

Effect of Workplace Environment on Employee Performance

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Abstract

In modern times, corporations recognize that employee performance is a critical factor in a company's success. Thus, management is actively pursuing strategies to enhance employee performance through the implementation of various measures. Organizational collaboration is crucial for uniting individuals to achieve tasks and objectives through the effective and efficient use of resources. Within any firm, the Human Resource Management (HRM) department is a crucial component of the company. Its key objectives are to optimize efficiency within the limitations of finite human resources and to foster significant growth through employee enhancement. The Human Resource Department's responsibilities are crucial and encompass tasks such as personnel recruiting, skill enhancement, training, financial management, staffing, security, benefits administration, and additional functions. The office should prioritize measures to improve employee productivity and satisfaction by addressing their needs. The success of businesses in globalization is largely contingent upon their capacity to attract and retain qualified and talented personnel. A substantial part of their success is directly ascribed to the personnel who consistently offer a benefit to society. Therefore, to optimize employee performance, businesses have developed many approaches, including providing remuneration tied to their performance in specific circumstances, establishing security agreements to reinforce employee accountability, and introducing programs to facilitate a harmonious work-life balance. The researcher's objective is to ascertain practices that can augment employees' job satisfaction by enhancing the workplace atmosphere. This will help maintain their motivation to fulfill organizational goals and propel the organization to the top. The research results indicate that training and development, together with leadership, are the three primary factors that influence employee performance. Consequently, it is crucial for the management to support the personnel at every hierarchical level about these aspects to maximize their performance and ensure their unwavering dedication to their work, regardless of the circumstances they encounter.

Key words: CBA, organizational culture, Management suggestion, training and development.

Introduction

The entire effectiveness of any organization is closely connected to the work efficacy demonstrated by its employees. The attractiveness of the work atmosphere has a direct impact on the employees' drive level and by extension, their performance (Poorna, 2011). The whole effectiveness of employees depends on their inherent drive, encompassing both physical and psychological aspects, to actively participate in their work (Christopher & Khann, 2015). The characteristics of the work atmosphere exert a substantial impact on the productivity of individuals, manifesting as either unequivocal or favorable outcomes (Trebbe, Hartmann & Doree, 2015). Numerous factors inside the office setting impact the way individuals perform their functions. Establishing an optimal and properly structured work atmosphere would bolster the employees' productivity, thereby enhancing

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² Cite As: Dr. Waheed Rokhan, Nangyalai Ghorbandi, Mohammad Ajmal Stanikzai, Mr. Sikander Hayat (2024). Effect of Workplace Environment on Employee Performance, *Bakhtar International Journal of Economics and Management Review*, 1(1), 28-33.

the general efficiency of the firm (Siggelkow, 2007). The current study specifically examines the influence of the working atmosphere on the productivity of employees. To successfully deliver their products and services and accomplish their goals, organisations need highly competent staff (Shehu, & Akintoye, 2009). Concentration is pursued with an end goal of achieving an economic advantage. The office environment has a vital role in influencing the performance and productivity of employees in any organization. Facilitating a favorable work environment improves employee performance in organizations (Yin, 2003). Employment compatibility refers to the achievement of a suitable fit among someone and their work task when they function in circumstances that correspond to their physical and mental capability. Hence, employees are in an optimal position to acquire knowledge, carry out assigned duties, and achieve achievement (Yarbag, 2015). The office environment refers to the collective forces and factors that currently or prospectively impact the behaviours and productivity of employees.

Leadership

Leadership is the act of exerting impact on other people by utilizing their skills, knowledge, and expertise to achieve objectives such as setting high performance standards, tracking staff, sustaining staff inspiration, and attaining company objectives (Bindo, & Rupa, 2012). In addition to this, it is essential to make certain that employees are equipped with the skills necessary to manage any organizational change and to improve their ability to focus on long-term results.

Organizational culture

Organizational culture refers to the unique characteristics that distinguish one organization from another. A consolidated culture, on the other hand, refers to the combined ideas, actions, values, and knowledge of a specific group of individuals in a particular location and time frame. Organizational culture involves a shared set of values, behaviors, and beliefs actively followed and enforced to achieve organizational goals (Chandrasekar, 2011). Organizational culture plays a crucial role in the success of companies with well-established and ingrained cultures, as opposed to those with weaker cultures. The connection between organizational culture and HR practices is such that it has a positive impact on employee performance and adaptability. This influence empowers employees to effectively navigate corporate challenges and situations, while also providing them with a clear direction in achieving common goals (Cynthia, 2014).

Training and Development

Training and development are essential, as they involve a structured process of enhancing employees; skills, competence, and knowledge to increase productivity and fulfill their duties effectively within the organization (Gitahi, & Maina, 2015). Research consistently shows that providing appropriate training has a positive impact on employee performance while improving their skills, knowledge, and ability to carry out their responsibilities (Tsuma, & John, 2017). Training and development programs can have a positive impact on employee satisfaction, especially when they result in improved skills and abilities to perform job responsibilities effectively. Additionally, these initiatives can enhance employee's self-esteem and confidence (Doucet et al., 2009).

Stress

Stress is an adverse emotional state that individuals experience when they encounter challenges in managing their responsibilities, interacting with coworkers, meeting deadlines, or adapting to changes in their environment (Zupic & Cater, 2015). If not addressed, sustained stress can negatively impact an individual's performance and also have detrimental effects on the overall team and departmental performance (Ussing & Wandahl, 2013).

Rewards and Incentives

Compensation provided by an employer to employees for fulfilling a certain job or responsibility, in addition to their compensation, is referred to as rewards. These awards are crucial for motivating employees, enhancing productivity levels, and supporting employee retention (Sun & Wang, 2015). The rewards can manifest in several forms, including monetary compensation, verbal or written commendation, acknowledgment, a blend of these, or a totally different form. In most instances, rewards serve as the means to link the interests of employees with the team, therefore enhancing performance and ultimately contributing to the attainment of organizational objectives (Yarbag, 2015). Nevertheless, it is imperative for companies who distribute incentives to their employees to have a proficient performance assessment system in order to guarantee equity and measure productivity.

Employee Performance

To achieve strategic objectives, organizations can effectively invest in the training and development of their personnel, who are seen as their most valuable asset (Brewster, 2007). Efficient deployment of HRM systems can lead to improved employee performance. Human Resource Management (HRM) involves the systematic analysis and management of an organization's human resources, encompassing activities such as recruitment,

training, evaluations, policy implementation, and ensuring satisfaction while aligning with overall strategic goals.

Objective

To check the interrelationship between workplace environment and employee performance.

Hypothesis

There is no significant relationship between workplace environment and employee performance.

Significance of the study

The condition of the working environment plays a crucial role in motivating employees to perform their assigned tasks. As cash is undoubtedly insufficient in facilitating the necessary performance in the current challenging business environment. Directors and CEOs should be comfortable dealing with all the business environment elements that influence employee motivation. Competencies needed include the ability to recruit employees for shared goal setting, articulate job requirements, and provide consistent performance (Yagi, 2012). Furthermore, it is important to allocate time and effort towards providing substantial performance incentives, managing processes, allocating adequate resources, and implementing workplace training. In conclusion, in order to propel their organizations to achieve high performance, administrators and managers must openly articulate the human essence of their organisation. Foremost in this context is the interpersonal communication facilitated by providing personalized assistance and support to each individual representative. Based on this study, it is evident that open sector companies are providing a satisfactory working environment for their employees, which has minimal impact on their job performance.

Research Design

The study used a deductive methodology and a targeted research design to investigate the impact of the work environment on employee performance at USAID Afghanistan. The study intends to perform explanatory research, systematically offering a detailed explanation of occurrences, fixing existing gaps, and improving general understanding to enhance knowledge of the current situation. The data analysis for this study utilized the Statistical Package for the Social Sciences (SPSS) software. The data processing encompassed vital procedures including editing, coding, and tabulation, which were crucial for ensuring the accuracy and efficacy of the research investigation. Following the acquisition of official approval from the leaders of each department, a total of 171 persons from diverse departments within USAID Afghanistan were called and visited. Employees were apprised of the questionnaire's objective and the designated period for survey collection. Consequently, 60 completed surveys were obtained in physical format. Upon receiving these questionnaires, the data was encoded and input into the most recent version of SPSS. Statistical techniques were subsequently employed to assess the hypotheses and fulfill the research objectives. The results of this analysis are recorded in the following sections of this research study.

Correlations

| | | Leadership | Stress | Organization Culture | Training and Development | Reward and Incentives | Employee Performance |
|--------------------------|---|-----------------------|----------------------|----------------------|--------------------------|-----------------------|----------------------|
| Leadership | Pearson Correlation Sig. (2-tailed) N | 1 60 | | | | | |
| Stress | Pearson Correlation Sig. (2-tailed) N | .595** .076 60 | 1 60 | | | | |
| Organization Culture | Pearson Correlation Sig. (2-tailed) N | .507** .0112 60 | .479** .041 60 | 1 60 | | | |
| Training and Development | Pearson Correlation Sig. (2-tailed) N | .395** .001 60 | .551** .028 60 | .540** .022 60 | 1 60 | | |
| Reward and Incentives | Pearson Correlation Sig. (2-tailed) | .496** .012 | .488** .027 | .517** .017 | .536** .046 | 1 | |

| | | | | | | | |
|----------------------|---------------------|--------|--------|--------|--------|--------|----|
| | N | 60 | 60 | 60 | 60 | 60 | |
| Employee Performance | Pearson Correlation | .496** | .488** | .517** | .536** | .595** | 1 |
| | Sig. (2-tailed) | .012 | .027 | .017 | .046 | .076 | |
| | N | 60 | 60 | 60 | 60 | 60 | 60 |

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

Table-1: Correlations between Employee Performance Dimensions

The results of the analysis reveal that the adopted hypothesis effectively defines the interaction between incentives and employee performance, considering variables such as leadership, stress, culture, training and development (T&D), and rewards & incentives. The findings from the Bivariate Correlation test are summarized in Table 1. The Pearson 'r' values range from 0.395 to 0.595, indicating 15 distinct correlations that are statistically significant at the 5 percent level. Each of these significant correlations involves employee performance over time as one of the correlated dimensions. These findings provide a solid foundation for accepting the hypothesis. However, the significance of the various correlations also highlights the potential to explore additional relationships among the study parameters. This suggests that there may be other relevant connections that warrant further investigation.

Conclusion

The research aims to identify strategies to enhance employee job satisfaction by improving the office environment. By doing so, it is anticipated that employee motivation will be maintained, contributing to the organization’s overall success and growth. The results of the study indicate that training and development, along with leadership, are the primary factors influencing employee performance. Therefore, it is essential for management to provide support in these areas at every hierarchical level. This support is crucial for maximizing employee performance and ensuring retention, regardless of the challenges employees may face.

The state of the working environment is essential in inspiring individuals to excel in their tasks. In the present difficult corporate environment, financial incentives alone are inadequate to enhance performance. Directors and CEOs must adeptly manage all facets of the business environment that influence employee motivation. Recruit personnel who align with organizational objectives and explicitly delineate job specifications. Deliver regular and constructive performance evaluations to assist employees in achieving expectations. Devote sufficient time and effort to create significant performance incentives, manage procedures effectively, and guarantee the distribution of essential resources. Establish extensive workplace training initiatives to improve staff competencies and facilitate their development. By concentrating on these aspects, leaders may cultivate an environment that both inspires people and improves their performance and overall job happiness.

To attain optimal performance and foster organizational success, administrators and managers must prioritize the human element inside their businesses. Interpersonal communication, encompassing tailored guidance and support, is essential for motivating and engaging people.

The research suggests that although open sector firms often provide a positive work environment, the effect on job performance is negligible. Organizations such as Chemonics International, committed to fostering global transformation, must support and direct development initiatives to improve sustainability and optimize their impact. Chemonics International focuses on various technical areas, including Agriculture and Food Security, Corporate Partnerships, Democracy and Governance, Economic Growth and Trade, Education and Youth, Environment and Natural Resources, Gender Equality and Social Inclusion, Health, Monitoring, Evaluation, Learning, Peace and Stability, Supply Chain Solutions, Water, Energy, and Sustainable Cities. The organization's development initiatives encompass three domains, seeking to effectuate substantial and enduring transformation. Chemonics perpetually enhances its objectives and diligently strives to accomplish them. Chemonics addresses complicated challenges by adhering to ideals of compassion, great quality, innovation, honesty, and limitless potential, utilizing a diverse array of knowledge and experience to achieve its goals. In the current competitive environment, firms acknowledge that employee performance is a crucial factor in achieving success. Consequently, management is diligently investigating diverse strategies to improve staff performance and overall productivity.

The Human Resource Management (HRM) division plays a significant part in this process. Human Resource Management is crucial for uniting individuals to accomplish organizational objectives through the smart and efficient allocation of resources. The fundamental purpose is to optimize productivity from constrained human resources and foster substantial growth by enhancing the workforce. Organizations must emphasize tactics that

improve employee productivity and happiness by addressing their requirements. In the age of globalization, the capacity to attract and retain qualified and talented personnel is essential for an organization's success. Employees have a crucial role in the organization's competitive edge and societal influence. Organizations have used several techniques to enhance employee performance, including offering performance-based compensation, adopting security agreements to foster accountability, and implementing work-life balance initiatives. Research demonstrates that training and development, together with competent leadership, are the principal determinants of employee performance. Consequently, it is imperative for management to assist employees at all hierarchical levels in these domains to optimize their performance and guarantee ongoing commitment, irrespective of the obstacles encountered.

Limitations & Future research

A limited sample size may restrict the generalizability of the results. A small sample size, particularly in research concerning USAID in a specific location such as Afghanistan, may fail to effectively represent the diversity and characteristics of the broader community. An inadequate or non-representative sample may result in certain business types or difficulties pertinent to USAID in Afghanistan being either overrepresented or underrepresented. Consequently, the study's conclusions may not be applicable to the larger population, potentially undermining the trustworthiness of any recommendations or policy proposals. Moreover, the accuracy of data acquired via surveys might be affected by various factors, hence impacting the trustworthiness of the study's conclusions. This transpires when people reply in a manner they see is anticipated or favourable, rather than conveying their authentic emotions or experiences. This may distort the results, rendering them less indicative of the true circumstances. If participants are not honest in their responses, whether deliberately or inadvertently, the obtained data may not accurately represent reality. This is especially pertinent in research involving the collection of sensitive or personal information, since participants may either underreport or over report certain facts.

Future study in Afghanistan may investigate many pathways to enhance the robustness and generalizability of findings. Subsequent research may broaden the sample to encompass a wider array of USAID across various locations, sectors, and scales. This would help guarantee that the findings are more representative of the overall Afghan population. Furthermore, utilizing a mixed-methods approach that integrates both quantitative and qualitative data might yield a more thorough understanding of the organizational environment. This methodology can assist in corroborating findings and yielding more profound insights into the elements influencing organizations. To improve reliability and validity, subsequent research should implement strategies to mitigate response bias, including the use of anonymous surveys, safeguarding data privacy, and formulating questions that diminish the probability of socially favourable responses.

Acknowledgement

We would like to express our heartfelt gratitude to all those who supported us throughout the course of this research. First and foremost, we thank our research supervisor for his invaluable guidance and mentorship, who helped shape our ideas and strengthened our resolve. We are also grateful to our fellow researchers and friends who provided constructive feedback and shared their insights, making this research journey enjoyable and enlightening.

Conflict of Interest

The authors confirm that there are no conflicts of interest associated with this publication. The research was carried out independently, with no financial or non-financial support from any third parties.

Author Contribution Statement

Dr. Waheed Rokhan was responsible for designing and organizing the study, performing data analysis, and writing the report. Somaya Frotan contributed to the literature review, assisted with data collection, and provided significant revisions to the manuscript. Mr. Saeed Agha Ahmadzai contributed to the study design, supervised the controlled study methods, and supported the analysis of the results. Mr. Sikander Hayat reviewed and refined the manuscript for clarity and coherence. All authors reviewed and approved the final version of the manuscript.

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