

**QUALITY OF WORK LIFE AND EMPLOYEE'S PRODUCTIVITY IN
NEPALESE COMMERCIAL BANKS**

A Dissertation Submitted to the office of the Dean, Faculty of Management in
partial fulfillment of the requirements for the Master's Degree

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CERTIFICATION OF AUTHORITY

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **“QUALITY OF WORK LIFE AND EMPLOYEE’S PRODUCTIVITY IN NEPALESE COMMERCIAL BANKS”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purpose.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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ABBREVIATIONS

ACS	Average Number of Customer Served per Day
ATT	Average Time Taken to Serve One Customer
WPQ	Workplace Quality
QWL	Quality of Work Life
NRB	Nepal Rastra Bank
SPSS	Statistical Packages for Social Sciences

EXECUTIVE SUMMARY

Work place is the physical location where someone works. Office environment (workplace quality) can be described in terms of physical and behavioral components. Productivity is a measure of the efficiency of a person, machine, factory, system and others in converting inputs into useful outputs. With the improvement in technology, the competition in the banking industry has been increasing in the intense way. So, to improve customer service and provide greater access to bank personnel, banks are focusing on the maintenance favorable working environment for their employees. Better physical environment at the office can boosts the employees and ultimately improve their productivity.

The study aimed to find out the relationship between workplace quality and employee's productivity in Nepalese commercial banks. The other specific objectives are to outline current office design and highlight level of satisfaction of physical component of office design of commercial banks in Kathmandu, Nepal. To analyze the factors of working environment that employees value most in their workplace.

The study concludes that the workplace quality is important factor that influences employee's productivity in moderate way. In the context of physical component of workplace quality of Nepalese commercial banks

The recommendation put forward by this study is workplace quality should be designed in such a way that employee's found it comfortable and attractive to work. Organization should focus on both components of workplace quality but should give more emphasis to behavioral components. The banking sector should address their office design time to time to check whether it require modification, repair and maintenance or not. Banks should be able to maintain comfortable furniture, pleasant room temperature, proper space arrangement, comfortable lightning, free from noise pollution so that employee's can work without getting tired, without strain in their eyes and free from noise distraction environment. Light color is preferred more, so light color should be painted in the office wall.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Employee workplace performance is related to a set of factors affecting workers' health, habits and environment, employees' well-being and quality of work life (QWL). QWL is associated with job satisfaction, motivation, productivity, health, job security, safety and well-being, embracing four main axes: a safe work environment; occupational health care; appropriate working time; and an appropriate salary. As originally stated in, the concept embraces the effects of the workplace on job satisfaction, satisfaction in non-work life domains, and satisfaction with overall life, personal happiness and subjective well-being. Moreover, improving employees' QWL will positively affect the organization's productivity, while augmented productivity will strengthen QWL. In the literature of reference, there is an ongoing and fruitful discussion about the components of QWL and its different associations with metrics of non-economic performance, namely satisfaction and fulfillment of physical conditions considered basic to ensure functionality, health and safety in the workplace. The workplace is the physical location where someone works. Such a place can range from a home office to a large office building or factory. The workplace is one of the most important social spaces other than the home. An office is generally a room or other area where administrative work is done, but may also denote a position within an organization with specific duties attached to it. (BBC news magazine, 2019)

As stated before, there is still room to advance knowledge about the effects associated with subjective components of assessment of satisfaction with QWL on organizational performance, considering a response variable of particularly critical importance in the context of reducing investment in resources and simultaneous pressure to maximize results, i.e., productivity. Therefore, it is particularly opportune to investigate the non-economic (that is, subjective or behavioral) motivations that lead to collaborators' willingness to contribute to strengthening their organization's productivity. Following the Organisation for Economic Co-operation and Development (OECD)'s view of productivity indicators, there are plenty of

productivity differences across organizations that require further studies to open up the organizational 'black box', concerning internal productivity determinants. In fact, there is a need to advance knowledge about the individual determinants of organizational productivity. An example of this challenging task is the recent project launched by the Global Forum on Productivity (GFP), entitled: 'The Human Side of Productivity'; considering a multidimensional approach applied to organizations, considering key people, such as workers, managers and owners. Recently, in the context of public higher education, the role played by quality of life in determining satisfaction of internal stakeholders, such as students and collaborators (e.g., administrative staff, teachers and researchers), was also assessed. This opens up a research avenue concerning the lack of knowledge about the role played by the specificities of different organizational cultures in this type of institution, in influencing perception of academic quality of life by both internal and external stakeholders. In this sense, there is still an open debate about the need for further understanding of the importance of organizational culture, using crossed perspectives on organizational and individual health, to be able to provide strategic lines for new organizational policies. These should be increasingly funded on a particular set of values and beliefs determining an organization's behavioral objectives, aligned with the desired self-efficacy in terms of employees' management and motivation .

Office environment can be described in terms of physical and behavioral components (Leblebici, 2012). Physical component (office design) include the items such as furniture, room temperature, spatial arrangements, lightning, noise and color where behavioral component include the items such as interpersonal skills, emotional factors, overtime duty, job assignments and others. Working conditions or workplace vary according to what type of organization does the employee works.

Productivity is the ratio of output to inputs in production. It is an average measure of the efficiency of production. Productivity is a measure of the efficiency of a person, machine, factory, system and others in converting inputs into useful outputs. Productivity measures may be examined collectively (across the whole economy) or viewed industry by industry. Labor productivity is the value of goods and services produced in a period of time, divided by the hours of labor used to produce them.

Productivity is an important factor in every organization. Profit and loss depend to a large extent on labor productivity (Been et al. 2018).

A commercial bank is a type of bank that provides services such as accepting deposits, making business loans, and offering basic investment products. The workplace quality of commercial bank play crucial role for the performance of employees inside the organization. The main objective of commercial banks is to mobilize the resources for productive use after collecting them from different places. So, employees are the right hand inside the commercial banks. As, employee in commercial bank has to stay in office around plus 8 hours per day and make decisions for all functions like planning, leading, organizing and controlling.

Environment directly impact personal comfort level. It stands to reason that environment can dramatically affect productivity. It can also directly affect your efficiency by creating or supporting distractions of various types. Workplace quality plays important role for the flow of efficient work in an organization/office. The physical environment is one tool which can be used to exert a positive influence in that respect. Providing a workplace for employees that is equipped to make the most use of a company's human resources is essential. HR executives need to consider new strategies for recruiting and retaining best fit talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively. The office environment in which employees work and undertake most of their activities can impact on their productivity. Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment at the office can boosts the employees and ultimately improve their productivity (Hameed et al. 2010).

Becker et al. (1983) compares the influence of open-private, closed-shared, and closed-private offices on faculty work patterns and faculty-student interaction in a community college, based on 456 interviews with students and faculty. Closed-private

offices were found to be the most effective for faculty-student interactions. The office environment in which employees work and undertake most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment (Keeling and Kallaus 2012). As Quible (2012) points out that, poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction, which in turn will impact on the financial well-being of the organization.

Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 2012). Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Croome 1997). The quality and quantity of work generated by employees are influenced by the office environment. So, it's necessary to maintain favorable working environment in the offices. Working environment influence both physical and psychological status of an employees. Block and Stokes (1989) also found that the layout of an office influences productivity, with the extent of influence depending on the kind of work being undertaken. The nature of work also differentiates the level of satisfaction among employees regarding their work place design. So, the organizations should be able to design their office according to the nature of work that their employees are going to perform.

Clements-Croome (2001) critically appraises the factors that affect workplace productivity, and makes suggestions for making work environments more amenable to productivity. A study by Barber (2002) attempted to ascertain what employees consider to be the most significant aspects affecting their own productivity. This survey found that aspects regarding technology, storage space, quiet space, climate control, personalizing the workspace and its visual appeal were the most important factors.

Brenner (2005) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. It's necessary to make employee comfortable enough that they can share

their feelings and ideas in their office. Arnold (2005) found that improving air quality alone yields a 15 percent increase in productivity. Schneider (2008) surveyed office workers and reports that a better designed office environment could increase organizational productivity by 21 percent on average.

Both physical and behavioral component of workplace quality influence the level of employee's productivity. Haynes (2008a) reviews the literature on the role that the behavioral environment plays in the productivity of employees, from their perspective. Haynes observes that the social context of an office is important, and employees make very personal interpretations of their surroundings. The article concludes that optimizing the productivity of office environments requires designers to pay heed to the role of the behavioral environment. Haynes (2008a) observes that office space needs to be designed with the goal of facilitating collaboration between employees, while also ensuring that disruptions and distractions to people engaged in individual tasks are minimized. Hughes (2008) surveyed 2001 employees pertain to various organizations and industries in multiple levels. The reported results of these survey showed that nine out of ten believed that a workspace quality affects the attitude of employees and increases their productivity.

Moritz and Evans (2009) discuss the concept of workplace strategy, in which human resources, real estate and information technology professionals' work together to create innovatively designed workspace that better enables employees, maximizes space utilization, and reflects the organization's brand values. A study by Hameed and Amjad (2010) on office design factors such as furniture, noise, lighting, temperature and spatial arrangements revealed lighting as having the greatest impact on staff productivity, followed by spatial arrangements. Shegual (2012) revealed that it is the quality of the employee's workplace environment that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. delicate

In today's economy and society, the banking industry is of great importance to every one of us. All depend on the efficiency and quality of services that the banking

industry provides. With the improvement in technology, the competition in the banking industry has become increasingly intense. Therefore, performance analyses in the banking industry attract more and more attention. So, to improve customer service and provide greater access to bank personnel, banks are focusing on the maintenance favorable working environment for their employees. Employees make decisions for all functions like planning, leading, organizing, implementing and controlling in an organization. The difference is that the employee can be from higher or lower level of management where their responsibilities differ. So the efficiency and effectiveness of banks largely depends upon the effectiveness of employees. Most of the today's managers have come to learn that the characteristic that differentiates successful banks from their less successful depends on the quality of employees they are able to get and keep.

1.2 Problem Statement

Hameed and Amjad (2010), productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines, etc.) into goods and services. In the study, subjective productivity measurement method is used. The measures of this method are not based on quantitative operational information. Instead, they are based on personnel's subjective assessments. Wang and Gianakis (2012) have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organization's product or service. Subjective productivity data is usually collected using survey questionnaires. Subjective data can also be descriptive or qualitative collected by interviews. Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers (Croome & Kaluarachchi, 2001). Mawson (2003) observes that as the knowledge-base of the economy has become more significant, it has become more difficult to measure worker productivity and the latter is often not considered when designing office space.

One of the fundamental human requirements is a working environment that allows people to perform their work optimally under comfortable conditions (Roelofsen, 2003). Workplace environment affects the attitude of employees. Different

organizations have different office designs. Flexible and adjustable furniture, adequate lighting, required temperature, less noise and other special arrangements make work environment comfortable and desirable for carrying out occupational duties. Maintaining comfortable office conditions are important because a small deviation in temperature comfort level may lead to reduced job performance and impaired safety awareness. Kahn and Sherer (1990), they applied panel data describing a firm's 92 managers and find that managers with a high bonus impact of performance work harder. Rivera and Currais (2012a, 2012b) and Barro and Sala-i-Martin (1995), suggests that health may be a more important determinant of productivity, particularly for developing countries.

Meanwhile, Haynes (2008) states that interaction and distraction are the behavioral aspects of the work environment with the greatest impact upon self-assessed productivity. Another study by Haynes (2009) looked at the extent to which the work processes of employees play a part in their productivity. Having defined four work patterns in terms of autonomy and interaction, this study has examined how the environmental factors of comfort, office layout, interaction and distraction affected perceived productivity, either positively or negatively. Interaction was considered by all groups as having the most positive effect, but especially so by the “transactional knowledge” workers. All groups regarded distraction as adverse to productivity.

According to Penn et al. (2012), office layout directly affects the frequency of interaction with coworkers. People seated in the immediate vicinity of one another have more face-to-face contact (Keller and Holland, 1983). Backhouse and Drew (1992) discovered that 80 per cent of meetings between colleagues occur spontaneously – when, for example, they encounter each other by chance in a corridor or the staff canteen. Although communication is not the same as productivity, organizations often assume that the former promotes the latter. Collaborative learning can have a more positive effect than individual learning on deep learning of complex cognitive tasks (Kirschner et al., 2010), and according to Strubler and York (2008) collaboration can lead to an enhancement of productivity.

Fisk (2001) reports moderate to strong evidence that characteristics of buildings and indoor environments significantly influence rates of communicable respiratory illness,

allergy and asthma symptoms, sick building symptoms, and worker performance. These translate into estimated cost savings to U.S. employers together of between US\$1 billion and US\$30 billion in lost worker time, per disease. Brill and Weideman (2002) found that spatial arrangements favoring spontaneous interaction are extremely important to productivity. Another factor they highlight as significant is the ability to work individually, without distractions.

Keeling and Kallaus (2012) point out that office equipment is the intermediary between people and their work. Brill and Weidemann (2002) examine two important design determinants of productivity and satisfaction: distraction-free workspace and opportunities for learning-laden informal interactions. They recommend new facility design concepts which have good potential to increase employee productivity and satisfaction, and enhance their learning. The study was carried out in the Netherlands, at the Winterswijk Tax Office, where the influence of plants on productivity was closely monitored (Van Dortmont, 2002). Color plays a very important role on the human body, mind, and spirit, because it can impact both productivity and wellness (Baughan-Young 2002).

Several sources (e.g. Arnold 2005, Heerwagen et al. 2005, Sundstrom et al. 2012 and Vischer 2006) deal with the impact of specific office environmental factors (e.g. light, air quality, noise, etc.) and worker productivity. Arnold (2005) finds that improving air quality alone yields a 15 percent increase in productivity. Newsham et al. (2005) conducted an empirical study of the effect of office workers having individual control over light levels on their satisfaction, mood, comfort and self-assessed productivity. They found positive benefits from this allocation of control. According to Dynasound Collaborative Studies of five major corporations, noise contributes the biggest proportion on the office environment distractions at 71%, followed by air (20%) and lighting (9%), respectively (Folsom 2004). Subsequently, Quible (2012) points out that excessive noise can affect employees psychologically due to an increase of blood pressure and metabolic rate, which in turn can decrease their productivity. The major problems that are aim to be resolved through this study are as follows:

- a) How to analyze the impact of physical work environment, supervisor support, performance feedback and compensation on Quality of Work Life?

- b) Which factor effect of gender in the relationship between independent variables (i.e. physical work environment, supervisor support, performance feedback and compensation) and dependent variables (i.e. Quality of Work Life)?

1.3 Objective of the Study

The main purpose of this study is to analyze the relationship between workplace quality i.e. physical components on employees' productivity. Other specific objectives of this study are as follows:

- a) To analyze the impact of physical work environment, supervisor support, performance feedback and compensation on Quality of Work Life.
- b) To measure the moderating effect of gender in the relationship between independent variables (i.e. physical work environment, supervisor support, performance feedback and compensation) and dependent variables (i.e. Quality of Work Life).

1.4 Rationale of the study

Workplace is the working environment for the employees inside the organization. So, workplace quality plays important role to increase or decrease employee's productivity of an organization as employees have to stay around eight to ten hours per day in the organization. On the effects on workplace quality and employee productivity past research has provided extensive data on the positive relationship between workplace quality and employees productivity.

In this light, this study will mainly focus on analyzing the relationship between workplace quality and employees productivity. As the research is conducted on Nepalese commercial banking sector, so it is new research for the Nepalese banking system. The study target to understand the influence of workplace quality on employee productivity and which environmental factor mostly influence employee towards their work and make them more satisfied towards the banking industry in Nepal.

As there is lack of enough literature on workplace quality and employee's productivity focusing on Nepal. The study is expected to be important as it analyses the demographic characteristics of employees and also measure employee productivity by taking the components of physical environment such as furniture,

room temperature, spatial arrangement, lightning, noise and color. The major research findings of this study provide the information related to the current workplace quality of commercial banks in Nepal. That helps to identify the place where the banking sector needs to address most so that they can increase employee satisfaction to increase their productivity.

1.5 Research Hypothesis

Based on the conceptual framework in order to address the issues of the study, the following hypotheses have been formulated and tested.

H₁: There is significant effect of Quality of Work Life with (a) physical work environment, (b) supervisor support, (c) performance feedback, and (d) compensation.

H₂: The relationship between dependent variable (i.e. Quality of Work Life) and independent variables (i.e. PE, SS, PF & CP) are moderated by gender.

1.6 Limitation of the study

The study aims the impact of Quality of Work Life under the available working environment in the Nepalese commercial banks. It will identify the various physical factors that affect in the level of Quality of Work Life. The research will be helpful to improve the said problems. It will definitely pave the way for the management to take effective steps in providing better workplace that motivate the employees and bring the positive attitude.

- a) The study covers commercial banks different office inside Kathmandu valley.
- b) The study is based on the sample of respondents. So, it is not free from sampling bias such as limitation of selecting sample size from the total population.
- c) This study is based on four independent variables and it ignores other variables. The findings may differ from the other variables.
- d) This research focuses on individual employees but not corporate employees.

CHAPTER II

REVIEW OF LITERATURE

This chapter provides conceptual framework of the study and deals with review of empirical studies associated with workplace quality and productivity in different field. This chapter is organized into three sections. The first section is review of related literature which provides description of the literature relevant to impact of workplace quality on employee's productivity. The second section is research gap. Finally, the third section highlights the conceptual framework of the study.

The previous chapter provides information about the background of the study, problem statement and purposes of the study. Similarly, there are research questions, and the scope and limitations of the study. This chapter considers a brief review of selected research work on the workplace environment and its effect on Quality of Work Life .

2.1 Literature Review

Literature Review equips the researcher with a macro view of micro issues and encompasses different kinds of information sources. The review includes what other researchers have found as the level of public awareness regarding Quality of Work Life . The summary and questionnaire design are made with reference to those reports. The findings of various researchers on workplace environmental factors impacting EP regarding productivity, efficiency, etc. are explained in this chapter. Then, finally the conclusion is drawn from the review kinds of literature related to the topic.

The following are the past studies selected for review, which are related closely to the concept under study. This enables the researcher to move up starting from the existing premises. This chapter represents a brief background, the importance of various workplace environmental factors affecting Quality of Work Life of related studies.

2.1.1 Quality of Work Life (QWL)

The most important dependent variable is the employees' performance (Borman, 2004).

In view of Cambell (1990), the EP is the accomplishment of work-related tasks or skills by an employee. This involves a micro-level of actions and behaviours of an employee that contributes to the goals of the organization. Results of EP can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992). The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Eysenck, 1998). As to monitor EP effectively, an employee review system should be implemented. This system usually consists of on-the-job coaching, performance appraisals, counseling session, interviews and also the performance improvement plans which shows the improvement of employees performance (Stark, 2012).

Frese and Sonnentag (2000) viewed that individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. According to Sinha (2001), EP depends on the willingness and also the openness of the employees themselves on doing their job. Stup (2003) describes several factors towards the success of EP. These factors include the physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others.

Platt and Sobotka (2010) asserted that EP is the combined result of effort, ability and perception of tasks. Performance as defined by Sultana et al. (2012) is the achievement of specified tasks against predetermined or three identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks.

2.1.2 Workplace Environment

The historical backdrop to the work environment can be found in the introductory work of Tolman (1926), while working on "cognitive maps." The study stated that

people try to understand their environment. One aspect of the competitive challenges faced by banks lies in the management and integration of physical and psychosocial environments (Altman, 2000). Most banks are beginning to reconsider how their work environment is designed and what facilities they offer to staff has far-reaching effects on their general performance. Kyko (2005) identified that there are two types of work environment identified as Conducive and Toxic Work Environment. A conducive work environment gives pleasurable experience to employees and enables them to actualize their abilities and behaviour. A toxic environment reinforces low self-actualizing behaviours and it leads to the development of negative traits of the employees' behaviour. He also identified six factors that contribute to a toxic work environment hence contributing to the low productivity of workers. These factors are opaque management, biased boss, company's policies, working conditions, interpersonal relationship and pay.

Health (2006) argued that managers should not just focus on the employees' pay packet with the assumption that it is proportionate to performance. Work place level impacts on employees stress as according to Vischer (2006) that a good working environment will lead to better fit between work space and employees and results in improving behaviour and stress-related emotions. Improving the working environment results in a decrease in the number of error rates, complaints, absenteeism and hence increases performance. If the organisation environment is friendly, safe, and trusted, it impacts employees positively and their performance, creativity, productivity, commitment, and financial health drive high, which also influences the organisation augmentations. Chandrasekar (2011) discovered that changing environments provide commercial banks with opportunities as well as a myriad of challenges. In today's dynamic and competitive business world, a healthy workplace environment makes good business sense.

2.1.3 Effects of Workplace Environment

A large number of scholars have studied the impact of the working environment on employees' performance. A good working environment changes employees approach towards the job as according to Berg (2012).

Physical Workplace Environment (PE)

Most people spend 50% of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 2012). In view of Keeling and Kallaus (2012), the quality and quantity of work generated by employees are influenced by the office environment. Various literature relates to the study of multiple offices shows dissatisfaction, disorderly workplaces and the physical environment, loss of employees' productivity (Clements-Croome, 1997).

The modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees (Stoessel, 2001). The physical environment includes components of the tangible workplace environment such as spatial layout and functionality of the surroundings. Spatial layout refers to how machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them (Becker, 2002). PE can also be known as an ergonomic workplace. Researches need to be done for every employee. Cooper and Dewe (2004) supported that these help the employees from not getting the nerve injury. The working environment is denoted as a physical working atmosphere (Edgar, 2005). Furthermore, McCoy and Evans (2005) stated that once the employees had become stressors at the workplace, the employees have the high potential of getting their job done very slowly and it will affect the employees' performance. Also, an unfavourable work environment results in under-utilization of the capabilities available to the employees.

In a broader perspective, PE is not limited to the comfort level, ventilation, heating, natural lighting and artificial lighting. Informal seating arrangements, such as chairs placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction (Doman, 2008) such as manual dexterity and cognitive ability (Sutherland, 1990). Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved. Additionally, some studies have examined the impact of work environmental factors such as the height and thickness of workstation partitions, furniture measurements and the

amount and availability of file and work storage on individual and team performance

Supervisor Support (SS)

Blau (2010) examined the framework for visualizing the relationship between the employees and the supervisor. If full commitment is given, it leads to positive results for the EP. An informal mentoring needs to be done by the supervisors to create a mutual understanding and relationship between the supervisor and the employees (Allen, 2000). For example, the miscommunication between the employees and the supervisor in terms of delivering the information or process on the job to the employees (Harrison, 2000).

On the other hand, if the supervisor is having a very good communication skill especially during the training program, the employees can probably increase their competency and job performance. Individual association with the working environment is important as they impact upon the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002). Similarly, Silbert (2004) argued that talented employees have many opportunities to find a good job, workplace or position elsewhere; therefore, to retain these competent employees, organizations should create a friendly environment that promotes supervisor support. Lee (2005) sighted the provision of such support should facilitate positive attitudes towards the organization in general, as supervisors act as agents of the organization. Tan (2008) explained the support from a supervisor includes the useful evaluation of one's performance, career mentoring, the development of one's career network and job direction.

At the point, where the relationship between employees and supervisors is characterized by obligations, trust, long term orientation and socio-emotional resources, the employees perceive their supervisors support as a social exchange construct (Kuvaas, 2011). As a result, when employees are treated nicely by their employers, they repay them with better attitudes and behaviour. Agbozo et al. (2017) assessed the effect of work environment on job satisfaction evidence from the banking sector in Ghana. The study revealed that most of the staff at the bank is satisfied with their workplace environments. The workplace environment is

comprised of physical work support from colleagues and supervisors, social work environments and communication with colleagues and supervisors. The supervisor commitment mindset may be the intermediaries between the employees' commitment and performance. There is a case that the supervisor had failed in supporting their employees.

There are lots of other aspects that may enhance or lower the EP, some of which include role congruity, supervisor support and leadership styles in banks rank among the factors that may individually and collectively affect the performance of employees. Moreover, they also stated that supervisors can lead to enhancing the employees' behaviour such as sharing information, giving support, feedback, recognition and reward.

Performance Feedback (PF)

Ryan (2010) stipulated that management fostered a supportive working environment that typically displays concern for employees' needs and feelings, provides positive feedback and encourages them to voice their concerns, develop new skills and solve work-related problems. High-performing workers are perfect since EP directly impacts the organization's bottom line. Poor performers can cost their employer money through the loss of production and in the costs of turnover and training (Cooper, 1994). Feedback adds value to the employees' preferences, and going forward by giving better shape to the factors of motivation they can improve their performance and ultimately increases the momentum of organizational performance. Implementation of formal practices, such as training and feedback can reduce the short comings in the EP and this is necessary that both should be given importance (Huselid, 1995).

In view of Swart et al. (2005), there might be various reasons for the poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough in their capabilities. This helps the organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. Cortez et al. (2008) stressed that if employees provide feedback regarding how the teams are monitored and what pains they are gaining. It will surely compel the

owners of the organizations to orientate, train and provide a healthy leadership to monitor the feedbacks. Identifying and selecting the best employees for particular jobs is an important task for organizations.

Setting the goals and targets is one of the primary activities of every organization, national or multinational, public or private. To meet these goals, proper feedback is required so that the activities which are diverting away from the targets and creating hindrances in meeting these goals, and a complete remedy can be designed for them. There is a lack of adoption of such practices to find their employees turning away from their targets as there is no environment of proper training and taking feedback or providing a healthy response. Feedback can assist in fixing these problems.

Compensation (CP)

Adams (1965) suggested that the outcome from a job includes; pay recognition, promotion, social relationship and intrinsic reward. Lehr (1984) investigated the influence of monetary incentives and their removal on performance; showed that the subjects in the experimental group who received individual incentives performed better than those in the control group. Akerele (2010) observed that poor remuneration is related to profits that an organization has made. The wage differential between high and low-income earners was related to low morale, lack of commitment and low productivity.

Nwachukwu (2010) blamed the productivity of Nigerian workers on several factors, among them is employer's failure to provide adequate CP for hard work and the indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to the working-class and consequently reduced their productivity. Saks and Rotman (2006) noticed that when employees receive rewards and recognition from their organisation, they will feel obliged to respond with higher levels of engagement.

Arokiasamy (2013) found that the factors like compensation, rewards, job security and working environment increase the level of commitment and sense of belonging with the organization. Aisha (2013) found that the variables incentives, motivation and working conditions have a significant effect on EP in an Indonesian

university. Sedarmayanti (2014) argued the attractive compensation comprises pay, bonuses, other financial rewards as well as non-financial rewards like extra holiday and voucher schemes. Whether in the form of incentive pay, bonuses, company-paid insurance, or any, money ensures as a reward for accomplishment to base compensation on performance.

2.2 Review of Previous Works

Kinds of literatures related to the effects of work environment on Quality of Work Life has been studied in different sectors. The following empirical review compares the study of authors with their methods and findings based on dependent and independent variables. Previous researchers found that, several environmental. on Quality of Work Life : mediating role factors such as noise, colour, temperature, workplace design and use of indoor plants influence Quality of Work Life and well-being. They also suggested that comparative studies can be conducted between the office environment of government and private offices. A reward package can increase QWL by enhancing employee skills, knowledge and abilities to achieve organizational objectives (Ajila & Abiola, 2004). Junaida et al. (2010) found out that the physical environment (comfort level; temperature) strongly influences employee productivity in Malaysia.

Akinyele (2010) analyzed the impact of the work environment on future worker's productivity in Nigeria. He found that employee productivity problems are within the work environment and that a conducive work environment stimulates the creativity of workers. Leblebibi et al. (2012) found that a working environment is essential, as in a comfortable environment employee can focus on their job correctly, and it leads to better Quality of Work Life , which leads to improved organisational productivity.

Gunaseelan and Ollukkaran (2012) used the random sampling of 100 employees in the manufacturing sector. Primary data was collected using 5 points Likert scale questionnaires, and percentage analysis was applied. The results revealed that a safe working environment, monetary packages, and the impact of rewards, training facility, recognitions, and job security have positively influenced employee's performance.

Sinnappan (2017) examined the influence of working environment on employee's performance due to the organisational changes that had taken place in 2016 in company AV. The study identified ten predictors of Quality of Work Life . A qualitative study with 16 interviewed to analyze if an employee's performance is influenced by the working environment. The study concluded that employees were affected by the organisational change and this has impacted their performance.

Several studies have been conducted on the relationship between workplace environment and job performance. American Society of Interior Designers (1999) carried out a study and showed that workplace design impacts performance and job satisfaction. The study results revealed that 31% of employees were satisfied with their jobs and had an attractive workplace environment. 50% of employees were seeking jobs and said that they would prefer a job in a corporation where the physical workplace is favourable.

Niemela et al. (2002) found out that there is a decrement in work performance when temperatures are high, and the low temperature has relation to the performance of manual tasks. 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, 2009).

Geister and Hertel (2006) found that initial motivation moderated the online feedback-performance improvement relationship. Aisha et al. (2013) found that the variables incentives, motivation and working conditions have a significant effect on Quality of Work Life in an Indonesian university. Previous studies have also examined the impact of moderating and mediating the role of motivation on workplace characteristics and outcomes relationship.

Abeid (2015) investigated the workplace environment in selected macro and small manufacturing enterprises in Tanzania using descriptive analysis. The study revealed that the workplace environment was insufficient lighting, excessive noise, insufficient working tools/facilities, lack of safety gear, lack of proper furniture. Salem (2015) assessed the mediating effect of job satisfaction on the work environment and productivity of public petrochemical companies in Libya by using regression analysis such as stepwise regression and standard regression. The study

specifically revealed that toxic and destructive behaviour in working places, culture mistreatment behavior and bad relationship with managers at the workplace influenced the employees' job performance.

Ling et al. (2016) in their research to investigate the importance of physical environment comfort by evaluating the comfort based on the existing work and determine its effect on employee's performance. Evaluation between the selected case studies was made in the aspects of employee's comfort perceive health and absenteeism rate by wielding the elements of physical comfort consisting room temperature, relative humidity and luminance level. Thus the research proved that there is a relationship between room temperature, lighting and relative humidity with health-related issue such as being stuffy, easily tired and difficulty in concentration which affect employees' productivity and work performances.

Empirical studies have shown that supervisor support has a consistent, positive relationship with commitment (Walumbwa, 2008). Naharuddin and Sadegi (2013) studied the interrelationship between job performance, job aids and physical working environment and supervisor support. They used the stratified random sampling technique and picked different employees from numerous departments and levels of the organization including Head Quarters, Tooling Plant and Stamping Plant. Data from 139 participants among, 200 was collected and regression analysis was performed for testing three aforementioned measured variables. In the analysis results of Beta, a negative relationship was found between the supervisor support and the Quality of Work Life , which showed that there was not much significant effect of supervisor on employees.

Kuberan et al. (2013) in their study focused on the perception of the respondents towards working conditions and performance management in the organisation. It was concluded that working conditions and performance management are highly correlated. The author used a census sampling method consisting of 158 respondents who are workers of Sakthi Auto Pallagoundanpalyam Component Erode district in Tamil Nadu. Guo et al. (2014) examined the mediating role of intrinsic motivation on the relationship between developmental feedback and employee job performance.

Sarode and Shirsath (2014) showed that the quality and quantity of work generated by employees are influenced by the work environment while poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction. This paper addresses lighting, noise, colour, and air quality. Furniture and equipment were taken as the key physical factors in the organization.

Gitahi, Maina and Joel (2015) had taken supervisor support as the psychological factor which has a strong influence on the performance of bank employees of Nakarau Town from which a sample of 173 respondents was drawn using stratified random sampling. The findings showed that the physical aspects did not have a significant effect on QWL while the psychosocial and work- life balance factors were significant. The study revealed that physical aspects such as furniture, lighting, ventilations and noises are not of high significance on affecting the employees' performance rather than psychological such as supervisor support and leadership quality.

Frank Machui (2018) explored the influence of workplace environment factors on employee's performance: A case study of off-grid electric/solar companies in Arusha Municipal. The study adopted a descriptive research design, purposive sampling procedure, semi-structured interview, observation and questionnaires data collection methods upon collection of primary data and secondary data. The study revealed that good physical conditions such as temperature regulation, air circulation, lighting, arrangement and hygienic of the office buildings and noises conditions and availability of tools and good communication practices among colleagues affect employee's performance positively. It further revealed that bad communications practices and interrelationship between the employees and supervisor/managers as well as poor supervisor support that influenced employees' performance negatively.

Hassan (2015) also investigated the relationship between work environment and job performance in selected government offices in Shah Alam, Selangor Malaysia. The study collated data from 10 Government offices using a simple random technique where 150 respondents were chosen from the 10 government offices. The data generated were analysed using SPSS for both Descriptive Statistics and

Pearson Product Moment Correlation test. The study found out that two key components in the workplace; workplace environment and job performance have a weak association.

Sattar et al. (2017) focused on the association between performance evaluation and employee's performance and remunerating thought to the motivation as a moderator. The results demonstrate that there is a critical association between performance evaluation and the performance of employees. The inspiration makes it more solid and explained the relationship between performance evaluation and worker performance of employees in the banks, likewise bolstered by the past investigations that have been confirmed the relationship between performance appraisal and employees' performance.

Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity. Khan et al. (2011) investigated the impact of workplace environment and infrastructure on QWL among a sample of 150 respondents from the education sector in Pakistan and concluded that incentives at the workplace had a positive impact on QWL while infrastructure at the workplace had no significant impact on employees. Studies have revealed that if an organization fails to reward employees, it will decrease QWL and that an efficient reward system can be a good motivator but an inefficient reward system can lead to demotivation of employees in terms of low performance, internal conflicts, absenteeism, high turnover, lack of commitment and loyalty and lateness (Heng, 2012).

Chapagai (2018) examined the relationship between employee participation and job satisfaction in Nepalese commercial banks for which four Nepalese commercial banks were taken as a sample. The finding reveals that employee participation is an important determinant of job satisfaction. Increased employee participation makes a positive effect on job satisfaction of Nepalese banking employees. Participative management and employees' participation in strategic planning process were positively associated with high level of job satisfaction. The results of this study indicated that the employees' participation is also an important dimension for

improving and enhancing the employees' job satisfaction level. However, the negative significant coefficient of gender in the regression model indicated that the female perceived low level job satisfaction. The main purpose of this study is to examine the impact of workplace environment on employee job satisfaction and employee performance in commercial banks in Nepal. Specifically, it examine the influence of flexibility policies, welfare policies, leave provision and job design on employee job satisfaction and employee performance.

2.2.1 Review of Related Study

Parveen et al. (2015) examined the effect of office facilities and workplace milieu on employees' performance: A Case Study of Sargodha University. A sample of 150 respondents of male and female workers, both teaching and non- teaching classification was chosen. Chi-square and Gamma tests were applied to interpret the discoveries of the study. The finding showed that the working environment had no significant effect on employees' performance. The effect of incentives on the workplace positively affected employees' performance. Organizations therefore, need to enhance QWL leading to attaining organizational goals.

Manandhar (2010), social support from family and social support from work place are positively related to work life balance in both television and hospital sector. Shows negative relationship of working spouse work life balance. Working spouse might be expected to experience more work family conflict then those who are not working. Under the study of work domain variable job involvement has positive correlation with work life balance. Job involvement also showed the positive relationship with work life balance in previously study by (Tamang, 2008). The employer working in organizations are key resources to increase productivity and to enhance quality of work life which results in the success of the organization. The social support from the work place and family helps to keep the work life balanced and career success. Job satisfaction has positive relationship with work life balance and career success is also positively related to work life balance (Manandhar, 2010).

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Finding work-life balance in today's anxiously paced world is no simpler task. Spending more time at work than at home means missing out on a rewarding personal life. Then again, due to challenges in personal life, such as caring of an aging parent or coping with marital problems, concentrating on job becomes difficult. Whether the problem is too much focus on work or too little, the work life and personal life feel out of balance, lack of personal and work achievement being the ultimate result. Three major factors which contributes to the interest in and importance of work life balance, are global competition, renewed interest on personal lives-family value and aging work force. Researchers suggest that only forward thinking human resource professionals, one who seek innovative way to augment their organization's competitive advantage in their market place, may realize that tackling work life conflict offers a win-win solution .WLB, from the employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employers view the benefits or the working conditions. It helps employees balance the family and the work domains as work life benefits. Initially, the concept of work life conflict focused on the impact of family demands on work. It now extends to the impact work has on individual stress, relationships and family well-being .Research Issue Work-to-family conflict occurs when experiences at work interfere with family life inflexible working hours, work overload,

interpersonal conflict at work, unsupportive supervisor organization. Family-to-work conflict occurs when experiences in the family interfere with work life primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members. It's found that the level of compensation has a significant effect toward employee's work satisfaction whereby compensation was referred as salary, commission and bonus. Likewise, working time mismatches and negative effects of working hours especially in the context of countries with lower welfare level should further be explored and analyzed.

Arokiasam (2013) found that compensation, rewards, job security and working environment increase the level of commitment and sense of belonging with the organization. Amusa et al. (2013) conducted a study on the work environment and job performance of librarians in Public Universities in South-west Nigeria. Questionnaires were used to elicit information from 189 librarians, the data collected were analyzed using frequency count percentage and ANOVA analysis at 0.05 level of significance. The findings revealed that the work environment of librarians are fairly favourable while personnel emolument (salaries and wages) was considered not to be favourable at all. To alleviate poor work environment and underperformance in libraries, the study recommended improvement in the level of physical facilities, personnel emolument, open communication and adequate funding.

Awan (2015) researched to measure the impact of the working environment on the productivity of employees. For this, organizations like banks and insurance companies were selected for conducting this research study. It was observed that the factors like supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place has a positive impact on employee's level of productivity in the organizations.

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Chaudhary (2016) examined the workplace environment and employees' career success in the Nepalese television and hospital industries. The impacts of individual, organizational and social variables were studied in different dimensions to obtain more complete and accurate picture of variables related to the workplace environment and its impact on the employees' career success. The social supports from family and social supports from work place have significant positive effect on workplace environment both in television and hospital sectors. The same result was found in case of job satisfaction and family satisfaction with work life balance. The significant positive effects of job satisfaction and family satisfaction were also found on employees' career success. The workplace environment had significantly positive effect on job satisfaction. Finally, the study showed the significant positive effect of workplace environment on employees' career success in both the sectors.

Kuberan et al. (2017) in their study focused on the perception of the respondents towards working conditions and performance management in the organisation. It was concluded that working conditions and performance management are highly correlated. The author used a census sampling method consisting of 158 respondents who are workers of Sakthi Auto Pallagoundanpalyam Component Erode district in Tamil Nadu. Examined the mediating role of intrinsic motivation on the relationship between developmental feedback and employee job performance.

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low performance, internal conflicts, absenteeism, high turnover, lack of commitment and loyalty and lateness .

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2.3 Research Gap

There is considerable evidence about the impact of workplace quality on employee's productivity in different countries. The above studies revealed that workplace quality plays very important role on employee's productivity.

Abdou et al. (1997), revealed that improving lightning conditions is highly cost effective method of increasing worker productivity in office spaces as well as in manufacturing facilities. Ajala (2012), the finding of the study showed that a quality lighting programme boost productivity and performance, absence of noise increased workers productivity due to less distractions and reduction in job-related stress and

communication play a key role in the success of any workplace programme. (Saleem et al. 2012) The results reveal that there is a positive relationship between spatial arrangements and productivity, negative and significant impact of noise and temperature on academician's productivity and furniture and lighting have an insignificant impact on employee's productivity.

But the related literatures of the impact of workplace quality on employee's productivity of commercial banks title are not found in context of Nepal. The empirical results found in the other country cannot be generalized in the context of Nepal. It is assumed that this study is probably the new one to do research, compare and critically analyze findings and conclusions with previous study which were taken in other countries. This study is all about impact of workplace quality on employee's productivity in commercial banks in Nepal. The research is an attempt to fill this empirical literature gap by taking the case of Nepal.

CHAPTER III

RESEARCH METHODOLOGY

Research methodology sets out overall plan associated with a study and it provides a basic framework on which the study is based. It is essential before presenting and analysis of data and gives the work of plan of the research by describing, explaining and predicting a basic framework on which the study is based. In the absence of methodology, it is likely that the conclusion drawn may be misunderstood.

This chapter is organized into six sections which explain the methodology employed in this study. The first section is research plan and design deals with conceptual structure of the study, section two is the description of the sample deals with the process of selection of sample for the study, section third deals with the instrument use for the collection, presentation and analysis of the data, fourth section provides the procedures use for the collection of primary, fifth section is validity and reliability deals with the consistency and stability of the respondents' response and finally last section is the analysis of plan provides the description of how the empirical data are analyzed for research purpose.

3.1 Research design

This study has employed descriptive, correlation, regression, to deal with the fundamental issues associated with impact of workplace quality on employee's productivity in commercial banks of Nepal. The descriptive research design has been adopted to discuss the average characteristics of the current workplace quality and employee productivity of commercial banks in Nepal This design has also been employed to assess the opinions, perception of respondents with respect to relation of workplace quality for employee productivity. This study is also based on Kendal rank correlation coefficient research design. This design has been adopted to ascertain and understand the directions, magnitudes and forms of observed relationship between workplace quality and employees productivity.

3.2 Nature and Sources of data

In the study primary data have been used. The primary source of data has been used to assess the opinion of bank's employees on workplace quality on their productivity.

3.2.1 Primary Data

The structured questionnaire survey has been conducted to collect and record the opinions of employees regarding workplace quality and their influence on employee's productivity. It has been emphasized to identify the level of satisfaction among the employees regarding present workplace quality. In addition, it also helps to identify the relationship between workplace quality and employees productivity. The questionnaires used for the primary survey contain the general, yes no, tick mark, ranking, five point Likert scale and open end questions designed to assess the productivity level of employees in different selected commercial banks and identification of the factors influencing employee productivity level.

3.3 Data analysis Instrument

This study is based on primary data. For primary data collection a set of questionnaire is utilized as instrument consisting of multiple choice questions, yes/no questions, ranking questions and open-ended questions and distributed to the selected respondent. Median, Percentage frequency distribution method is used to explain the responses collected from primary data. After collecting the distributed questionnaires, the responses derived were coded in a way that all responses can be assessed easily. A coded file was prepared and analyzed through SPSS package and Microsoft excels in order to obtain meaningful results from the primary data.

3.4 Description of the sample

There are 27 commercial banks in Nepal till early 2020. This study has taken all public banks as a sample. The total commercial banks are 27 established till early 2020 in Nepal. In order to take appropriate samples describing the population, 26 banks has been chosen for this study. Total number of observation for this study is more than 225 questionnaire has been distributed among them 183 were responded well. For this study 164 respondents provided the complete information. The research has been done using convenience sampling technique.

3.5 Data collection procedure and Time Frame

This section elaborates on how data were collected for this study purpose and also time frame for this study.

3.5.1 Analysis of Primary Data Collection Procedure

The primary data have been collected with the help of survey through the structured questionnaire among the bank's employees regarding the impact of workplace quality on employee's productivity.

Table 3. 1
Response Rate of Questionnaire Survey

Strata	Survey Type	Distributed	Received	Response Rate
Joint Venture Banks	Field Survey	40	24	60%
Non Joint Venture Banks	Field Survey	150	120	80%
Public Banks	Field Survey	35	20	66.66%
Total		225	164	72.28%

Source: Response in Survey Questionnaire

The above table revealed that, the response rate is about 73% .The response rate of joint venture banks, non – joint venture banks and public banks is 60%, 80% and 66.66% respectively.

3.5.2 Measurement of Relationship

This section deals with the analysis method used for primary data analysis. In order to analyze the primary data percentage frequency distribution and median value are used. Kendall rank correlation coefficient (Bolboaca et al. 2007) has been used to measure the association between two measured quantities.

The Kendall rank correlation coefficient, commonly referred to as Kendall's tau (τ) coefficient, is a statistic used to measure the association between two measured quantities. A tau test is a non-parametric hypothesis test for statistical dependence based on the tau coefficient. Specifically, it is a measure of rank correlation, i.e., the similarity of the orderings of the data when ranked by each of the quantities.

Table 3. 2

Interpretation of Kendall rank correlation coefficient

Values	Interpretation
1 (100% positive association, or perfect agreement).	The agreement between the two rankings is perfect and the two rankings are the same.
-1 (100% negative association, or perfect inversion).	The disagreement between the two rankings is perfect and one ranking is the reverse of the other.
0 (absence of association)	The rankings are independent.

For all other arrangements the value lies between -1 and 1, and increasing values imply increasing agreement between the rankings.

The Kendall Tau-b coefficient is defined as:

$$\tau_B = \frac{n_c - n_d}{\sqrt{(n_0 - n_1)(n_0 - n_2)}}$$

Where,

$$n_0 = \frac{n(n-1)}{2}$$

$$n_1 = \frac{\sum i(t_i-1)}{2}$$

$$n_2 = \frac{\sum j(u_j-1)}{2}$$

n_c = Number of concordant

pairs n_d = Number of

discordant pairs

t_i = Number of tied values in the i^{th} group of ties for the first quantity

u_j = Number of tied values in the j^{th} group of ties for the second quantity

3.5.3 The Model

A model is a simplified mathematical description that is constructed based on the knowledge and experience of the analyst combined with data from the past. Model selection requires consideration of both the mathematical form of the model and the number of parameters in the model. To understand the workplace quality and employee's productivity of the selected Nepalese commercial banks following model is used.

$$Y = f(X_1, X_2, X_3, X_4)$$

Where,

Y = Quality of Work Life

X₁ = Physical Environment (PE)

X₂ = Supervisor Support (SS)

X₃ = Compensation

X₄ = Performance Feedback

3.5.4 Time Frame

The research was prepared within the time period of six month. Altogether it took 5 weeks visiting various commercial banks for data collection procedures as to fill up the questionnaire and collect them back from respondent. Until primary data was collected from the organization introduction, literature reviewed was done. After collecting the information from banks analysis and presentation of data was carried out.

Table 3. 3

Activities Performed on Time Frame

Activities Performed	Time allocated
Topic Finalization	3 weeks
Study on Research Methodology	3 weeks
Literature Review	4 weeks
Data collection	5 weeks
Data entry and analysis	5 weeks
Preparation of analysis	4 weeks
Total	24 weeks

3.6 Reliability and Validity

Validity is the extent to which a test measures what actually wish to measure. It refers to the accuracy of a measure and a measurement is valid when it measure what suppose to measure and perform the functions that it support to perform. Method establishing validity of the measurement technique fall into one of three categories self evident measure, pragmatic measure and construct validity. Reliability is to do with the accuracy precision of a measurement procedure. It refers to the credibility of the test and it mainly test measurement results and measurement tools stability and consistency. Cronobach’s alpha can be written as a function of the number of test items and the average inter correlation among the items (Tavakol et al. 2018).

Table 3. 4
Coefficient of Cronobach’s

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.828	20

Reliability test for the component of questionnaire regarding workplace quality

influencing employee's productivity in Nepalese commercial banks were computed. The Cronbach's alpha for the data is 0.812 which reveals that there consists of internal consistency. There is acceptable degree of consistency among the variables.

3.7 Analysis Plan

This section gives a presentation of how the empirical data was analyzed for research purpose. Under the first section, primary data were collected for measuring productivity and workplace quality in Nepalese Commercial Banks. After gathering the entire completed questionnaire from the respondent for the analysis and interpretation of data worksheet was prepared. Depending upon the multiple choices, ranking scale, Likert scale the coding was followed as per rule. After the analysis and interpretation the result were interpreted and presented. The various tools such as frequencies, descriptive statistics, and correlation were used to derive the result. Correlation analysis was conducted to determine the significance level of physical component of workplace quality and employees productivity. Further cross tabulation was used to summarize the physical component of workplace quality and employees productivity in Nepalese Commercial Banks.

oreover in order to gain better understand and suggestion from the employee to improve productivity in Nepalese commercial banks, open end questions were prepared.

3.8 Conceptual Framework

The American Society of Interior Designers (ASID, 2012) carried out an independent study and revealed that the physical workplace design is one of the top three factors, which affect performance and job satisfaction. Brill et al. (1984) ranked factors, which affect productivity according to their importance. The factors are sequenced based on the significance: furniture, noise, flexibility, comfort, communication, lighting, temperature and the air quality.

An independent research firm conducted a research on US workplace

environment

(Gensler, 2007). The research was related to, workplace designs, work satisfaction, and productivity. 89 percent of the respondents rated design, from important to very important. Almost 90 percent of senior officials revealed that effective workplace design is important for the increase in employees' productivity. The final outcome of the survey suggested that businesses can enhance their productivity by improving their workplace designs.

Based on the literature review, the relationship between office design and productivity can be conceptualized and depicted in Figure (2.1). The dependent variable in the study is employee's productivity and independent variables is physical component of workplace quality i.e. furniture, room temperature, spatial arrangement, lightning, noise and color.

Concerning the various kinds of literature reviewed in the above section and also the number of articles taken into consideration, the following conceptual framework is developed for the current study on "Workplace Environment and its effect on Quality of Work Life".

Figure 3. 1

Conceptual Framework on Quality of Work Life and Employees' Productivity

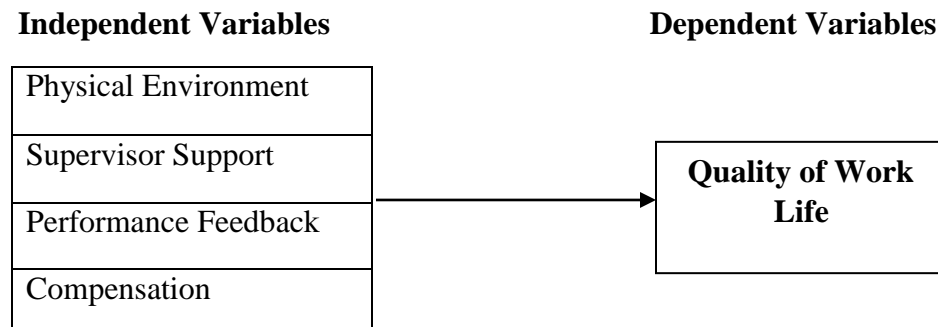


Figure 2.1 Conceptual framework showing independent and dependent variables

Source: Samson et al. (2015) & Permadi et al. (2019)

In figure 3.1, the conceptual framework has been adopted and modified from the following sources. Independent variables influence the dependent variable. The independent variables i.e. physical environment, supervisor support, performance feedback and compensation

have the ultimate impact on Quality of Work Life in Nepalese commercial banks. The demographic variables (Sharma, 1981) include gender and tenure of the currently working commercial bank employees.

Quality of Work Life (QWL)

QWL is the only dependent variable in the conceptual framework. The performance of an employee is measured actually by the output that the individual produces and it is related to productivity. A widely accepted assumption is that a better workplace environment produces better results. Mostly the office is designed with due importance to the nature of the job and the individuals that are going to work in that office.

(i) Physical Environment (PE)

Employees are driven into job engagement using an acceptable physical working environment. It not only provides support for the development and maintenance of their working capacity but also enhances it. PE is the first independent variable in the given framework. A properly designed user-friendly PE is central to QWL .

(ii) Supervisor Support (SS)

Supervisors need to be aware of and should work to improve at all times. It was determined that the employees understood their roles and responsibilities and were performing a wide range of activities to fulfil various obligations expected of them. SS is the second independent variable in the given framework.

(iii) Performance Feedback

PF is another independent variable in the given framework. For maximum effectiveness, reviews probably should be made more often than once each year. The employees who receive frequent feedback concerning their performance are more highly motivated than those who do not feedback that is specific, relevant, and timely helps satisfy the need most people feel about knowing where they stand.

An employee and his supervisor meet and together define, establish, and set certain goals or objectives which the employee would attempt to achieve within the period of

the prescribed time. They also discuss the ways and methods of measuring employee progress. The goals, which are set, are work-related and career-oriented. If necessary, these goals may be revised.

(iv) Compensation

CP is the last independent variable in the given framework. The level of compensation offered is dependent on several factors, including salaries paid by similar companies for similar roles, the employee's skill set and productivity and the company's current and projected financial strength. It helps to identify high performers for recruitment, job performance, and job satisfaction.

CHAPTER IV

RESULTS AND DISCUSSION

This chapter presents the analysis of the data collected. This chapter deals with the data background and the results of the statistical analysis. The beginning of this chapter discussed the characteristics of respondents in terms of demographic variables such as age group, designation, work hours of the employees, education back ground, work experience. Similarly, the second section shows the analysis of responses under different variables of the study using frequency, percentage charts, mean and standard deviation. In the third section, all the hypotheses formulated are tested. Fourth section consists of the section further analysis of variables. The statistical package of social science (SPSS 20) was used to explore the data using various statistical tools such as mean, standard deviation, frequency, percentage, Pearson correlations and regression statistics.

4.1 Results

The result from questionnaire has been analyzed in this section. The questionnaire does not consist of segment but it starts initially with demographics and then various questions on the needs and issues related to female employees working in commercial banks. The opinion of respondents is observed by computing its mean and standard deviation. Mean value shows the position of Quality of Work life and personal domain, family domain and work domain of Quality of Work life. Standard deviation is a measure of dispersion of a set of data from its mean. In other words standard deviation is a quantity expressing by how much member of the group differ from the mean value of the group.

4.1.1 Demographic statistics

Demographic analysis includes the sets of methods that allow us to measure the dimensions and dynamics of populations. In this research age, monthly income, designation, working hours per day etc. were taken as demographic characteristics of respondents. The study was conducted in Kathmandu valley only. And employees of Commercial Banks were population for this study. For this study questionnaires were sent through online and hand to hand and total of 164 responses were received from the respondents.

So, Frequency and percentage were taken as a tool for the analysis of demographic features of respondents. According to age, monthly income, designation, working hours per day etc.

frequency and percentage of respondents were calculated by using SPSS and explained through different angle in following tables.

4.3 Major Findings

The major findings of the study are as below:

- Out of the responses received from employees, majority of responses around 63% of responses were received from people of age group 21-30 years followed by age group of 31-40 years. Responses received from people between 41-50 years are even less than 1% from the sample.
- Exhibits the classification of Respondents by monthly income. It is seen that 29.3 percent of Respondent's monthly income is between Rs. 15,001 -30,000. 34.1 percent of respondent's monthly income is between Rs30,001 to rs.45,000 and rest 36.6 percent of respondents' monthly earning is 45,001 to above. It shows that all the income groups of respondents are divided equally.
- Exhibits the classification of Respondents by designation. It is seen that 73.2 percent of Respondents are junior officer level, 17.1 of respondents are senior officer and above and rest 9.8 percent respondents are others. This shows that the majority of respondents are from junior officer level.
- Exhibits the classification of Respondents by working hours. It is seen that 14.6 percent of Respondents works 7-8 hrs a day. 41.5 percent of respondents works 8-9 hours a day.34.1 percent of respondent's works 9-10 hours a day and remaining 9.8 percent of
- Works more than 10 hours. This shows that mostly employees have to work 8-9 hours a day.
- Exhibits the classification of Respondents by category of bank. It is seen that 85.4 percent of Respondents works in private banks and rest 14.6 works in public banks.
- Exhibits the classification of Respondents by Education. It is seen that 29.3 percent of Respondents lie in group "Bachelor".70.7 percent of respondents lie between the group "masters and above". This study represents mostly the opinion of highly educated (especially between bachelor and masters) Employees, who are working in Nepalese commercial banks.
- Physical Environment, Performance Feedback, supervisor support, Compensation. The mean and standard deviation of each statement is computed also the composite

mean is determined. Statements are either positively or negatively directed so the analysis is made accordingly.

- The computed mean and standard deviation of Physical Environment. Among the five statements, statement no. 4 “I complete my vessels cleaning with the help of paid maid.” has the highest mean of 3.32 with standard deviation of 1.539 which implies that most of the employees are dependent on their maid for household work. And the lowest mean is 2.61 with standard deviation of 1.530 of statement 5 “cooking activity is easier for me because I am getting support from family”, implies that most of the respondents don’t feel that they are getting full support from their family in cooking activity at home.
- The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. Finally, grand mean is computed which is found to be 3.07 which signifies that the response tends to agreement so it can be concluded that above mentioned four independent variables have Quality of Work life .
- The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. Finally, grand mean is computed which is found to be 3.26 which signifies that the response tends to agreement so it can be concluded that above mentioned four independent variables have Quality of Work life .
- The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. Finally, grand mean is computed which is found to be 3.67 which signifies that the response tends to agreement so it can be concluded that above mentioned four independent variables have Quality of Work life .

- The overall mean and standard deviation of all the independent variables determining Quality of Work life of employees in commercial banks of Nepal. The mean value of Physical Environment is 3.6185 which is slightly more than 3 and shows slight agreement of respondents. Similarly, the mean value for Supervisor Support is 3.5717 which show slight agreement of the respondents. The mean value for Performance Feedback is 3.6044 which is slightly higher than 3 and shows slight agreement of the respondents. Supervisor support has the mean value of 3.6454 which is more than 3 and shows agreement of the respondents. Performance Feedback has the mean value of 3.8132 which is more than 3 and shows agreement of the respondents and the mean value of Compensation is 3.6829 which is higher than 3 and shows positive perception of respondents towards the same. If we see the standard deviation of all the variables, it is seen that standard deviation values of all the variables is less than 1, out of which standard deviation of Compensation is lowest (0.46296) and that of Supervisor Support is highest (0.61424).
- Quality of Work Life has a relation with variables dimension of determinants of satisfaction like physical environment, Supervisor support, Performance feedback and compensation. All the variables have positive and significant relationship with Quality of Work Life. Positive correlation implies that as one variable increases in values so does the other. The data shows Supervisor support factor is highly positively correlated with Quality of Work Life with .761 and is significant at 1 percent level of significance. Similarly, the correlation between Quality of Work Life and physical environment is positively correlated which is accounted at .732 and is significant at 1 percent level of significance.
- Quality of Work Life with its independent variables, the regression analysis of the study which helps to determine the positives and negatives significant and insignificant impact of factors affecting Quality of Work Life. The t statistical suggests that the coefficient of Supervisor support is the most significant factor followed by physical environment that influences Quality of Work Life in Nepalese commercial banks. The coefficient of compensation is negative but significant. Similarly the coefficient of Performance feedback is insignificant. Therefore Supervisor support, physical environment has positive and significant relation to

QWL where as compensation has negative relation but plays significant role in Quality of Work Life . Similarly Performance feedback has positive but insignificant relation with Quality of Work Life .

4.4 Discussion

The main purpose of this study is to analyze the relationship between quality of work life and employees' productivity and specific objectives are to outline current office design and highlight level of satisfaction of physical component of office design of commercial banks in Kathmandu, Nepal. Other specific objectives are to analyze the impact of office design if any on gender and age of employees or not, to analyze the factors of physical component of workplace quality that employees value most in their workplace.

Hameed and Amjad (2009), productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines, etc.) into foods and services. According to Penn et al. (2012), office layout directly affects the frequency of interaction with coworkers. Brill and Weideman (2001) found that spatial arrangements favoring spontaneous interaction are extremely important to productivity. Color plays a very important role on the human body, mind, and spirit, because it can impact both productivity and wellness (Baughan-Young 2001).

Croome and Baizhan (2000) revealed that the primary factors influencing productivity varied between organizations, and also between buildings or offices within the same building. Tjambolang et al. (2004), the findings of the study show that the office environment plays a very important role if the organization would like to maintain better productivity. Hameed and Amjad (2009), office design has a substantial impact on the employees' productivity and there exists a strong correlation between elements of office design and productivity. Saleem et al. (2012), the results reveal that there is a positive relationship between spatial arrangements and productivity, negative and significant impact of noise and temperature on academician's productivity and furniture and lighting have an insignificant impact on employee's productivity. Ajala (2012), it showed that a quality lighting programme boost productivity and

performance, absence of noise increased workers productivity due to less distractions and reduction in job-related stress and communication play a key role in the success of any workplace programme.

CHAPTER V

SUMMARY AND CONCLUSION

5.1 Summary

The research is about the analysis of workplace quality and employees productivity in Nepalese commercial banks. In this chapter, summary, conclusion and recommendation are included. All the summary and conclusion are made according to obtained data from analysis. Recommendations are made which would be beneficial for the management of the bank.

The working environment is one of the most important social spaces other than the home for employees as it is the physical location where they work for a whole day in their office. Productivity is a measure of the efficiency of a person, machine, factory, system and others in converting inputs into useful outputs. Profit and loss depend to a large extent on labor productivity. Working conditions play very important role for employee's performance level in the office. It influences their productivity level. A commercial bank is a type of bank that provides services such as accepting deposits, making business loans, and offering basic investment products. The workplace quality of commercial bank play crucial role for the performance of employees inside the organization. Employee have to serve customer in better way to lead in the market as the competition level in banking sector of Nepal is increasing day by day.

This study has employed descriptive analysis, correlation analysis along with percentage frequency distribution. This study is based on primary sources of data. The primary data have been collected through the questionnaire distributed among the employee of 26 commercial banks of Kathmandu Nepal. Out of distributed 225 questionnaires, 164 were collected and further used for analysis. The primary sources of data have been used to assess the opinion of respondents with respect to workplace quality influencing employee's productivity in Nepalese commercial banks.

5.2 Conclusions

The study concludes that workplace quality is one of the important factors that influence productivity level of employees in an organization. Physical Environment, Performance Feedback, supervisor support, Compensation. The mean and standard deviation of each statement is computed also the composite mean is determined. Statements are either positively or negatively directed so the analysis is made accordingly. The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. The Quality of Work life Statements has been identified and average value is computed for every statement. On the basis of average value statements are ranked giving priority to greatest average value. Likewise, standard deviation is computed to analyze the dispersion from mean data. The overall mean and standard deviation of all the independent variables determining Quality of Work life of employees in commercial banks of Nepal. Quality of Work Life has a relation with variables dimension of determinants of satisfaction like physical environment, Supervisor support, Performance feedback and compensation.

Quality of Work Life with its independent variables, the regression analysis of the study which helps to determine the positives and negatives significant and insignificant impact of factors affecting Quality of Work Life. The t statistical suggests that the coefficient of Supervisor support is the most significant factor followed by physical environment that influences Quality of Work Life in Nepalese commercial banks. The coefficient of compensation is negative but significant. Similarly the coefficient of Performance feedback is insignificant. Therefore Supervisor support, physical environment has positive and significant relation to QWL where as compensation has negative relation but plays significant role in Quality of Work Life . Similarly Performance feedback has positive but insignificant relation with Quality of Work Life .

5.3 Implications

Workplace Quality plays important role to increase employee's productivity. So, Nepalese commercial bank should design their workplace quality in comfortable and attractive way to increase employee's productivity.

Among physical and behavioral component of workplace quality, more respondents think behavioral component plays more important role to increase employee's productivity than physical. Nepalese banking sector should focus on both components but should give more emphasis on behavioral components to satisfy their employees.

Among the respondents who are not satisfied with present workplace quality, respondent feel physical component is needed to be addressed more than behavioral. The banking sector should address their office design time to time to check whether it require modification, repair and maintenance or not.

Quality of work life is a process (QWL) of work organizations which enables its members at all levels to participate actively and efficiently in shaping the organization's environment, methods and outcomes.

Quality of Work-Life is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees.”

Quality of Work-Life is a generic phrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life.

In addition, in order to maintain employee productivity, Administrative Office Managers are recommended to organize the office environment based-on an ergonomically sound office in which all of the office environment aspects can be appropriate for employee.

The sample size for the study is small. For the future research, the sample size can be increased especially from the public bank and joint venture banks. As this study is based on commercial banks only, so in future the analysis can be done between development banks and commercial banks. The comparative analysis can be done between behavioral and

physical component of workplace quality that affects employee's productivity. Other variables can be added in independent variables. The study is limited to Kathmandu valley only it may be extended to more geographical locations of whole Nepal in near future.

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