, 2015; Dawal & Taha, 2006; Kinzl et al., 2005). The performance of employees in an organization is crucial to sustaining the company's output. Unfortunately, the majority of sectors and workplaces were deemed dangerous and unhealthy.

Borman (2004) stated that the office environment significantly impacts employee performance. To explore and understand employee performance, examining the direct relationship between work environment factors and employee performance on a few components of the working environment, including working hours, job safety and security, supervisor support, coworker relationships, and the physical working environment, is necessary.

OBJECTIVES

1. To ascertain the relationship between job safety and security and worker performance and the effect of the physical workplace on worker performance.
2. To ascertain the relationship between employee performance and the physical work environment as well as the relationship between employee performance and supervisor support.
3. To ascertain the relationship between employee performance and coworker relationships;
4. There is a substantial relationship between job safety and security and employee performance; it can be utilized to evaluate the connection between supervisor assistance and employee performance.
5. To ascertain the relationship between employee performance and working hours; and
6. To determine the primary element influencing how the workplace affects employee performance



METHODOLOGY

This study employed a quantitative design and a correlational methodology. As a sampling technique, the researcher employed primary random sampling. Borman's (2004) questionnaires on the working environment and employee satisfaction were modified. The questionnaire contains eight (8) sections and forty-two (42) items. Based on Krejcie and Morgan (1970), 159 questionnaires were distributed to roughly 250 respondents from the Bangalore municipal council. After two (2) weeks, 110 questionnaires were received; however, only 100 were judged legitimate. The remaining ten questionnaires contained missing information. The Cronbach alpha rating of 0.931 indicates that the surveys were reliable after a reliability test. The acquired data were analyzed using Pearson Correlation Analysis and Multiple Regression Analysis in the IBM Statistical Package for Social Science (SPSS) software system, Version 25.0, to examine the effects between variables and determine their dominant variable.

Table 1: Respondents' Background

Characteristics	Sub-profile	Frequency	Percentage (%)
Gender	Male	59	59
	Female	41	41
Race	Malay	73	73
	Chinese	4	4
	Others	23	23
Length of service	< 2 years	3	3
	2 – 5 years	5	5
	6 – 10 years	10	10
	> 10 years	82	82
Age	21 – 30 years	4	4
	31 – 40 years	29	29
	41 – 50 years	49	49
	> 50 years	18	18

Table 2: Hypotheses Testing and Results

RESULTS AND EXPLANATION

Table 1 shows respondent demographics. Most responders were 41–50 years old and had worked for over ten years.

Table 2 shows the study outcomes. Workplace considerations significantly affect employee performance.



The results showed that all independent variables, including physical working environment, supervisor support, colleague impact, workplace safety and security, and working hour, significantly affected employee performance, with supervisor support being the most important.

Ha1, $r=0.471$, $p=0.000$ ($p<0.05$), indicates a significant association between physical working environment and employee performance. Naharuddin et al. (2013) also observed that noise and poor office layouts caused employee discomfort and poor performance. Second, Ha2 is accepted due to a considerable positive correlation ($r=0.512$, $p=0.000$) between supervisor support and employee performance ($p<0.05$). Awan and Tahir (2015) and Naharuddin et al. (2013) found that supervisor support improves employee performance by matching and increasing their talents, especially when they struggle with their jobs. Supervisor support boosts employee performance by fostering positive relationships and self-confidence, according to Razak (2008).

Ha3 found a link between colleague impact and employee performance. Therefore, the hypothesis is accepted. The data demonstrate a strong colleague impact on employee performance. Coworker impact is crucial to employee performance. Because employees need additional motivation to finish their work and commit to the company, employees who see a significant impact on their coworkers will feel obligated to help them achieve their goals (Ariani, 2015; Thao & Hwang, 2017; Vischer, 2007).

Ha4 was accepted as occupational safety and security substantially impacted employee performance ($r=0.311$, $p=0.000$, $p<0.05$). Job safety and security affect employee performance because they guarantee job excellence. It can boost their motivation to choose the ideal companies to work with (Allaire et al., 2013). Job safety and security guarantee employees promotions, compensation and benefits, workplace safety, and career development; if organizations have low job safety and security, employees will not complete and do their job or task properly, leading to lower employee performance (Gayathiri & Ramakrishnan, 2013; Mun, Hu Ying, Lew, & Tan, 2017).

Ha4 examined how working hours affect employee performance. A substantial correlation exists between working hours and employee performance ($r=0.373$, $p=0.000$, $p<0.050$). The working hour has a slight positive significant link to employee performance because employees will work pleasantly and comfortably if they can set their work hours (Act, 2007). The staff thought

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