

EFFECTS OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE

A Dissertation Submitted to the Office of Dean, Faculty of Management in Partial
Fulfillment of the Requirements for the Master's Degree

By

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CERTIFICATE OF AUTHORSHIP

I hereby corroborate that I have submitted the final draft of the dissertation entitled "**Effects of Workplace Environment on Employee Performance**". The work of this dissertation has not been submitted previously for conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work have 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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REPORT OF RESEARCH COMMITTEE

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Any remaining errors are mine.

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ABBREVIATIONS

EP	Employee Performance
ER	Employee Rewards
PLS	Partial Least Squares
PWE	Physical Work Environment
SEM	Structural Equation Modeling
TWA	Theory of work adjustments
WL	Workload
WLB	Work Life Balance
WT	Employee Training

ABSTRACT

This study investigates the impact of various independent variables including physical work environment, employee rewards, workload, employee training, and work-life balance on employee performance within Nepalese service sector organizations. Drawing upon a thorough literature review, the study establishes a theoretical framework that integrates these factors into the broader context of organizational behavior and human resource management. A descriptive and causal comparative research design was used. The sample size of the study was 205 employees from Nepalese financial sector. Convenience sampling was utilized to collect data, ensuring representation across diverse demographic backgrounds. Descriptive and inferential statistical analyses, facilitated by SPSS Statistics Software, yielded insights into respondent profiles, variable frequencies, percentages, means, standard deviations, and correlations. Findings indicate that factors such as the physical work environment, employee rewards, and work-life balance significantly influence employee performance. The study concludes with theoretical implications for enhancing existing knowledge and practical recommendations for organizational stakeholders to optimize workplace conditions and policies. By addressing these factors, organizations can foster a conducive environment that promotes employee satisfaction, engagement, and ultimately, organizational success in the Nepalese service sector.

Key Words: Employee Performance, Physical Work Environment, Employee Reward, Workload, Employee Training, Work Life Balance

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The workforce's efforts and performance serve as the core of any organization, significantly contributing to its success. Even a slight change in employee performance can yield noticeable effects, with exceptional performance translating to outstanding organizational success. It's imperative to take crucial measures to align with organizational goals. Employee behavior is heavily influenced by the work environment, which plays a crucial role in determining effectiveness and efficiency (BUSHIRI, 2017). The environment, whether physical or non-physical, impacts humans, encompassing the surroundings where people work toward achieving organizational goals. This includes tools, systems, structures, and procedures, all of which can either positively or negatively affect employee performance (Satyvendra, 2019). According to research by BUSHIRI (2017), the workplace environment refers to the setting where a group of people collaborate to complete tasks. The physical aspect of the workplace includes the location and tangible assets, such as ventilation, noise levels, air quality, parking, and tangible perks like meals and beverages, as well as office buildings and layouts (Mathew, 2015). Technological advancements introduce new competitive challenges in meeting organizational demands for the work environment. Apart from tangible factors, the workplace environment also comprises intangible elements crucial for organizational success, such as policies, incentives, rules, work culture, relationships, supervisor support, and colleague compatibility (Genzorová, 2017). Employee performance indicators for administration include various factors such as work commitments, family-work conflicts, depression, work identity, job fit, job satisfaction, and many others (Kristof-Brown et al., 2006).

The workplace plays a pivotal role in fostering job effectiveness and is a key determinant of employee achievement and performance (Ángel del Brío et al., 2007). Research has shown a correlation between job satisfaction and employees' performance, indicating that higher job satisfaction levels lead to greater workplace achievements, even in challenging roles over extended periods (Böckerman and Ilmakunnas). However, if an employee feels like a misfit in their role, it may not necessarily mean they lack the skills or suitability for the job. Other work environment factors, such as excessive demands or lack of support and time, can

contribute to their perception of being ill-suited for the role, ultimately affecting their performance (Sturman and Walsh, 2014). For example, being assigned tasks beyond their capacity without adequate support or time, despite achieving targets, can lead to dissatisfaction and stress, particularly if there is insufficient support from supervisors (Leblebici, 2012), resulting in reduced productivity and performance. Job dissatisfaction stemming from the work environment not only undermines employee performance but can also have psychological effects, leading to demotivation and restlessness, ultimately impacting organizational success (Abowd et al., 1999). Consequently, there is a growing focus on assessing employee performance across various work environments to understand the conditions under which employees perform optimally (Satyvendra, 2019).

1.2 Problem Statement

According to Noble (2009), more attention should be paid in identifying and dealing with working environment because when employee have negative perception to their environment they sometimes suffer from chronic stress. Working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions.

The influence of the workplace environment on employee performance has been extensively researched across various countries, shedding light on its multifaceted nature. Studies by Naranjo-Gil (2009) in Spain, Böckerman and Ilmakunnas (2012) in Finland, and Powers (2022) in the United States have highlighted the critical role of the workplace environment in shaping employee outcomes. However, despite the wealth of research from different parts of the world, there is a notable lack of empirical evidence on this topic in Nepal.

In Nepal, where the workplace landscape is diverse and rapidly evolving, there is a pressing need to understand how various aspects of the workplace environment impact employee performance. While anecdotal evidence suggests that factors such as physical conditions, organizational culture, and interpersonal relationships play a significant role in shaping employee outcomes, there is a lack of systematic research on this subject in the Nepalese context.

This research aims to fill this gap by exploring the effects of the workplace environment on employee performance in Nepal. By drawing on insights from international research and adapting them to the Nepalese context, we seek to identify the unique factors that influence employee performance in Nepalese workplaces. Additionally, by examining the differences and similarities between findings from other countries and those specific to Nepal, we aim to provide a comprehensive understanding of the relationship between the workplace environment and employee performance.

Through our research, we hope to provide valuable insights that can inform organizational practices and policies aimed at improving employee outcomes in Nepal. By understanding how different aspects of the workplace environment impact employee performance, organizations in Nepal can develop targeted interventions to create more conducive work environments, thereby enhancing employee satisfaction, productivity, and overall organizational success.

The following research questions are being addressed by this study:

- i. What are the factors determining employee performance?
- ii. Is there any relationship between physical work environments, employee reward, workload, employee training and work-life balance and employees performance?
- iii. Do physical work environments, employee reward, workload, employee training and work-life balance affect employee performance?

1.3 Objectives of the Study

The major objective of the study is to analyze the effect of workplace environment on the employees' performance of Nepalese service sectors organization. The specific objectives of this study are as follows:

- i. To determine the workplace environment factors affecting employees' performance.
- ii. To analyze the relationship between physical work environments, employee reward, workload, employee training and work-life balance and employees' performance.
- iii. To examine impact of physical work environments, employee reward, workload, employee training and work-life balance on employees' performance.

1.4 Hypothesis

This research is conducted to find the relationship of physical work environment, employee reward, workload, employee training and work-life balance on employee performance in Nepalese Service Sectors Organizations, following hypothesis are drawn:

H1: There is significant relationship between physical work environment and employee performance in Nepalese Service Sectors Organizations.

H2: There is significant relationship between employee reward and employee performance.

H3: workload significantly affects employee performance.

H4: There is significant relationship between employee training and employee performance.

H5: There is significant relationship between work-life balance and employee performance.

1.5 Rationale of the Study

According to Sedarmayanti (2009), physical work environments are all physical conditions around the workplace that can affect employees either directly or indirectly. Meanwhile, a non-physical work environment is all situations that occur in relation to work relationships, both relationships with superiors and colleagues, or relationships with subordinates. Work environment is said to be the physical settings or conditions, social features, all other aspects that are directly or indirectly affecting performance in a job of an employee and all the organization in general comes under the term work environment. These elements of work environment can impact in various ways like it may influence the wellbeing of an individual, relationship with colleagues at organization, collaboration, efficiency, health of employee and more (Awan & Tahir, 2015). Company culture, condition where work is being done, physical working conditions are few elements that signifies the work environment at any organization (Ali, 2016).

Work environment which is positive yields remarkable and noticeable results motivating and engaging employees in their work leads in increased level of satisfaction and decrease in retention in an organization, creating a healthy and happy work environment free of stress and negativity (Stalmašeková et al.,

2017). Work environment which is healthy encourages employees to share their thoughts and ideas at work, allowing them to participate organization's meeting discussions for the success of organizational goals and helps it to grow (Hermina, 2019).

The primary objective of this research is to find out how the working environment affects employee performance in Nepalese service sector businesses. The study also examines the factors that influence employee performance in Nepalese service sector businesses. Additionally, this research identifies and examines the most important factors that influence worker performance, which will assist businesses in developing employee policies and strategies. The review offers insight into the social side of employees that can be applied to motivate them. Therefore, in order to develop appropriate policies that will guarantee the long-term retention of talented and important employees, a deeper comprehension of the factors that influence employee performance is required. Consequently, this policy assists management and policymakers in developing appropriate employee policies. Similarly, this study is also fruitful for the banking industry as it assesses the relationship of employee performance with physical environment, supervisor support, team work, work life conflict, and training & development. Besides this, the stakeholders of financial institutions may also be benefited from this study. An organization would be nothing without its employees because they are the one who strive hard to deliver their best performance in order to achieve the objectives of organization. Thus, it is essential to address the growing issue regarding the impact of work place environment on employee performance in service sectors.

Furthermore, as the majority of research on the expanding topic of how workplace environments affect workers' performance focuses on the American and European markets. This study will be based on Nepal and add new perspective and insights into the field of working environment and how it affects workers. Academicians can also benefit from the study since they can utilize it as a foundation for future research on related subjects.

1.6 Limitations of the Study

The researcher dedicated significant time and effort to conducting this study. However, it is important to note that the study does have certain limitations, which are outlined as follows:

- i. The study focuses on Nepalese service sector businesses, which may limit the applicability of the findings to other sectors.
- ii. The study employs a cross-sectional design, which captures data at a single point in time. This limits the ability to establish causality between workplace environment and employee performance.
- iii. The study relies on self-reported data from employees, which can be subject to biases such as social desirability bias, recall bias, and response bias. This can affect the accuracy and reliability of the data collected.

CHAPTER II

LITERATURE REVIEW

This chapter encompasses a comprehensive examination of various scholarly works authored by different individuals pertaining to the topic under investigation. The literature review entails an analysis of previously published works sourced from various outlets including books, academic journals, and websites relevant to the subject area of the current research. Additionally, an empirical review is conducted by evaluating the findings of prior studies that share similarities with the present research. Lastly, a theoretical framework is constructed based on five distinct independent variables, elucidating their correlations with the dependent variable.

2.1 Theoretical Review

The Theory of work adjustments

TWA (Dawis & Lofquist, 1984) stems from over five decades of research at the University of Minnesota and shares a lineage with the work of Williamson, Darley, and Hagenah. Its impact extends beyond career guidance counseling, with TWA concepts being adopted by U.S. government agencies responsible for public health and worker welfare. Consequently, TWA has the potential to shape national policies and decision-making. For instance, it significantly influenced the Centers for Disease Control and Prevention job stress model. Additionally, TWA's core variables have been integrated into the Occupational Information Network (O*NET; U.S. Department of Labor, 1998), the successor to the Dictionary of Occupational Titles (U.S. Department of Labor, 1991). Notably, TWA concepts have been extended into a general model of therapy in person-environment-correspondence counseling (PEC; Lofquist & Dawis, 1991). However, before delving into PEC, let's revisit the fundamentals of TWA. TWA conceptualizes work as an interactive process between individuals and their work environment (Dawis & Lofquist, 1984). In essence, individuals fulfill labor requirements in exchange for the fulfillment of financial, social, and psychological needs by the work environment. TWA offers a framework to predict outcomes based on the match between individual and work environment (the predictive model) and describe the ongoing interaction process (work adjustment) between worker and work environment (the interaction model).

Job Equity

Adams (1963) defines job equity as how employees assess their contributions to the organization in relation to the rewards they receive, gauging it based on perceived fairness or unfairness. Similarly, Banks, Patel & Mola (2012) define job equity as employees' perceptions of fair and unfair treatment regarding their involvement in the workplace. Equity is viewed as the basis for employees to assess fair and unfair treatment concerning their contributions and expectations (Aidla 2013). Additionally, Bell and Martin (2012) define equity as how an employee evaluates a situation based on input and output. Based on these definitions, equity is perceived as a psychological state that prompts employees to seek fairness in their contributions to an organization and the rewards they receive in return. It serves as a means of reconciling an employee's efforts and rewards in the workplace. Employees strive to exert their best efforts to fulfill both organizational and personal goals. Therefore, equity is a key factor influencing employee performance in the workplace; employees assess their contributions to the organization in terms of input relative to the rewards they receive, evaluating it based on perceived fairness or unfairness (Adams, 1963).

2.2 Empirical Reviews

Sumaryono and Sari (2024) conducted research on 'The Mediating Effect of Job Satisfaction in the Influence of Non-Physical Environment on Employee Performance'. This study investigates the impact of the non-physical work environment on both job satisfaction and employee performance, highlighting the mediating role of job satisfaction. Conducted among 125 staff-level respondents employed in paper companies located in East Java, Employing the Structural Equation Modeling Partial Least Squares (SEM PLS) approach, quantitative data collected via Likert-scale questionnaires were analyzed. The findings indicate a significant positive correlation between the non-physical work environment and both job satisfaction and employee performance. Furthermore, the study reveals that job satisfaction serves as a significant mediator, suggesting its ability to bridge the relationship between the non-physical work environment and employee performance. Managerial implications include the need to enhance non-physical facilities and implement strategies aimed at bolstering job satisfaction. This research enhances comprehension of the intricate dynamics within the work environment and offers valuable insights for human resource managers to enhance working conditions and employee performance.

Recommendations entail refining management policies and practices to cultivate an environment conducive to optimal performance.

Camoiras-Rodríguez and Varela-Neira (2024) conducted research on 'Social Media Managers' Performance: The Impact of the Work Environment'. The expanding presence of social media is prompting significant adaptations in organizational strategies. Through a structural equation modeling framework, this study scrutinizes the influence of the work environment on the thriving at work and task performance of social media managers. Utilizing a sample comprising 190 social media managers and 190 supervisors from 190 firms in the tourism sector, the proposed model is empirically tested. Findings underscore the significance of well-designed social media marketing plans and robust top management support in fostering both thriving at work and the performance of social media managers. This study enriches the existing literature on social media by investigating the mechanisms through which the work environment impacts the attitudes and performance of social media managers, pivotal for organizational effectiveness. Furthermore, it extends the understanding of thriving, shedding light on the role of contextual factors in influencing thriving, an area still relatively unexplored. Additionally, the findings reveal that managers can offset the absence of specific contextual or personal resources with alternative resources, offering insights into the circumstances wherein the work environment can exert a more positive influence on employees' attitudes and behaviors.

Firdaus et al. (2024) examined the Effect of Motivation, Work Discipline and Work Environment on Employee Performance in PT. Rekayasa Aplikasi Digital. This study aims to assess the impact of employee motivation, discipline, and work environment on employee performance at PT. Rekayasa Aplikasi Digital, providing insights for the company's Human Resources Management. Data collection involved a Likert scale questionnaire administered to 100 company employees. The study employs both quantitative descriptive and qualitative analyses. Findings revealed that motivation, work discipline, and work environment significantly and positively influenced employee performance. Regression analysis results, represented by the coefficients table in the model equation $KK = 0.261 M + 0.284 DK + 0.221 LK$, demonstrated these effects. Hypothesis testing through t-tests indicated significant values for motivation (0.05), work discipline (0.02), and work environment (0.017) variables, suggesting their substantial impact on the dependent variable.

Saputri and Hotima (2024) investigated the Influence of Compensation and Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable. This study aims to examine the direct and indirect influences of compensation and work environment on employee performance, mediated by job satisfaction. It employs a quantitative explanatory research approach with a sample size of 46 employees from UD. New Jaya Sakti, selected through saturated sampling. The study hypothesizes seven relationships. Results from simultaneous testing indicate that both compensation and work environment significantly affect job satisfaction, which in turn impacts employee performance. Five significant paths are identified: compensation positively influences employee performance (0.449, $p = 0.000$) and job satisfaction (0.476, $p = 0.000$), while job satisfaction positively influences employee performance (0.274, $p = 0.023$). Additionally, the work environment positively influences job satisfaction (0.565, $p = 0.000$) and employee performance (0.529, $p = 0.000$). Moreover, two indirect effects are observed: compensation indirectly affects employee performance through job satisfaction (0.130), and the work environment indirectly affects employee performance through job satisfaction (0.154).

Sesario et al. (2024) conducted research on 'Analysis Of The Influence Of Compensation, Work Discipline And Work Environment On Performance Of National Agribusiness Company Employees'. This study aims to explore the influences of work environment, motivation, remuneration, and work discipline on employee performance. Data collection methods included questionnaires, literature reviews, interviews, and observations. The sample consisted of 100 employees selected through a saturated sampling technique. Analysis was conducted using multiple linear regressions. Findings suggest that discipline significantly affects employee performance. Compensation has a minor yet beneficial impact on performance. Motivation strongly influences performance. The work environment also positively affects performance. Collectively, these factors exhibit a simultaneous positive and significant impact on employee performance.

Hidayat et al., (2024) examined Work Ability and Organizational Climate's Effects on Employees' Performance. The aim of this study is to assess the influence of corporate culture and job competency on employee performance. The sample, consisting of 99 units, was chosen using stratified random sampling. The results indicate that both job

proficiency and organizational culture collectively contribute positively to employee performance, explaining 81.1% of the variance. Work competence and organizational culture play significant roles, with job proficiency and other factors exerting a more pronounced influence. Enhancing job competence through customized training aligned with organizational needs can enhance employee performance. Moreover, fostering better interpersonal relationships is crucial for creating an improved work environment.

Gunawan et al. (2024) investigated *The Influence of Work-Life Balance and Transformational Leadership on Employee Performance in Teleworking Environment*. Examining the impact of work-life balance and transformational leadership on employee performance within a telecommuting setup has gained significance, particularly due to the continued implementation of telecommuting post-pandemic. This study aims to evaluate employee performance in such a setting, focusing on key influencers like transformational leadership, work-life balance, and job satisfaction. While prior research has explored the correlation between these variables, few have delved into their relationship specifically within telecommuting contexts. The study surveyed 150 employees from telecommuting companies, employing quantitative methods and SEM analysis on primary questionnaire data. The findings reveal that both transformational leadership and work-life balance significantly and positively influence employee performance, either directly or mediated through job satisfaction.

Dingel and Maffett (2023) examined the effect of work environment and individual characteristics on medical medical employee performance at PT Sari Tani Sumatra. This study aims to explore the impact of both the work environment and individual characteristics on employee performance, utilizing both qualitative and quantitative data collection methods. The primary data collected is subjected to analysis. The results indicate the following: 1) The first hypothesis, which posits a significant influence of the work environment variable (X1) on employee performance (Y), is supported, as evidenced by count (5.613) > t table (2.048) and a significance value of $0.00 < 0.05$. 2) Conversely, the second hypothesis suggesting a significant effect of individual characteristics variable (X2) on employee performance (Y) is rejected, given count (1.488) < table (2.048) and a significance value of $0.148 > 0.05$. 3) Lastly, the fourth hypothesis, proposing a simultaneous significant impact of both the

work environment variable (X1) and individual characteristics variable (X2) on employee performance (Y), is confirmed, as indicated by $F_{count} (15.768) > F_{table} (3.35)$ and a significance value of $0.000 < 0.05$.

Ghous et al. (2023) examined Effects of Work Environment Facilities on Employee Performance. This study examines the impact of the working environment on employee performance within non-governmental organizations (NGOs) in Nangarhar province, Afghanistan. Utilizing stratified random sampling, data were collected from 120 managers across different levels within these NGOs. Analysis was conducted using simple linear regression to assess the relationship between the working environment and employee performance. Results revealed a significant positive correlation ($r = 0.63$, $P < 0.05$) between the two variables, indicating a strong association. Additionally, the coefficient of determination (R^2) was found to be 0.399, suggesting that 39.9% of the variation in employee performance can be attributed to the working environment. Furthermore, the positive coefficients assigned to the working environment variable imply a direct positive relationship with employee performance. Specifically, an increase of one unit in the working environment led to an average rise of 0.345 units in employee performance, with a constant coefficient of 0.635 indicating a baseline performance level when the working environment score is zero.

Tahir (2023) investigated Employee Performance and the Impact of Workplace Facilities and Discipline. This study had three main objectives: first, to assess the influence of work facilities on employee performance at the Human Resources Development Agency of West Sulawesi Province; second, to examine the effect of work discipline on employee performance within the same agency; and third, to investigate the combined impact of work facilities and work discipline on employee performance at the Human Resources Development Agency of West Sulawesi Province. Quantitative methods were employed, utilizing questionnaires for data collection. The study was conducted within the Human Resources Development Agency of West Sulawesi Province, involving a total population of 43 personnel, and the sample was determined through saturation sampling. Data obtained from the questionnaires were analyzed using SPSS software. The findings revealed a significant and positive effect of work facilities on employee performance, highlighting the importance of favorable and satisfactory work conditions.

Additionally, adherence to work discipline was found to positively correlate with employee performance, indicating its noteworthy impact on overall performance.

Sutaguna et al., (2023) examined *The Effect Of Competence, Work Experience, Work Environment, And Work Discipline On Employee Performance*. This study seeks to assess the impact of competence, work experience, work environment, and discipline on employee performance. Employing a census sampling method, data was gathered from a total of 46 individuals through observation, interviews, and questionnaires. The collected data will undergo several stages of analysis, including descriptive analysis and multiple linear analyses. Furthermore, validity and reliability tests will be conducted to ensure data quality, along with classical assumption tests including normality, heteroscedasticity, autocorrelation, and multicollinearity tests. The hypotheses will be tested using T test (partial test), F test (simultaneous test), and coefficient of determination test. The results indicate that while competence and work experience do not significantly influence employee performance, the work environment does. However, work discipline does not show a significant effect on employee performance. Moreover, collectively, all variables considered in this study demonstrate a significant impact on performance.

Wahyudi et al. (2023) conducted research on *'Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City'*. This study aims to examine the impact of leadership style, motivation, and work environment on job satisfaction and employee performance within the Pekanbaru City Environment and Hygiene Service. Using a quantitative research approach, questionnaires were distributed to gather data from respondents. The sample size was determined through a census method, resulting in 58 participants. Data analysis was conducted using Structural Equation Modeling (SEM) via the SmartPLS 3 application. The findings reveal that leadership style does not significantly influence job satisfaction or performance. However, the work environment positively and significantly affects job satisfaction, while it does not significantly impact performance. Additionally, motivation does not significantly influence job satisfaction but has a positive and significant effect on performance. Moreover, job satisfaction is positively and significantly associated with employee performance.

Putri and Hartono (2023) conducted research on 'Training, Leadership Style, and Work Environment on Employee Performance: the Role of Work Motivation'. Organizations need a strategic approach to enhance employee performance, which includes providing training, evaluating leadership styles, and fostering a conducive work environment. This study employs quantitative methods, utilizing a questionnaire administered to a sample of 99 employees, and employs partial least square analysis. The findings reveal that leadership style, training, and the work environment positively influence work motivation. Moreover, training, leadership style, work environment, and motivation positively impact employee performance. Additionally, work motivation serves as a mediator in the relationship between training, leadership style, work environment, and employee performance.

Anggraeny et al. (2023) examined The Effect of Compensation and Work Environment on Employee Performance Mediated by Motivation. The administrative structure of Service Bantul City is primarily designed to execute governmental functions specific to the culture and administrative tasks of the Special Region of Yogyakarta. The aim of this study is to assess the impact of compensation and the work environment on employee performance, with motivation serving as a mediating factor. The research employs a quantitative approach, utilizing questionnaires as the primary data collection instrument. Nonprobability sampling, specifically saturated sampling, was employed, encompassing the entire employee population of the Bantul Regency Service Culture, totaling 30 individuals. The research findings indicate that while compensation did not exert a positive and significant influence on motivation, the work environment demonstrated a positive and significant impact on motivation. Furthermore, motivation exhibited a positive and significant effect on employee performance. Both compensation and the work environment were found to have a positive and significant association with employee performance. Additionally, motivation played a direct role and also mediated the relationship between compensation and employee performance, as well as between the work environment and employee performance.

Rabuana and Yanuar (2023) examined The Influence of Work Environment and Work Engagement on Employee Performance Mediated by Employee Well-Being. This study aims to explore the correlations among work environment, work engagement, employee well-being, and performance within PT. DBN. Employing a quantitative

approach with a descriptive research design, the research involved a sample of 145 employees from PT. DBN. Data analysis was performed utilizing Smart PLS software version 3.0, employing a Partial Least Squares (PLS) test, a variant-based Structural Equation Modeling (SEM) approach. The study reveals that while the work environment does not significantly impact employee performance at PT. DBN, it does exhibit a positive association with employee well-being. Moreover, work engagement positively influences both employee performance and well-being. Employee well-being, in turn, significantly affects employee performance. Additionally, work engagement indirectly affects employee performance through its mediation of employee well-being, similar to the impact of the work environment. These findings shed light on the intricate relationships among work environment, work engagement, employee well-being, and performance, underscoring the importance of fostering a supportive work environment, promoting work engagement, and enhancing employee well-being to bolster organizational performance.

Sesario et al. (2024) conducted research on 'Analysis Of The Influence Of Compensation, Work Discipline And Work Environment On Performance Of National Agribusiness Company Employees'. This study aims to explore the influences of work environment, motivation, remuneration, and work discipline on employee performance. Data collection methods included questionnaires, literature reviews, interviews, and observations. The sample consisted of 100 employees selected through a saturated sampling technique. Analysis was conducted using multiple linear regressions. Findings suggest that discipline significantly affects employee performance. Compensation has a minor yet beneficial impact on performance. Motivation strongly influences performance. The work environment also positively affects performance. Collectively, these factors exhibit a simultaneous positive and significant impact on employee performance.

Sihombing and Elsavitri (2023) examined The Effect of Work Environment on Employee Performance at Golden Tulip Jineng Resort Bali. This study aims to assess the impact of the work environment on employee performance at Golden Tulip Jineng Resort Bali. A favorable work environment is believed to enhance employee performance, whereas a poor work environment may hinder it. With a sample size of 57 employees, selected through saturated sampling, data collection involved distributing questionnaires containing 27 statement items rated on a 5-point Likert

scale. Data analysis encompassed simple linear regression analysis, t-tests, and determination coefficient calculations using SPSS version 29 for Windows. The findings suggest that the work environment significantly influences employee performance, explaining 76.9% of the variance, with the remaining 23.1% attributed to external variables. These results underscore the importance for companies to prioritize the improvement of the work environment to enhance employee performance.

Siregar and Wolor (2023) conducted research on 'Communication and work environment on employee performance with job satisfaction as an intervening variable'. The primary objective of this study was to investigate whether communication and workplace conditions serve as determinants of employee performance and job satisfaction. Utilizing a sample size of 189 individuals, the study employed statistical partial least squares (PLS) analysis. The findings revealed that: (1) communication did not significantly influence staff performance; (2) workplace conditions did not independently affect staff performance; (3) communication had a unique effect on job satisfaction; (4) workplace conditions directly impacted job satisfaction; (5) job satisfaction did not directly impact staff performance; (6) communication did not indirectly affect staff performance via job satisfaction as a mediator; and (7) workplace conditions did not indirectly affect staff performance with job satisfaction as the intervening variable.

Hidayat (2023) investigated the influence of employee engagement, work environment and job characteristics on job satisfaction and performance. This study aims to explore the correlation between job characteristics, job satisfaction, and employee performance. Employing an associative research approach with a quantitative methodology, the study involved a sample of 115 individuals selected through saturation sampling. Data collection was conducted via a questionnaire, and path analysis was employed for assessment. The results revealed that employee engagement significantly affects job satisfaction. Moreover, the workplace has a significant influence on job satisfaction, and job characteristics also play a significant role in employee job satisfaction. Additionally, employee performance is significantly influenced by both employee engagement and the workplace. Job characteristics also exhibit a notable impact on employee performance, as does job satisfaction.

Putri and Setyawati (2023) examined Impact of Work Environment and Job Training on Employee Performance. PT. AELXINDO (Aluminum Extrusion Indonesia) is a manufacturing firm specializing in the metal industry, particularly aluminum. It envisions becoming the foremost aluminum extrusion company in Indonesia, necessitating a focus on enhancing both employee and organizational performance while ensuring employee welfare. This study aims to investigate the relationship between the Work Environment and Job Training variables and Employee Performance at PT. ALEXINDO. Primary data for the study were collected through questionnaire distribution among employees. The findings reveal a significant simultaneous effect of the Job Training (X1), Job Training (X2), and Employee Performance (Y) variables, as indicated by the multiple linear results of the F test ($F\text{-count} > 3.11$). Furthermore, the individual impact of each variable was demonstrated to be significant through the t-test, with the Work Environment (X1) variable having a t-count value of 10.206 and the Job Training (X2) variable having a t-count value of 6.459, both exceeding the t-table value of 1.9896. Thus, both independent variables, Work Environment (X1), and Job Training (X2), significantly influence the dependent variable, Employee Performance.

ANGGRENI et al. (2023) examined The Effect of Sustainability Accounting, Work Environment, and Leadership on Employee Performance. This study investigates the impact of Sustainability Accounting, Work Environment, and Leadership on Employee Performance. The research was conducted at the Office of the Central Bureau of Statistics of Bali Province, with a sample of 60 respondents selected using a saturated sampling technique. Data collected through questionnaire distribution were analyzed using multiple linear regression and hypothesis testing (t-test and f-test). Results indicate that (1) Sustainability Accounting positively influences Employee Performance at the Office of the Central Bureau of Statistics of Bali Province. This suggests that enhanced Sustainability Accounting leads to improved employee performance at the Office. (2) The work environment has a positive impact on Employee Performance at the Office of the Central Bureau of Statistics of Bali Province, indicating that better work environment conditions correspond to increased employee performance. (3) Leadership positively affects Employee Performance at the Office of the Central Bureau of Statistics of Bali Province. The findings suggest

that improved leadership correlates with higher employee performance at the Office of the Central Bureau of Statistics for the Province of Bali.

Kawiana et al. (2023) investigated The Effect of Work Environment, Work Stress and Work Motivation on Employee Performance in Freight Forwarding and Logistics Company. This study aims to examine the influence of work-related stress, motivation, and environment on employee productivity within a freight forwarding and logistics company. It employs a quantitative research approach with a sample size of 100 employees, randomly selected from the company. Utilizing SPSS, various linear regression analysis models are applied to the data. The results indicate that workplace stress, motivation, and environment significantly affect employee performance. Specifically, workplace stress positively influences performance, while both employee motivation and the work environment positively impact employee productivity.

Pinto et al. (2023) examined The Effect of Leadership Style and Work Environment on Employee Performance at Sacred Heart of Jesus, Becora, Dili, Timor-Leste: The Mediating Role of Work Motivation. This study aims to explore how leadership style and work environment influence employee performance, mediated by teacher and employee motivation at Sagrado Coração de Jesus/Sacred Heart of Jesus, Becora, Dili, Timor Leste. It adopts a quantitative research approach, with a population of 130 individuals and an incidental sample of 110 teachers and employees. Primary data was collected through questionnaire distribution, and quantitative data analysis was performed using Partial Least Square (PLS) method. The findings indicate that leadership style significantly and positively affects both teacher and employee performance and motivation at Sagrado Coração de Jesus/Sacred Heart of Jesus. However, the impact of the work environment on performance is positive but not statistically significant. Nonetheless, the work environment significantly influences the motivation of teachers and employees. Furthermore, work motivation significantly enhances the performance of teachers and employees. Additionally, while leadership style indirectly influences performance through work motivation as a mediator, the work environment directly affects performance, mediated by work motivation.

Faez et al. (2023) examined The Impact of Workplace Environment on the employee's Performance. A workplace environment includes various elements that comprise the corporate settings that impact the employees and their performance.

These elements include different aspect such as open and clear communication, provides growth opportunities, healthy work relationship, equity and rewarding system. Workplace environment plays an important character towards the employees' productivity and performance. Creating a healthy workplace helps to increase the job satisfaction, morals, boost the productivity and performance, lowers the absenteeism numbers, and creates better relationship and bond between the employer and the employee. It is important to take into consideration the workplace environment of the corporation that contains collection of behavioral and situational factors that build and form the environment and atmosphere of the corporation. Majority of people spends more than fifty percent of their day and life in indoor atmosphere that affect and influence their actions, abilities, morals, mental status, engagement, productivity, and performance whether in a negative or a positive way.

Zhenjing et al. (2022) examined the Impact of employees' workplace environment on employees' performance: a multi-mediation model. This study investigated how the workplace environment influences employee task performance, with employee commitment and achievement-striving ability playing a mediating role. Academic staff was surveyed using a cross-sectional research design and convenience sampling, with 420 questionnaires distributed and 330 returned. After screening for completeness, 314 usable responses were analyzed using structural equation modeling (SEM) with Smart PLS 3. Results revealed that a positive work environment positively impacted employee performance, as well as employee commitment and achievement-striving ability. Moreover, both commitment and achievement-striving ability positively affected employee performance. Additionally, the study found that the workplace environment directly influenced employee commitment and achievement-striving ability, which in turn positively impacted employee performance.

Pangabea et al. (2022) examined The Effect Of Work Motivation, Work Environment, And Compensation On Employee Performance At Bank Btn Medan Branch Office. The primary objective of this research was to evaluate how employee motivation, work environment, and compensation affect performance at the Bank BTN Medan Branch Office. Utilizing quantitative methods, the study included 40 employees as participants, selected through saturation sampling. Data collection involved distributing a questionnaire with a Likert scale directly to respondents.

Various tests, including reliability and validity assessments, classical assumption tests, and hypothesis testing using multiple linear regression analysis and SPSS, were conducted. The results indicated that work motivation, work environment, and salary significantly and positively impacted the performance of Bank BTN Medan Branch Office personnel, either individually or collectively. The combined effect accounted for 75.7%, signifying that enhancing certain aspects could further improve employee performance at the Bank BTN Medan Branch Office.

Kirana et al. (2022) examined The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company. This study aimed to assess the impact of work environment, work discipline, and work motivation on employee performance at CV. Mertanadi, a manufacturing company. Attribution theory was employed to analyze how individuals interpret events, reasons, or behaviors. Using the saturated sampling technique, data were collected from 58 employees through questionnaire distribution. The findings revealed that the work environment, work discipline, and work motivation all positively and significantly influenced employee performance. These results can inform decision-making and provide insights for CV. Mertanadi to enhance employee performance.

Siregar and Wolor (2023) conducted research on 'Communication and work environment on employee performance with job satisfaction as an intervening variable'. The primary objective of this study was to investigate whether communication and workplace conditions serve as determinants of employee performance and job satisfaction. Utilizing a sample size of 189 individuals, the study employed statistical partial least squares (PLS) analysis. The findings revealed that: (1) communication did not significantly influence staff performance; (2) workplace conditions did not independently affect staff performance; (3) communication had a unique effect on job satisfaction; (4) workplace conditions directly impacted job satisfaction; (5) job satisfaction did not directly impact staff performance; (6) communication did not indirectly affect staff performance via job satisfaction as a mediator; and (7) workplace conditions did not indirectly affect staff performance with job satisfaction as the intervening variable.

Arbyan and Riyanto (2022) investigated the Influence of the Work Environment on Employee Performance. The study aims to explore and evaluate how the work environment influences employee performance. This research adopts an explanatory

approach, employing both descriptive analysis and linear regression analysis for data interpretation. Findings from the descriptive analysis indicate that respondents generally perceive improvements in both physical and non-physical work environments as enhancing employee performance. Results from the regression analysis reveal that the physical aspect of the work environment significantly affects employee performance in part-time roles, while the non-physical aspect also demonstrates a significant impact on workers' performance. Furthermore, simultaneous testing indicates that both physical and non-physical work environments significantly influence employee performance.

Echor and Lohor (2022) investigated the Impact of Work Environment on Employee Performance. This study aims to evaluate how the work environment impacts employee performance, particularly concerning investments made in creating conducive work environments, recognition programs, career support, and prompt promotions. Despite these investments, there has been insufficient improvement in employee work performance and overall output. The objective is to analyze additional intrinsic factors within the work environment that affect worker performance. Utilizing a descriptive research design, the study analyzed 90 research instruments using regression models and frequency distribution. Findings revealed that job security does not significantly affect employee performance, while workload, salary, and bonuses are key intrinsic factors influencing performance. Recommendations include fostering teamwork, promoting a sense of coherence, providing general employee support, and implementing flexible work schedules to alleviate work pressure, streamline processes, and cultivate an enthusiastic work environment conducive to enhancing employee performance.

Menuh et al. (2022) conducted research on 'Analysis of The Work Environment and Work Stress Its Implications on Employee Performance'. Ensuring an efficient work environment and effective management of work-related stress are crucial for achieving optimal employee performance in office settings. This study aimed to analyze the impact of the work environment and work stress on employee performance at the Bali and Nusra Ecoregional Development Control Center Office. Both qualitative and quantitative data were utilized, drawing from primary sources. Data analysis involved classical assumption testing, multiple linear regression analysis, and hypothesis testing. The findings revealed a significant positive

correlation between the work environment and employee performance, while work stress exhibited a significant negative correlation with employee performance.

Sugma. (2022) examined the effect of work behavior and work environment on employee performance. Employees play a vital role in the success of any organization, as high-performing individuals can propel the organization to greater heights. Competent employees are expected to meet performance standards encompassing quality, quantity, efficiency, and effectiveness, along with the ability to collaborate effectively with colleagues. This study aimed to investigate the influence of employee behavior and the work environment on employee performance, utilizing a quantitative validation method. The survey included all personnel from KJP Sugianto Prasadjo across various branches, including the main office, with a sample of 100 employees selected through purposive sampling. Data collection was conducted using a questionnaire administered to the employees. Analysis of the data was performed using Smart PLS version 3.0. The study found that work conduct significantly impacted employee performance ($p < 0.05$), as did the work environment ($p < 0.05$), with the work environment mediating the effect of work behavior on employee performance ($p < 0.05$). Consequently, employee performance was influenced by both behavior and the working environment. Future research is expected to develop a performance enhancement model aimed at promoting innovative employee behaviors to benefit the organization.

Ardista and Marpaung (2022) conducted research on 'Relationship of Work Environment and Employee Performance: Study at PT'. Energia Transmedia. This study seeks to assess and analyze the impact of the work environment on employee performance at PT. Energia Transmedia. It employs a quantitative method with a descriptive approach, focusing on the Work Environment (X) and Employee Performance (Y) variables. Primary data was collected directly from research participants through questionnaires, interviews, and observations, with the population and sample comprising PT. Energia Transmedia employees. Analysis was conducted using SPSS 25. The partial test (t-test) results indicate a significant influence of the work environment variable on employee performance, with a t-count of $5.256 > t_{\text{table } 277}$ and a significance of $0.000 < 0.05$. The adjusted R-square value of 0.479 suggests that approximately 47.9% of the variance in employee performance (Y) can

be attributed to the work environment (X). In practical terms, this implies that the work environment contributes 47.9% to employee performance.

Juniarti et al. (2022) examined the Effect Of Work Skills, Work Environment and Leadership Style on Employee Performance (Study at LG Electronics Indonesia PT-Head Office in South Jakarta). This study investigates the impact of work skills, work environment, and leadership style on employee performance at LG Electronics Indonesia PT-Head Office in South Jakarta, a multinational company based in South Korea. Given LG Electronics' prominent position in the electronics industry, it's crucial to enhance employee performance to align with the company's vision and mission. Employing a causal associative research design with a quantitative approach, the study sampled 30 individuals using an incidental saturated technique. Data collection involved validated and reliable questionnaires, with multiple regression analysis employed for data analysis. Findings reveal that work skills, work environment, and leadership style significantly and positively influence employee performance at LG Electronics PT-Head Office in South Jakarta.

Karoso et al. (2022) conducted research on 'analyzing the relationship of work environment and quality of work life on employee performance: The mediating role of organizational commitment'. Employee performance refers to an individual's achievement over a specific timeframe concerning tasks in comparison to various benchmarks such as work standards, objectives, and criteria. It is influenced by factors like the work environment, quality of work-life, and organizational commitment. This study seeks to examine the intermediary function of organizational commitment in the correlation between the work environment, quality of work-life, and employee performance. Utilizing a quantitative approach, data were gathered through a survey questionnaire administered to 400 participants. The findings indicate that the work environment, quality of work-life, and organizational commitment are significantly associated with employee performance. Moreover, organizational commitment acts as a mediator between the work environment, quality of work-life, and employee performance. Thus, organizational commitment plays a crucial role in mediating the relationship between the work environment and employee performance, while the work environment and quality of work-life strongly predict employee performance.

Onwuzuligbo and Nwobodo (2022) conducted research on 'Work environment and employee performance: a study of pharmaceutical firms in Enugu state Nigeria'. This research specifically aimed to explore the connection between personal protective equipment (PPE) and employee productivity mediated by commitment. The study adopted a survey design method and targeted a population of 416 employees from the three largest pharmaceutical manufacturing companies in Enugu State, Nigeria. The data collection utilized a complete enumeration sampling technique with a structured instrument rated on a 5-point Likert scale. The reliability of the instrument was assessed through the Spearman-Brown coefficient test, yielding a coefficient of 0.991. Hypotheses were tested using Pearson's product-moment correlation coefficient via SPSS, Version 20. The results revealed a significant positive correlation between the variables under investigation. Consequently, this study concludes that the work environment significantly impacts employee performance and recommends that management's provision of a conducive work environment would substantially enhance organizational productivity.

Nurcahyo and Indradewa (2022) investigated the Influence of organizational culture, work environment, and work motivation on employee performance. Employee performance serves as a key indicator for government agencies striving to enhance value creation in delivering products or services to meet organizational objectives. One pivotal factor influencing employee performance is motivation, which can be shaped by a conducive work environment and organizational culture. A positive organizational culture and a favorable work environment contribute to fostering employee motivation, subsequently enhancing employee performance. This research aims to explore the impact of organizational culture, work environment, and work motivation on employee performance. Utilizing a survey method, questionnaires were distributed to employees of the Education Financing Service Center of Kemdikbudristek. Employing quantitative research methods, Structural Equation Modeling (SEM) with Smart PLS applications was employed for analysis. The study encompassed 85 respondents, and the results affirm the validity and reliability of all utilized indicators. The study concludes that organizational culture influences work motivation and employee performance, while the work environment affects employee performance. However, the work environment does not directly impact work motivation, nor does work motivation directly influence employee performance.

Siregar and Sitorus (2022) examined the Effect of Training and Work Environment on Employee Performance and Job Satisfaction as Intervening Variables in Pt. Mayora Cibitung. This study aims to scrutinize and assess the impact of training, work environment, and job satisfaction on the performance of PT. Mayora Cibitung employees, utilizing a sample of 210 individuals randomly chosen from the total workforce of 411 employees. Each variable's data were collected through questionnaire responses from the participants. The path technique was employed to analyze the data, which had previously undergone rigorous processing and correlation procedures. The outcomes indicate that employee performance is directly impacted by training, while job satisfaction and the work environment, in turn, are influenced by both training and the work environment. These findings underscore the importance of considering training, the work environment, and job satisfaction in strategic human resource development planning at PT Mayora Cibitung.

Shaari et al. (2022) conducted research on 'A Study of The Influence of Physical Work Environments on Employee Performance'. To maintain competitiveness within an industry, companies must prioritize employee performance and ensure they operate in conducive environments. Unsafe or unhealthy workplaces can adversely affect employee productivity. This study aims to investigate the relationship between the physical work environment in Indonesian manufacturing firms and employee performance. Data were gathered through a quantitative survey involving 187 employees at a company in Batam, Indonesia. Pearson Correlation Analysis was utilized to analyze the data and assess the relationship between variables. The findings reveal a significant albeit modest correlation between employee performance and their physical work environment. A supportive work environment enables employees to effectively carry out their tasks, although additional factors such as enhancing communication among colleagues, providing supervisory support, and addressing working hours also play pivotal roles in enhancing employee performance.

Rahman et al. (2022) examined the Effect of Work Environment and Leadership on Employee Performance through Work Motivation during the Covid-19 Pandemic. This study aims to examine (1) the influence of the work environment on employee performance, (2) the impact of leadership on employee performance, (3) the correlation between work motivation and employee performance, (4) the association between the work environment and work motivation, (5) the relationship between

leadership and work motivation, (6) the indirect effect of the work environment on employee performance through work motivation, and (7) the indirect effect of leadership on employee performance through work motivation. The research population consists of employees at the Balai Konservasi Sumber Daya Alam Kalimantan Selatan. A sample of 91 individuals was randomly selected using proportional random sampling. Data analysis was conducted using PLS-SEM (Partial Least Squares-Structural Equation Modeling) with the SmartPLS version 3.0 software. The study findings reveal that: (1) the work environment does not impact employee performance, (2) leadership influences employee performance, (3) work motivation affects employee performance, (4) the work environment influences work motivation, (5) leadership impacts work motivation, (6) the work environment indirectly influences employee performance through work motivation, and (7) leadership indirectly affects employee performance through work motivation.

Arsal et al. (2022) examined the Influence of Leadership, Motivation, Work Ability and Work Environment on Employee Performance in the Office of the National Narcotics Agency of North Labuhanbatu Regency. This study aimed to investigate the impact of leadership, motivation, work ability, and the work environment on employee performance at the National Narcotics Agency office of North Labuhanbatu Regency. The research employed a quantitative approach and utilized IBM SPSS 25 Software for analysis. Data analysis involved various techniques including classical assumption testing, multiple linear regression analysis, hypothesis testing, and determination coefficient testing. The findings revealed that all independent variables positively and significantly influenced employee performance. Specifically, the leadership variable (X1) exhibited a positive and significant effect on employee performance, as evidenced by a tcount value (2.48) exceeding the ttable value (1.70) with a significant probability value of $0.019 < 0.05$. Similarly, motivation (X2) significantly impacted employee performance, supported by a tcount value (2.68) surpassing the ttable value (1.70) with a probability value of $0.012 < 0.05$. Workability (X3) also demonstrated a positive and significant effect on employee performance, indicated by a tcount value (5.14) exceeding the ttable value (1.70) with a probability value of $0.000 < 0.05$. Moreover, the work environment (X4) significantly influenced employee performance, as indicated by a tcount value (8.04) surpassing the ttable value (1.70) with a probability value of $0.000 < 0.05$. The results

of the F test further confirmed that leadership, motivation, work ability, and the work environment collectively had a positive and significant impact on employee performance, with an Fcount value of 49.55 > Ftable value of 2.71 and a significance value of 0.000 < 0.05.

Iqbal et al. (2021) examined the Effect of Work Motivation and Work Environment on Employee Performance Mediated By Job Satisfaction (At Pt Ici Paints Indonesia). The impact of work motivation and the work environment on employee performance is moderated by job satisfaction (at PT. Ici Paint Indonesia). The study employed descriptive and causal analyses on the population. A total of 105 respondents participated as samples, and the analysis method included path analysis, coefficients, and inter-dimensional analysis. The findings indicate the following: (H1) Work motivation positively and significantly influences job satisfaction, (H2) The work environment has a positive and significant effect on job satisfaction, (H3) Work motivation positively and significantly affects employee performance, (H4) The work environment positively and significantly impacts employee performance, (H5) Job satisfaction positively and significantly affects employee performance, (H6) Work motivation positively and significantly influences performance through job satisfaction, and (H7) The work environment positively and significantly influences employee performance through job satisfaction. The independent variables (x) include work motivation (x1) and the work environment (x2), while the dependent variables consist of job satisfaction (y1) and performance (y2). These hypotheses were verified and calculated using the SPSS 23 application.

Shammout (2021) examined the impact of work environment on employees performance. Ensuring a conducive work environment is vital for maintaining employee performance and preventing excessive stress, which can hinder job effectiveness. Various aspects of the work environment influence job satisfaction and employee performance. Therefore, this study aims to explore the correlation between employee performance and the work environment, assessing the impact of the work environment on employees' work performance. Investo Global, a real estate company, was selected for its accessibility and feasibility. The study's target population was identified as 120, and using RAO Soft, a sample size of 92 respondents was determined, with a confidence level of 95% and a 5% margin of error. Data was collected using a structured quantitative questionnaire adapted from previous research

with appropriate permissions and references. A mixed methodology approach was employed, with data analyzed using SPSS through a cross-sectional approach. Each questionnaire item was individually analyzed and interpreted, and Pearson's Correlation Analysis was conducted to assess the relationship between variables and their contribution to Investo Global employees' work performance. The work environment factors considered included employee benefits, supervisor and coworker support, training and development opportunities, workload adequacy, and physical work environment. The results revealed significant positive relationships between all variables and employee performance. Among these, employee benefits emerged as the most influential factor according to Investo Global employees, significantly impacting their work performance.

Karoso et al. (2022) conducted research on 'analyzing the relationship of work environment and quality of work life on employee performance: The mediating role of organizational commitment'. Employee performance refers to an individual's achievement over a specific timeframe concerning tasks in comparison to various benchmarks such as work standards, objectives, and criteria. It is influenced by factors like the work environment, quality of work-life, and organizational commitment. This study seeks to examine the intermediary function of organizational commitment in the correlation between the work environment, quality of work-life, and employee performance. Utilizing a quantitative approach, data were gathered through a survey questionnaire administered to 400 participants. The findings indicate that the work environment, quality of work-life, and organizational commitment are significantly associated with employee performance. Moreover, organizational commitment acts as a mediator between the work environment, quality of work-life, and employee performance. Thus, organizational commitment plays a crucial role in mediating the relationship between the work environment and employee performance, while the work environment and quality of work-life strongly predict employee performance.

Arfan (2021) conducted research on 'Motivation and Work Environment on Employee Performance'. This study aims to investigate the influence of motivation and the work environment on employee performance in South Sulawesi Province, utilizing a qualitative literary design. The sampling method employed was purposive sampling, whereby participants were directly selected by the researcher. Data collection

techniques included observation, interviews, surveys, and record-keeping. Data analysis comprised reducing, presenting, and drawing conclusions from the data. Results indicated that both motivation and the work environment can directly impact employee performance. The typical employee exhibited high levels of motivation, displaying enthusiasm in fulfilling their duties, exerting maximum effort, and adhering to precise work instructions. Additionally, the work environment played a significant role in influencing employee performance by fostering positive coworker relationships, providing a pleasant workplace atmosphere, and ensuring the availability of necessary work facilities.

Rachman (2021) conducted research on 'The impact of work stress and the work environment in the organization: how job satisfaction affects employee performance?'. Current research on job satisfaction, encompassing factors such as comfort, passion for work, and working conditions, remains a primary focus for enhancing performance outcomes. This emphasis is particularly linked to challenges stemming from excessive workload, stress factors hindering task completion, and less supportive work environments. Despite encountering obstacles, managers persist in their belief that they can overcome such hurdles and achieve successful outcomes. Many other organizations confront similar issues. Therefore, the aim of this study is to demonstrate how job satisfaction can mitigate the impact of work stress and environmental conditions on the performance of government employees in the Field of Appointment and Retired Employees at the Office of BKN Region II in Surabaya. Employing an explanatory approach, the study distributed questionnaires to 43 government employees in the specified field and utilized path analysis as the analytical technique. Research findings indicate that work stress and the work environment positively influence employee performance and that job satisfaction plays a crucial role in facilitating employees' performance attainment. Additionally, work stress and environmental conditions indirectly enhance performance by fostering job satisfaction. This is attributed to managerial proximity to employees, regular interactions, demonstrated concern, and fostering positive relationships among team members, which contribute to a sense of comfort and reduced stress. Conversely, employees experiencing job satisfaction tend to exhibit better performance outcomes, reflecting their increased engagement with their work.

Lankeshwara (2016) studied the impact of workplace environment on employee performance: with reference to brandex intimate-awissawella. The study has utilized primary data and a sample of 85 employees has been chosen through proportionate sampling technique using already developed questionnaires'. Finally the result showed that work environment have significant effect on employee performance.

The work environment can be defined as the setting, situation or conditions of a workplace (Oludeyi, 2015). Each aspect is interlinked and impacts on employee's overall performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation subsequently performance. Work environment can be thought of simply as the environment in which people work (Briner, 2000) as such; it is a very broad category that encompasses the physical setting (e.g., heat, equipment), characteristics of the job itself (e.g., workload, task complexity). He adds that it also encompasses broader organizational features (e.g., culture, history) and even aspects of the external organizational setting (e.g., local labor market conditions, industry sector, work life balance). There are many factors that affect the performance of employees in organizations. Workplace environment plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013).

Saidi, et al. (2019) described performance level of employees simply as the doings of the individual with the assigned responsibilities. The management of performance refers to the activities carried out by the upper management in improving the performances of individual employees, to achieve organizational goals collectively including individual work and group works of an organization (Genzorová, 2017).

(Sinha, 2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

Workplace environment is also an important factor that has a significant impact on an employee's performance, fulfilling their intrinsic, extrinsic, and social needs, forming the basis for their stay in an organization, as well as being the key determinant of quality in work and performance levels (Haynes, 2008). A positive work environment therefore has a multitude of benefits to an organization. According to (Rorong, 2016),

factors related to physical workplace environment need to be scrutinized in all workplace since the findings can assist in creating the workplace environment that can further improve the employees' experience and better performance. There is an example of physical environment which is indoor climate. It includes temperature, lighting and acoustic. Normally organizations primarily focus on achieving a better performance at a lower cost, but for employees, it is crucial for them to attain workplace pleasure. With respect to employee satisfaction, a common belief was that given up one's personal desk conflicts with basic human needs for privacy, territoriality and expressed one's status. Employees had a problem when they do not feel comfortable with their workplace environment and that lead to decreased employee performance toward the organizations. Furniture and equipment that had been provided by the company was not comfortable for the employees especially when they need to sit for a longer time to complete their work. For instance, office ergonomics should be applied at every company in order to fulfil employees need and ensure they are happy working with the organizations.

Lankeshwara (2016) studied the impact of workplace environment on employee performance: with reference to brandex intimate-awissawella. The study has utilized primary data and a sample of 85 employees has been chosen through proportionate sampling technique using already developed questionnaires'. Finally the result showed that work environment have significant effect on employee performance.

(Shammout, 2021) conducted study to find the impact of work environment on employees' performance. A real estate company Investo Global was chosen for this study and he target population of the study was, through the RAO Soft sample size was found to be 92 which were the respondents of the study. The data collected is analyzed through SPSS, the cross-sectional approach was used. To test the data each of the questions were separately first analyzed and interpreted and to see the contribution of each variable and contribution to the work performance of Investo Global employees, Pearson's Correlation Analysis was used to see relationship of variables. The factors which were selected for measuring work environment were employee benefits, supervisors and coworker's support, training and development, adequate workload, physical work environment. The results show all the variables had a significant and positive relationship with employee performance. The most

dominating variable out of all was employee benefits as considered by the employees of Investo Global which affect their work performance greatly.

Alemu (2022) studied effect of work place environment factors on performance of employees: empirical study on Wollo university staffs. The researcher used a causal research design and apply multistage sampling technique, and collect data from 66 selected employees by adopting questionnaire data collection method. The findings indicated all workplace environment factors had positive linear relationship with their work place performance in the university. Among the workplace environment factors at 5% significant level employees' performance was affected by their work life balance (p-value 0.002). Most of the respondents had worked in the university for more than six years. Work life balance of employees and reward for employees had strong linear association with their workplace performance. In the university the employees' performance was affected by their workplace environment factors.

Osunsan (2020) conducted research on ' Workplace Environment and Employee Performance in Fort Portal Referral Hospital, Uganda'. The study aimed to investigate the impact of the workplace environment on employee performance within Health Care Providers, particularly focusing on Fort Portal Regional Referral Hospital. Specific objectives included examining the correlations between the physical environment, psychosocial environment, and work-life balance on employee performance at the hospital. A cross-sectional research design was utilized, with data collected simultaneously. The study population consisted of 324 Health Care Providers, from which 140 were selected, with 122 respondents. Various roles were represented, including administrative staff, doctors, nurses, lab officers, and pharmacists. Findings indicated a statistically significant positive relationship between the physical and psychosocial environment and worker performance, while work-life balance showed no significant relationship. However, the overall work environment significantly impacted employee performance at the hospital. Recommendations were provided for hospital management to prioritize creating conducive work environments, emphasizing physical and psychosocial factors to enhance performance, efficiency, morale, and customer satisfaction, particularly crucial during the COVID-19 pandemic. Encouragement was given for maintaining open communication in the workplace, involving employees in implementing healthy and safe practices that balance work and family responsibilities.

Hamidi et al. (2020) examined the relationship between physical workplace environment and employees' performance. In today's competitive business landscape, fostering a healthy workplace environment is paramount for organizational success. While employee salaries are important, managers must recognize the significance of other factors in enhancing employee performance. A positive workplace reputation can provide a competitive advantage for organizations. This study investigates the correlation between the physical workplace environment and employee performance, focusing on aspects such as office layout, lighting, furniture, and equipment. These elements can significantly impact the well-being of office employees who spend extended hours in the workplace. Employees who experience supportive workplace environments tend to exhibit higher satisfaction and commitment to their organization, ultimately leading to improved performance. As employees are the cornerstone of any organization, their performance is greatly influenced by the quality of their work environment. Motivated and committed employees thrive in conducive work environments, channeling their efforts towards achieving organizational objectives. The study, conducted at a government agency in Kedah, involved distributing questionnaires to 100 respondents from a total population of 140 employees across various departments and units. Results indicate that lighting is the most influential factor in the physical workplace environment affecting employee performance. Consequently, the study recommends focusing on optimizing lighting options within the organization to enhance employee performance.

Alegbeleye et al. (2020) conducted research on 'Work environment and employee performance in universities libraries in Southern Nigeria'. This study delved into the relationship between work environment and employee performance within University libraries in Southern Nigeria. Employing a survey research design, the study utilized questionnaires as the primary data collection tool. A comprehensive survey encompassing all librarians across the 38 public universities in Southern Nigeria was conducted. The findings revealed notably high levels of both contextual and task performance among university library employees. Moreover, a positive and statistically significant correlation between the work environment and employee performance was established. While the study identified several work environment indicators that collectively influenced both task and contextual performance, namely occupational safety, workload, and health safety, it was observed that only

occupational safety, workload, and health safety had a notable impact on task performance. Additionally, the physical environment emerged as the sole work environment indicator significantly influencing contextual performance among employees in university libraries across Southern Nigeria.

Sitepu et al. (2020) conducted research on 'Effect of physical work environment and non-physical work environment on employee performance through job satisfaction at PT. MNC sky vision Tbk Medan'. This study aimed to investigate the impact of both physical and non-physical work environments on employee performance via job satisfaction at PT. MNC Sky Vision Tbk Medan. Utilizing a quantitative descriptive research approach, the population comprised all employees of PT. MNC Sky Vision Tbk Medan, totaling 137 individuals. Proportional sampling was employed, resulting in a sample size of 57 employees distributed across 11 sections of PT. MNC. Primary data were collected through questionnaires, interviews, and documentation studies, while secondary data were obtained from official documents. Structural equation modeling (SEM) using Smart-PLS 3 analysis was utilized for data analysis. The findings revealed that both physical and non-physical work environments had a positive and significant impact on job satisfaction, which in turn positively influenced employee performance. Moreover, both the physical and non-physical work environments directly and indirectly affected employee performance through job satisfaction at PT. MNC Sky Vision Tbk Medan.

Magito (2020) examined the effect of compensation and work environment to employee performance Of PT ASS. This study aims to assess the impact of compensation and work environment on employee performance at PT ASS, situated in Central Jakarta. The research involved the entire population of 43 employees, all of whom participated as respondents. Questionnaires were distributed using the Simple Random Sampling technique. Data were collected through a questionnaire utilizing a Likert scale and analyzed using SPSS 23 Software, employing statistical analysis such as multiple linear regression tests. The findings suggest that compensation and work environment partially influence employee performance, as evidenced by the results of the partial significance test (t-test).

Reyhanoğlu and Akin (2020) examined the effect of workplace conditions on employee job performance. In the healthcare sector, the occurrence of violent incidents has prompted the development of preventive measures to ensure the

efficient functioning of employees. Factors such as hospital conditions, resource adequacy, interpersonal conflicts, and management style play pivotal roles in shaping employees' satisfaction and subsequent behavior. This study aims to assess how workplace conditions, violence prevention policies, organizational constraints, and interpersonal conflicts influence employee job performance, specifically in terms of counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). A survey was conducted among permanent nurses and health officers in a hospital, and a structural equation model was employed to test the developed framework. The findings partially support the model, indicating that a workplace climate focused on violence prevention and organizational constraints impact employee well-being, OCB, and CWB. Notably, organizational constraints were found to positively affect OCB, contrary to existing literature. This result may be attributed to the urgent nature of tasks in the healthcare sector, where work must often be completed promptly regardless of prevailing circumstances. The study concludes with a discussion of the results and offers recommendations for further research.

Turnip (2020) investigated the effect of motivation and work environment on employee performance of PT. XYZ. This study aims to determine the effect of motivation and work environment on employee performance. This research is a quantitative study with an associative method. The analysis method uses the questionnaire method. The population in this study was employees of PT. XYZ, amounting to 55 people. The statistical tests used are the classic assumption test, hypothesis testing, multiple linear regression analysis, correlation coefficients and the coefficient of determination. The results of this study indicate that the independent variables, namely Motivation (X1) and Work Environment (X2), have a positive and significant effect on the Performance of Employees of PT. XYZ.

Calvin et al. (2020) conducted research on 'Work environment and employee performance in federal college of education (Technical) Gusau, Zamfara State'. Numerous studies, both domestically and internationally, have explored the factors influencing employees' performance. While much attention has been given to monetary incentives such as bonuses, salary increases, and other financial rewards, non-monetary aspects like the quality of the work environment have often been overlooked. Recognizing the importance of non-monetary factors in shaping employee performance within the public sector, this research aims to evaluate a model

based on three dimensions of the work environment: physical conditions, training and development opportunities, and positive working relationships. Employing a quantitative research design, data were collected through structured questionnaires from a staff population of 520 individuals comprising academic and non-academic staff. Statistical analyses, including Pearson Product Moment Correlation and Multiple Regression, were conducted using SPSS 21.0 and EViews 9.0. The correlation analysis revealed a significant association between the three dimensions of the work environment and employee performance. Moreover, multiple regression analysis indicated that both the physical work environment and positive working relationships significantly impact employee performance, whereas training and development opportunities were found to be insignificant predictors. The study suggests ongoing efforts by management to enhance various dimensions of the work environment, as these factors are crucial in influencing employee performance.

Hafeez et al. (2019) investigated Impact of workplace environment on employee performance: mediating role of employee health. The aim of this study is to investigate the influence of workplace environment, encompassing both Physical Environmental Factors (PEF) and Behavioral Environmental Factors (BEF), on employee productivity (EP), with a focus on the mediating role of employee health (EH). Methodology-wise, a questionnaire survey method was employed, gathering data from 250 employees working in software houses in Pakistan. Data analysis was conducted using SPSS and AMOS software, encompassing reliability and correlation analysis with SPSS, and path analysis with AMOS. Results indicated that variations in PEF accounted for a 35% change in EH, while BEF explained 33% of EH variance. Additionally, a unit increase in EH corresponded to an 80% increase in EP. Both PEF and BEF positively influenced EH, which in turn positively affected EP. Notably, EH was found to mediate the relationship between workplace environment factors and employee performance. Research limitations include the exclusive focus on working environment factors to determine EH, suggesting future studies should incorporate additional variables such as compensation practices and insurance plans. Moreover, a larger sample size or inclusion of more mediating variables could enhance future research. While the study utilized a cross-sectional design, longitudinal studies could provide further insights. Practically, organizations are encouraged to prioritize a conducive environment to bolster employee productivity, given the direct and positive

relationship between employee performance and workplace environment, as well as the linkage between employee productivity and both physical and behavioral environments through EH. This study contributes to existing literature by providing quantitative insights into workplace environment dynamics, complementing previous studies that primarily focused on qualitative indicators.

Sitepu et al. (2020) conducted research on 'Effect of physical work environment and non-physical work environment on employee performance through job satisfaction at PT. MNC sky vision Tbk Medan'. This study aimed to investigate the impact of both physical and non-physical work environments on employee performance via job satisfaction at PT. MNC Sky Vision Tbk Medan. Utilizing a quantitative descriptive research approach, the population comprised all employees of PT. MNC Sky Vision Tbk Medan, totaling 137 individuals. Proportional sampling was employed, resulting in a sample size of 57 employees distributed across 11 sections of PT. MNC. Primary data were collected through questionnaires, interviews, and documentation studies, while secondary data were obtained from official documents. Structural equation modeling (SEM) using Smart-PLS 3 analysis was utilized for data analysis. The findings revealed that both physical and non-physical work environments had a positive and significant impact on job satisfaction, which in turn positively influenced employee performance. Moreover, both the physical and non-physical work environments directly and indirectly affected employee performance through job satisfaction at PT. MNC Sky Vision Tbk Medan.

Putri et al. (2019) examined the effect of work environment on employee performance through work discipline. A conducive and comfortable work environment fosters enthusiasm among employees, enhancing performance and work discipline. Factors such as adequate facilities and positive employee relations play pivotal roles in influencing employee performance. When employees perceive their work environment positively, it cultivates discipline and amplifies their commitment to achieving organizational goals. This study aims to investigate three key aspects: (1) the impact of the work environment on employee performance, (2) its effect on work discipline, and (3) whether work discipline mediates the relationship between the work environment and employee performance. Employing a quantitative approach, the research utilizes proportional random sampling to select a sample of 137 respondents from a population of 208 employees at PT. GatraMapan. Data collection

is conducted through questionnaires, with analysis performed using Path Analysis. Findings demonstrate that work discipline serves as a mediator, influencing the relationship between the work environment and employee performance.

Ramli (2019) conducted research on 'Work environment, job satisfaction and employee performance in health services'. This study aims to evaluate the work environment, job satisfaction, and employee performance at Rumah Sakit Swasta in Jakarta, Indonesia. The objective is to assess the impact of the work environment on job satisfaction and its subsequent influence on employee performance. Employing a quantitative approach, data was collected from 82 employees of Rumah Sakit Swasta in Jakarta through the administration of questionnaires. The findings indicate a positive relationship between the work environment and job satisfaction, as well as between job satisfaction and employee performance at Rumah Sakit Swasta in Jakarta.

Waktola (2019) conducted research on 'boosting employee performance; effects of working environment on employees' performance: Case of Ethio-Telecom in Ambo Branch'. The work environment, comprising various factors, significantly affects employee performance. A conducive and inclusive work setting enhances employee performance, thereby contributing to organizational success. The study aimed to explore the impact of the work environment on employee performance at Ethio-Telecom in the Ambo branch. The target population included all 102 employees of Ethio-Telecom, and the study encompassed all employees using a census approach. Descriptive research design was employed, and primary data was collected through semi-structured and structured questionnaires. The study revealed that organizational work environment factors, workplace relationships, and organizational culture influenced employee performance. Positive effects of various work environment factors on employee performance were identified. Employees expressed satisfaction with organizational work environment aspects such as furniture, spatial layouts, lighting, and noise levels, all of which contributed to enhancing performance. Additionally, the presence of strong workplace relationships within the organization was found to significantly impact employee performance.

Transilvanus et al. (2019) examined the impact of workplace environment, motivation and workplace discipline on employees' performance of Local Water Supply Utility at Sikka Regency, Indonesia. This study aims to: (1) characterize the working

environment, motivation, work discipline, and employee performance; (2) investigate the impact of working environment (X1), motivation (X2), and work discipline (X3) on employee performance (Y); and (3) identify the variables with the most significant influence on employee performance at the Local Water Supply Utility in Sikka Regency, East Nusa Tenggara Province. The study involved 81 respondents and utilized multiple regression analysis, F-test, and t-test for analysis. Descriptive statistical results revealed that the working environment was influenced by factors such as lighting, air temperature, air circulation, color, music, and workplace security, with air temperature being particularly crucial. Motivation was influenced by various needs, including physiological, safety, social, appreciation, and self-actualization, with social need, reward need, and self-actualization need being prominent. Workplace discipline was shaped by attendance, compliance with work standards, adherence to work rules, and work ethics, with adherence to company rules being pivotal. Employee performance was determined by factors such as work quality, quantity, punctuality, effectiveness, independence, and work commitment, with effectiveness being the most significant. Overall, the study revealed that a positive workplace environment, coupled with motivated employees and strong work discipline, significantly enhanced employee performance at the Local Water Supply Utility in Sikka Regency. Motivation emerged as the key factor influencing employee performance in this context.

2.3 Research Gap

In the Nepalese service sector, research on the effects of workplace environment on employee performance is notably sparse, highlighting several critical gaps in the literature. Firstly, there is a clear need for studies that contextualize findings within Nepal's unique cultural, economic, and organizational landscape, as much of the existing research draws from Western contexts. Additionally, while individual factors such as physical work environment, employee reward, workload, training, and work-life balance have been studied independently, there is a lack of comprehensive research that examines these variables collectively in the Nepalese context. Furthermore, existing studies often lack rigorous methodologies and standardized measurement tools tailored to Nepal, hindering accurate assessments of workplace environment factors and their impact on employee performance. Addressing these gaps through empirical research would provide crucial insights for organizations

aiming to optimize employee performance through effective workplace management strategies.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

Research Design is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. The research design sets the process for gathering the necessary data, the techniques to be used for gathering and analyzing this data, and how all of this will contribute to the resolution of the research question.

For this research, both descriptive and casual comparative research design was used. The initial survey served as the foundation for this study's conclusions. Numerous statistical tests, including regression, mean, standard deviation, and correlation was conducted for the investigation. The quantitative data was analyzed and interpreted using Microsoft Excel and the statistical package for social science (SPSS).

3.2 Population and Sample, and Samling Design

The study is based on service sector organizations of Kathmandu valley. The population of the study is employees working for service sector organizations of Kathmandu valley. As it is not feasible to conduct the survey among all the employees of Kathmandu valley, the researcher uses the formulation determines the minimal sample size (Cochran, 1997):

$$n = z^2 * p * (1-p) / e^2$$

Where,

n= sample Size for infinite population

P=Population Proportion

E= margin of error

Confidence interval=95%

Margin of error= 5%

Based on this formula, the calculation of sample size is shown below:

$$\frac{(1.96)X1.96X0.5X(1 - 0.5)}{0.05X0.05}$$

$$=385$$

The calculated sample size was 385. The researcher was able to collect data from 205 employees which formed the actual sample for this study.

The sample was chosen using convenient sampling. Convenience sampling involves the selection of participants based on their frequent availability. Because convenience sampling is less complicated and more affordable than other sample methods, it is typically preferred by students (Ackoff, 1953). Convenience sampling frequently aids in overcoming a number of research-related constraints. For instance, it is simpler to include friends or relatives as a sample than it is to include random people.

3.3 Nature and Sources of Data, and the Instrument of Data Collection

The research is quantitative in nature and the research is mainly based on primary source of data. In this study, the primary instrument for data collection was structured questionnaire. The collection of primary data was accomplished through the administration of self-filled questionnaires. The design of the structured questionnaire was centered on obtaining closed-ended responses. The questionnaire was divided into two major parts. The first part contains questions related to respondent's demographic profile while the second part includes questions related to primary and secondary variables of the study. All responses were measured using a 5-point Likert Scale, and each item will be analyzed individually upon completion. The scale is defined as follows:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

3.4 Methods of Analysis

In this study, descriptive statistics such as mean, standard deviation, percentage and inferential statistics such as, ANOVA, regression analysis, Z-test, t-test, F-test, and chi-square will be used.

Mean

Statisticians often use the sample mean as a calculation to determine the average of a given dataset. This sample mean is utilized to estimate the standard norm of a population. The mean is computed using the formula:

$$\bar{x} = \sum x/n.$$

Standard Deviation

The standard deviation serves as a measure of the extent to which a set of values deviates or spreads. A low standard deviation indicates that values tend to cluster around the mean, also known as the expected value. Conversely, a high standard deviation suggests a broader range of values. The standard deviation is determined by the formula:

$$\sigma = \sqrt{(\sum x - \bar{x})^2/n}$$

Correlation Analysis

In this investigation, the relationships between independent and dependent variables are assessed through the Pearson correlation matrix. This analysis reveals the direction, magnitude, and significance of the bivariate relationships within the study. By scrutinizing the correlation between two independent variables and the dependent variable, it becomes possible to test hypotheses suggesting significant positive or negative relationships between the variables.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

The coefficient (r) signifies the extent of the linear relationship between variables and serves as a measure of covariance. Ranging from -1 to +1, the coefficient indicates whether there is a positive or negative correlation. A value of +1 denotes a perfect positive relationship, -1 signifies a perfect negative relationship, and a value of 0 implies no relationship between variables (Parasuraman et al., 1998). The correlation coefficient is calculated using the formula:

Regression Analysis

The employee performance depends on the independent variables i.e factors that affect employee performance. The independent variables in this study are physical work environment, employee reward, workload, employee training, and work-life balance. This research study is targeted to find out the impact of those factors on employees performance.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5+ e_i \dots\dots\dots (1)$$

Where,

Y= Employee Performance

β_0 = constant term

X_1 = physical work environment

X_2 = employee reward

X_3 = workload

X_4 = employee training

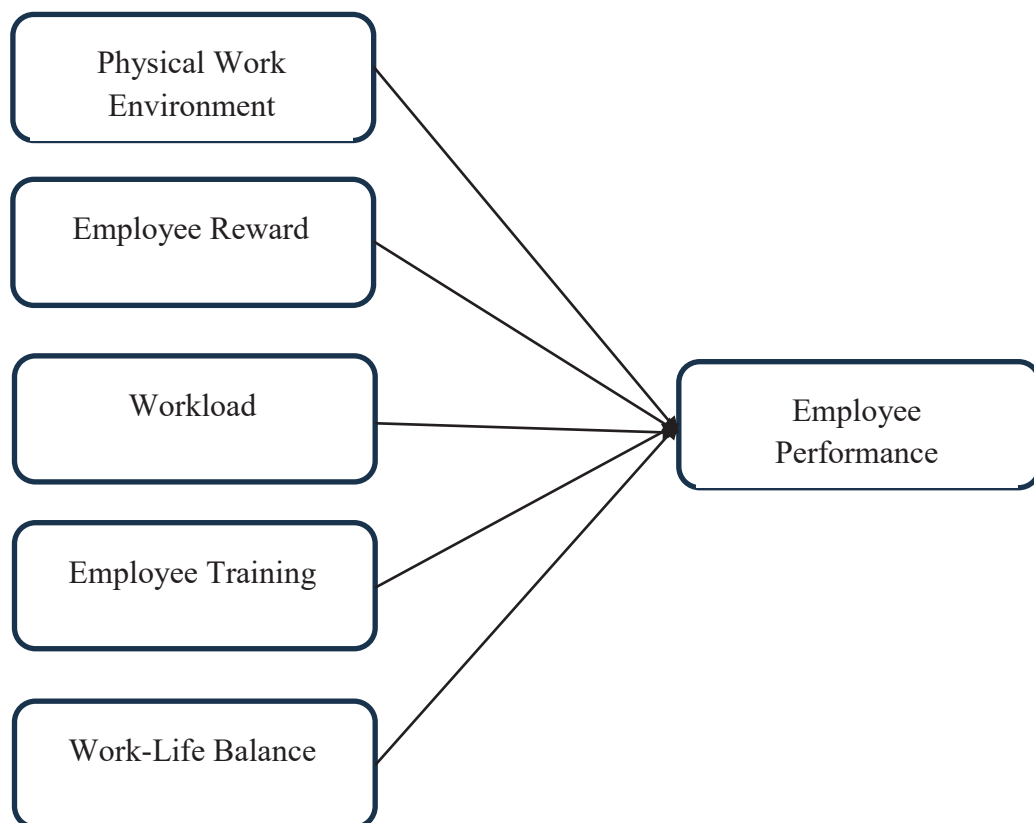
X_5 = work-life balance

e_i = error

3.5 Research Framework and Definition of Variables

(Independent Variables)

(Dependent Variable)



Source: Alemu, (2022)

Figure 1 Research framework

Physical Work Environment

Work environment is everything that is around the workers that can affect them in carrying out the tasks they are assigned to. Work environment is known as one of the factors that affect employees' willingness to leave or decide to stay in the organization.

Employee Reward

Employee rewards refers to anything surrounding employees that may have an impact on their ability to complete the tasks they are given. One of the things that influence an employee's decision to stay or leave an organization is their work environment. An employee rewards and recognition program is key to employee engagement, making your employees feel valued and recognizing their hard work. Engaged employees feel a sense of purpose at work that creates extra energy and commitment — employee engagement is also directly tied to well-being. And we know that the impact is real.

Workload

Hannani (2016) defines workload as the outcome of the interplay between task demands, the work environment, colleagues, skills, behavior, and workers' perceptions. Similarly, Ellyzar and Yunus (2017), describes workload as the multitude of tasks an organizational unit or employee must systematically complete within a specific timeframe, utilizing job analysis, workload analysis, or other management techniques to assess efficiency and effectiveness.

Employee Training

Employee training is a program designed to assist staff members in gaining specialized knowledge or abilities to enhance their performance in their current positions. Employee growth and future performance are the main goals of employee development, which is broader than job role specific.

Work-life Balance

Work life balance refers to the degree to which a person prioritizes their personal and professional lives, as well as the extent to which work-related activities are conducted at home. Achieving work-life balance involves an employee being able to equally priorities the demands of their career and having an enjoyable private life. An employee who has this balance in place is likely to be successful and fulfilled inside and outside of the workplace.

3.6 Reliability Analysis

Reliability refers to the consistency of measurements within a series. When a measurement tool is used on the same samples or different samples of the same size from the population, it should consistently produce similar results (Pant, 2012). In this study, reliability was assessed using the Cronbach's Alpha test. Cronbach's alpha, represented by the lowercase Greek letter α , is commonly used to evaluate the internal consistency and reliability of summated rating scales (Cronbach, 1951). Internal consistency values range between 0 and 1, and reliability statistics are linked to this range. The number of items on the scale influences the alpha size (Streiner, 2003). In human dimensions research, an alpha of 0.65–0.80 is often considered "adequate" (Green & Yang, 2009; Spector, 1992; Vaske, 2008).

Based on the test results, it can be inferred that the questionnaire devised for the study was reliable, as indicated by each Cronbach's alpha exceeding 0.65. The reliability test outcomes for individual variables are presented below:

Table 1

Reliability Analysis

Variables	Cronbach's Alpha
PWE	0.795
ER	0.744
WL	0.817
ET	0.748
WLB	0.740
EP	0.777

CHAPTER IV RESULTS AND DISCUSSION

The main objective of the research study need to be accomplished with the help of the data analysis findings in this chapter. This section is divided into two subsections. The first part is about the respondent's profile. It offers a demographic breakdown of the respondents, including their age, gender, level of education, and work situation. Regression analysis, correlation between the independent and dependent variables' means, and standard deviation are used in the second portion to evaluate and interpret the collected data.

4.1 Demographic Profile

This section contains the demographic information for each of the survey participants. The respondent's profile includes information on age group, gender, educational history, and current working organization

Gender of the respondents was categorized into two categories namely male, and female.

The age range was divided into five groups: 15-25, 25-35, 35-45, 45-55, and above 55 years. The age distribution of the responders is displayed in the following table.

The respondents' education level was divided into four groups: +2, bachelor's degree, master's degree, and master's degree or above.

The respondents' current working organization was divided into three groups: private organization, government organization, and others. The frequency of responses for demographic profile is shown in the following table.

Table 2*Demographic Profile of the Respondents*

Gender	Frequency	Percent
Male	157	76.6
Female	48	23.4
Age		
15-25	48	23.4
25-35	139	67.8
35-45	16	7.8
45-55	2	1.0
Academic Qualification		
SLC	1	0.5
Intermediate Level	7	3.4
Bachelors Degree	67	32.7
Masters Degree	124	60.5
Above Masters Degree	6	2.9
Working Organization		
Private Organization	161	78.5
Government Organization	41	20.0
Others	3	1.5
Total	205	100.0

The distribution of respondents by gender is displayed in the above table. Male respondents make up 76.6% of the total 205 respondents, while female respondents make up 23.40%.

The distribution of responders by age group is displayed in the above table. The above pattern divides the age group of respondents into five groups; however, the age group

of respondents who are over 55 are not included in the above table. The age group between 25 and 35 years old accounts for the largest portion of the 205 respondents (67.8%), while the age group between 45 to 55 years old accounts for the smallest percentage (1%).

The distribution of respondents by educational attainment is seen in the above table. Among the four educational levels, the majority of responders had earned a master's degree. Consequently, the least percentage of respondents (0.5%) was at the SLC level, while respondents with a bachelor's degree made up 32.7% of the total.

The distribution of respondents by current working organization is seen in the above table. Among the three options, the majority of responders were working on private organization. Consequently, the least percentage of respondents (1.5%) were working at the other organization than private and government organization, while respondents working on government organization made up 20% of the total.

4.2 Descriptive Statistics

Descriptive Statistics involves analyzing statistical measures such as the mean, median, and standard deviation to understand the characteristics of collected data. These statistics help to elucidate the features of the data through calculations like mean, median, standard deviation, and others. In this study, independent variables affecting individual investors' decisions in the Nepalese stock market were examined. These variables include accounting information, advocate recommendations, alignment of self-image/firm-image, neutral information, and personal financial requirements. The goal was to assess their impact on investment decisions. Respondents were asked to rate statements on a Five Point Likert Scale ranging from "Strongly Disagree" to "Strongly Agree". A total score of 15 was possible, with a mean of 3 indicating neutrality. Mean values above 3 suggest agreement among respondents, while values below 3 suggest disagreement. Standard deviation indicates the extent of variation from the mean.

Descriptive Statistics of Physical Working Environment

Three statements were presented to measure the physical working organization among respondents. The following table illustrates the rating scale used by respondents for these statements along with their descriptive characteristics.

Table 3

Descriptive Statistics of Physical Working Environment

Statement	N	Mean	Std. Deviation
My furniture is comfortable enough to enable me perform my jobs without getting tired.	205	4.04	0.89
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	205	3.98	0.89
I am happy with my office space and arrangement.	205	3.76	0.90
Valid N (listwise)	205		

Table 3 presents the descriptive characteristics of responses related to the physical working environment. All three statements have mean values exceeding the neutral point of 3, indicating general agreement among respondents with the constructs provided.

The statement " My furniture is comfortable enough to enable me perform my jobs without getting tired" has the highest mean value of 4.04. This suggests that most respondents agreed that their organization has comfortable furniture which helps them to work without getting tired. Its standard deviation of 0.89 indicates some variability in responses around the mean.

On the other hand, the statement " My furniture is comfortable enough to enable me perform my jobs without getting tired" has the lowest mean value at 3.76. However, it still exceeds the average mean value, indicating that a majority of respondents feel happy about their office space and arrangement.

Descriptive statistics of Employee Reward

Three statements were presented regarding factors linked to the employee rewards. The following table showcases the average and standard deviation of responses given by respondents for these four statements.

Table 4

Descriptive statistics of Employee Reward

Statement	Mean	Std. Deviation
My organization provides opportunities for promotion for high performing employees.	3.87	0.90
Financial support for learning programs motivates me to perform better at work.	3.43	1.09
My organization provides incentives that generally support my work.	3.39	1.06

Table 4 illustrates the descriptive characteristics of responses for statements representing the variable employee rewards. The statement "My organization provides opportunities for promotion for high performing employees" holds the highest mean value of 3.87, accompanied by a standard deviation of 0.9. This suggests a tendency towards agreement among respondents, as the value surpasses the average of 3.0. Conversely, the statement with the lowest mean value in this category is "My organization provides incentives that generally support my work." with a value of 3.39. This implies that the respondents agree that their organization provides incentives to support their work.

Descriptive statistics of Workload

Three statements were presented regarding factors linked to the workload. The following table showcases the average and standard deviation of responses given by respondents for these three statements

Table 5*Descriptive statistics of Workload*

Statement	Mean	Std. Deviation
I experience excessive work pressure.	2.52	1.11
I work for long hours, on overtime and even on holidays.	3.17	1.26
I'm so busy I find it increasingly difficult to concentrate on the job in front of me.	2.86	1.14

The table 5 presents the descriptive features of responses for statements related to the variable workload. The statement "I work for long hours, on overtime and even on holidays" has the highest mean value of 3.17, accompanied by a standard deviation of 1.26. This suggests a tendency towards agreement among respondents, as the value surpasses the average of 3.0. Conversely, the statement with the lowest mean value in this category is "I work for long hours, on overtime and even on holidays" with a mean value of 2.52. It appears that the majority of respondents express disagreement with the statement indicating excess workload.

Descriptive Statistics of Employee Training

Three statements were presented regarding factors linked to the employee training. The following table showcases the average and standard deviation of responses given by respondents for these three statements.

The descriptive features of responses to statements representing the variable employee training are presented in table 6. The statement "My organization provides training and development to the employees" holds the highest mean value of 3.76, with a standard deviation of 0.87. This indicates a general agreement among respondents with this statement, suggesting their organization provides training and development programs to their employees.

Similarly, the statement "The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance" has the lowest mean value of 3.50, with a standard deviation of 0.97.

This indicates that respondents tend to agree more with this statement, suggesting that ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.

Table 6

Descriptive Statistics of Employee Training

Statement	N	Mean	Std. Deviation
My organization provides training and development to the employees.	205	3.76	0.87
My organization helps me identify my training and development needs through performance appraisals.	205	3.61	0.91
The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.	205	3.50	0.97
Valid N (listwise)	205		

Descriptive statistics of Work-Life Balance

Three statements were presented regarding factors linked to the work life balance. The following table showcases the average and standard deviation of responses given by respondents for these three statements.

Table 7 presents the descriptive features of responses to the statement representing the variable work life balance. The statement "my organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues" holds the highest mean value of 3.90, with a standard deviation of 0.95. This indicates that organizations are providing leave and holidays to their employees by recognizing their need for it.

Similarly, the statement "I am able to balance work priorities with my personal life" has the lowest mean value of 3.22, with a standard deviation of 1.05. Despite being the lowest mean value among all, it still exceeds the average of 3.0. Thus, the majority of respondents have expressed agreement with factors associated with work-life balance.

Table 7*Descriptive statistics of Work-Life Balance*

Statement	N	Mean	Std. Deviation
I am able to balance work priorities with my personal life.	205	3.22	1.05
My organization provides flexible time to be able to balance my work and personal life.	205	3.67	1.09
My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.	205	3.90	0.95
Valid N (listwise)	205		

Descriptive Statistics of Employee Performance

Three statements were presented regarding factors linked to the employee performance. The following table showcases the average and standard deviation of responses given by respondents for these three statements.

The table 8 illustrates the descriptive characteristics of responses to statements regarding employee performance. Two statements "I manage to plan my work so that it was done on time" and "I manage to plan my work so that it was done on time" Both have the highest mean value of 3.80, with a standard deviation of 0.96 and 0.98 respectively. This suggests that employees think they are better performer than others. Similarly, the statement "I get along better with customers than do others" has the lowest mean value of 3.71, with a standard deviation of 0.97. Despite being the lowest mean value, it still exceeds the average of 3.0. Therefore, the majority of respondents have shown agreement with factors related to their performance.

Table 8*Descriptive Statistics of Employee Performance*

Statement	N	Mean	Std. Deviation
I manage to plan my work so that it was done on time.	205	3.80	0.96
My performance is better than my colleagues with the same qualifications.	205	3.80	0.98
I get along better with customers than do others.	205	3.71	0.97
Valid N (listwise)	205		

4.3 Correlation Analysis

Correlation analysis was conducted to identify relationships between the variables, determining whether there is a positive or negative correlation between them. Pearson's correlation analysis was performed using multiple-choice responses as input. A correlation matrix was created to assess the degree or strength of the association between the research variables. Above table presents the correlation coefficients between the independent factors and the dependent variable under investigation.

The correlation between PWE and employee performance (EP) is 0.261, indicating a weak positive relationship. The significance value ($p = 0.000$) confirms that this relationship is statistically significant, meaning changes in the physical work environment are likely to have a measurable, albeit limited, impact on employee performance.

Employee rewards show a moderate positive correlation (0.519) with employee performance. The significance value ($p = 0.000$) demonstrates that this relationship is statistically significant, suggesting that effective reward systems play a crucial role in enhancing employee performance.

The correlation between workload and employee performance is 0.266, indicating a weak positive relationship. With a significance value of ($p = 0.000$), this relationship is statistically significant, showing that workload distribution affects performance, albeit to a small extent.

Table 9*Correlation Analysis*

		PWE	ER	WL	ET	WLB	EP
PWE	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	205					
ER	Pearson Correlation	.445**	1				
	Sig. (2-tailed)	0.000					
	N	205	205				
WL	Pearson Correlation	0.027	.419**	1			
	Sig. (2-tailed)	0.699	0.000				
	N	205	205	205			
ET	Pearson Correlation	.450**	.553**	.382**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
	N	205	205	205	205		
WLB	Pearson Correlation	.535**	.466**	.325**	.600**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
	N	205	205	205	205	205	
EP	Pearson Correlation	.261**	.519**	.266**	.408**	.522**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	205	205	205	205	205	205

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

Employee training has a moderate positive correlation (0.408) with employee performance. The significance value ($p = 0.000$) confirms that this relationship is

statistically significant, highlighting the importance of training programs in improving employee outcomes.

Work-life balance exhibits the strongest correlation with employee performance (0.522), indicating a moderate to strong positive relationship. The significance value ($p = 0.000$) verifies that this relationship is statistically significant, emphasizing work-life balance as a key factor in driving employee performance.

All variables show statistically significant relationships with employee performance at $p = 0.000$, with correlation strengths ranging from weak to strong. Among these, work-life balance and employee rewards exhibit the strongest positive influences on performance.

4.4 Regression Analysis

Regression analysis is used to determine the cause-and-effect relationship between independent and dependent variables. It shows the degree and strength of the linear relationship between these variables. By utilizing regression analysis, we can assess the influence of an independent variable on a dependent variable. Additionally, the regression analysis model is employed to make predictions.

4.4.1 Model Summary

Table 10

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 ^a	0.382	0.366	0.68533

a. Predictors: (Constant), WLB, WL, ER, PWE, ET

The model summary presents the correlation coefficient (R) between the dependent and independent variables, as well as the coefficient of determination (R^2). The correlation coefficient between the dependent variable and all independent variables is 0.618, indicating a strong positive correlation within behavioral research and Likert scale assessments. This suggests that the independent variables collectively exhibit positive correlations with individual investment decisions, contributing to financial risk tolerance.

The coefficient of determination (R^2) explains the extent to which the independent variables account for variations in the dependent variable. It measures the impact of the independent variables on the dependent variable while holding other factors constant. In this research model, the coefficient of determination is 0.382, meaning that 38.2% of the variation in the dependent variable is explained by the independent variables. Specifically, the combined influence of the independent variables—physical work environment, employee reward, workload, employee training, work life balance accounts for 45.3% of the variation in employee performance.

4.4.2 ANOVA

In a multiple regression study, analysis of variance (ANOVA) is used to determine whether the overall model is significant. ANOVA helps assess whether a model with multiple independent variables is significant at a specific confidence interval when measuring the dependent variable.

Table 11

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.688	5	11.538	24.564	.000 ^b
	Residual	93.467	199	0.470		
	Total	151.154	204			

a. Dependent Variable: EP

b. Predictors: (Constant), WLB, WL, ER, PWE, ET

NOVA is also used to determine whether the regression model is suitable for producing reliable findings. When the significance value (sig.) is less than the significance threshold (alpha) of 5% or below, the regression model is considered appropriate. The table above shows that the regression model's p-value is 0.000, which is smaller than the alpha value of 0.05, indicating that the model is adequate and the data are reliable.

The ideal significance level for social science research is 5%. In this study, the alpha value is 0.05, and the p-value is 0.000. Since the p-value is less than the alpha value, the model is considered significant.

Therefore, at a 95% confidence level, we can infer from the ANOVA table that the combination of the five independent variables including physical work environment (PWE), employee reward (ER), employee training (ET), and workload (WL), and work life balance (WLB) contributes significantly to employee performance.

4.4.3 Coefficients of Regression Analysis

The regression model's coefficients display the various contributing factors used to measure the dependent variable. In this study, the dependent variable is customer loyalty, while the four independent factors including physical work environment (PWE), employee reward (ER), employee training (ET), and workload (WL), and work life balance (WLB) each contribute differently. Consequently, the coefficient table presents each individual factor's p-value, test statistic value, and standard error.

Table 12

Coefficients of Regression Analysis

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.153	0.320		3.600	0.000
	PWE	-0.171	0.085	-0.145	-2.009	0.046
	ER	0.452	0.084	0.395	5.358	0.000
	WL	-0.038	0.067	-0.038	-0.576	0.565
	ET	0.024	0.094	0.020	0.258	0.797
	WLB	0.459	0.085	0.416	5.406	0.000

a. Dependent Variable: EP

A higher beta value indicates a stronger influence of the independent variable on the dependent variable. Work life balance (WLB) is most influential factor among all factors studied since it has highest beta value of 0.459.

In this study, it is inferred that work life balance has the most substantial influence on employee performance with a beta coefficient of 0.459, followed by employee reward, and employee training (ET) with a beta of 0.452 and 0.024 respectively.

Additionally, a significant relationship between the dependent and independent variables is indicated by a p-value less than 0.05. This study reveals a substantial correlation between employee performance and physical work environment (PWE) with a p-value of 0.046, employee reward (ER) with a p-value of 0.000, and work life balance (WLB) with a p-value of 0.000. Conversely, there is no significant correlation between workload and employee training, which has a p-value of 0.565 and 0.797 respectively.

The regression equation based on the variable coefficients is expressed as:

$$Y = 1.153 - 0.171X_1 + 0.452X_2 - 0.038X_3 + 0.024X_4 + 0.459X_5 + e_i$$

The constant value, 1.153, indicates that factors other than the five independent variables also impact employee performance.

The coefficient for physical work environment (PWE) is -0.171. This indicates that, assuming the influence of other independent factors is constant; employee performance is expected to decrease by 0.171 for each unit increase in physical work environment. The negative coefficient indicates a negative correlation between physical work environment and employee performance.

The coefficient for employee reward is 0.452. This shows that, with other factors held constant, employee reward is expected to increase by 0.452 for each unit increase in employee rewards. The positive coefficient indicates a favorable correlation between employee reward and employee performance.

Similarly, the coefficient for workload is -0.038. This shows that, with other factors held constant, employee performance is expected to decrease by 0.038 for each unit increase in workload. The positive coefficient indicates a negative correlation between workload and employees performance.

The coefficient for employee training is 0.024. This indicates that, with other factors held constant, employee performance is expected to increase by 0.024 for each unit increase in employee training. The positive coefficient indicates a positive correlation between employee training and employee performance.

Moreover, the coefficient for work life balance is 0.459. This indicates that, with other factors held constant, employee performance is expected to increase by 0.459 for each unit increase in work life balance. The positive coefficient indicates a positive correlation between work life balance and employee performance.

4.5 Hypotheses Testing

The main objective of this section is to test study-developed hypotheses using regression analysis, which assesses statements to determine which of two mutually exclusive propositions is better supported by the sample data.

Table 13

Hypotheses Testing

Hypothesis	Results
H1: There is significant relationship between physical work environment and employee performance in Nepalese Service Sectors Organizations.	Accepted
H2: There is significant relationship between employee reward and employee performance.	Accepted
H3: workload significantly affects employee performance.	Rejected
H4: There is significant relationship between employee training and employee performance.	Rejected
H5: There is significant relationship between work-life balance and employee performance.	Accepted

H1: There is a significant relationship between physical work environment and employee performance.

Regression analysis shows a significant correlation between physical work environment and employee performance ($\beta = -0.171$, $t = -2.009$, $P = 0.046 < 0.05$). This indicates that employee performance is significantly influenced by physical work environment. Therefore, the first hypothesis (H1) is accepted.

H2: Employee rewards significantly influences employee performance.

According to regression analysis, there is no significant correlation between employee rewards and employee performance ($\beta = 0.452$, $t = 5.358$, $P = 0.000 < 0.05$). This suggests that employee rewards does significantly influence employee performance. Consequently, the second hypothesis (H2) is accepted.

H3: Workload has a significant impact on employee performance.

Regression analysis reveals a significant correlation between workload and employee performance ($\beta = -0.038$, $t = -0.576$, $P = 0.565 > 0.05$). This indicates that employee performance is not significantly influenced by workload. Therefore, the third hypothesis (H3) is rejected.

H4: Employee training significantly affects employee performance.

According to regression analysis, there is no significant correlation between the employee training and employee performance ($\beta = 0.024$, $t = 0.258$, $P = 0.797 > 0.05$). This shows that employee performance is not significantly influenced by employee training. Hence, the fourth hypothesis (H4) is rejected.

H4: work life balance significantly affects employee performance.

According to regression analysis, there is no significant correlation between the employee training and employee performance ($\beta = 0.459$, $t = 5.406$, $P = 0.000 < 0.05$). This shows that employee performance is significantly influenced by work life balance. Hence, the fourth hypothesis (H4) is accepted.

In summary, the regression analysis supports the hypotheses that physical work environment, employee reward, and work life balance significantly impact employee performance. However, workload and employee training does not show a significant influence on employee performance in this study.

4.6 Findings

- Male respondents constitute the majority at 76.6%, while female respondents account for 23.4% of the total sample.
- The largest age group is 25-35 years, comprising 67.8% of the respondents. Other age groups (15-25, 35-45, and 45-55 years) make up smaller percentages, with no respondents reported above 55 years.
- Most respondents hold a master's degree (60.5%), followed by bachelor's degrees (32.7%). A small percentage has intermediate level education (3.4%), while very few have education below that level.

- The majority of respondents work in private organizations (78.5%), followed by government organizations (20.0)
- Respondents generally agreed that their furniture is comfortable (mean = 4.04), the workplace is undisturbed (mean = 3.98), and they are happy with their office space (mean = 3.76).
- Highest agreement was for opportunities for promotion (mean = 3.87), while financial support for learning programs and general incentives received lower agreement (means = 3.43 and 3.39, respectively).
- Responses indicated moderate disagreement with statements about excessive work pressure and working long hours (means = 2.52 and 3.17, respectively).
- Agreement was high regarding provision of training and development (mean = 3.76), but lower agreement on identifying training needs through appraisals (mean = 3.61) and monitoring development plans (mean = 3.50).
- Respondents agreed that their organization recognizes the need for leave (mean = 3.90), though balancing work priorities with personal life received lower agreement (mean = 3.22).
- Statements related to managing workload and customer interactions showed moderate agreement (means = 3.80 and 3.71, respectively).
- Cronbach's alpha values indicate good reliability for all variables: PWE (0.795), ER (0.744), WL (0.817), ET (0.748), WLB (0.740), and EP (0.777).
- Positive correlations were found between PWE, ER, ET, WLB, and EP. Notably, ER and WLB showed stronger correlations with EP.
- The regression model explained 38.2% of the variance in EP. Significant predictors were PWE, ER, and WLB.
- The regression model was significant ($p = 0.000$), indicating it reliably predicts EP based on the predictors.
- PWE had a negative impact ($\beta = -0.171$), ER had a positive impact ($\beta = 0.452$), and WLB had the strongest positive impact ($\beta = 0.459$) on EP.
- Supported hypotheses include significant relationships between PWE, ER, and WLB with EP. Hypotheses regarding WL and ET were not supported.
- The study concludes that factors like physical work environment, employee rewards, and work-life balance significantly influence employee performance in Nepalese service sector organizations. These findings suggest areas where

organizational improvements can enhance employee satisfaction and performance, ultimately benefiting organizational outcomes.

4.7 Discussion

The findings of this study provide valuable insights into the factors influencing employee performance in Nepalese service sector organizations. The research aimed to explore the impact of physical work environment, employee rewards, workload, employee training, and work-life balance on employee performance. The results indicate both consistencies and contrasts with previous research conducted by different scholars in similar contexts.

Firstly, the study found that physical work environment significantly influences employee performance. The positive correlation observed between a conducive physical work environment and higher employee performance aligns with existing literature (Harini et al., 2019; Hafeez et al., 2019). Scholars have consistently highlighted the importance of comfortable, well-equipped workspaces in enhancing employee productivity and satisfaction.

Secondly, the research confirmed that employee rewards play a significant role in influencing employee performance. This finding is consistent with numerous studies that emphasize the motivational impact of rewards such as promotions, bonuses, and recognition on employee productivity (Fatah & Suhandini, 2019; Khuluq & Wijaya, 2019). Organizations that effectively implement reward systems tend to experience higher levels of employee engagement and performance.

Thirdly, the study revealed a positive relationship between work-life balance and employee performance. This result supports prior research indicating that employees who perceive their organizations as supportive of work-life balance are more likely to exhibit higher job satisfaction and productivity (Banu & Sundharavadivel, 2019; Ogechi & Nwaeke2019). Companies that promote flexible work arrangements and prioritize employee well-being often see improved performance outcomes.

Contrary to expectations, the study did not find a significant relationship between workload and employee performance. This contrasts with studies suggesting that excessive workload negatively impacts employee productivity and job satisfaction (Siswanto et al., 2019; Podsakoff et al., 2014). The non-significant relationship observed in this study may be due to contextual factors specific to Nepalese service sector organizations, such as cultural norms around work ethic and job dedication.

Similarly, the study found no significant correlation between employee training and employee performance. This contrasts with literature emphasizing the importance of continuous learning and development in enhancing employee competencies and performance (Guan & Frenkel 2019; Ameen & Baharom, 2019). The lack of significance in this study could suggest varying perceptions of training effectiveness or limitations in training program implementation within the studied organizations.

CHAPTER V

SUMMARY CONCLUSION AND IMPLICATION

This chapter presents a summary of the study's results and conclusions. The data analysis and testing of hypotheses conducted in the previous chapter provided the basis for deriving the study's findings and conclusions. The initial part of this chapter provides a summary of the findings, followed by a conclusion in the second section, and recommendations are presented in the third section.

5.1 Summary

The primary aim of this study was to assess how five distinct independent variables physical work environment, employee rewards, workload, employee training, and work life balance affect employee performance.

A review of the literature helped identify the various work environment factors that influence employee performance. The literature survey enhanced understanding of numerous independent and dependent variables. The theoretical framework was built upon and extended from previous studies. The study ultimately examined the impact of five independent variables including physical work environment, employee reward, workload, employee training, and work life balance. The survey questionnaire was distributed using systematic sampling to collect data, considering the study's scope, time constraints, convenience, and respondent availability. Efforts were made to ensure the sample composition was as representative as possible, encompassing respondents from diverse backgrounds. Descriptive and inferential analyses were conducted using SPSS Statistics Software. Descriptive statistics were employed to analyze the respondent profiles, determining frequencies and percentages of responses. Similarly, descriptive statistics were used to analyze both dependent and independent variables.

Descriptive statistics were employed to compute the proportion and frequency of statements within the respondent profiles section. Additionally, mean and standard deviation calculations were conducted for both the independent and dependent variables. Following this, correlation and regression analyses were executed to validate the study's hypotheses and ascertain the relationships between each of the five independent variables and employee performance.

The study concludes that factors like physical work environment, employee rewards, and work-life balance significantly influence employee performance in Nepalese service sector organizations. These findings suggest areas where organizational improvements can enhance employee satisfaction and performance, ultimately benefiting organizational outcomes.

5.2 Conclusion

Based on the comprehensive analysis of data collected from the study on the impact of physical work environment, employee rewards, workload, employee training, and work-life balance on employee performance in Nepalese service sector organizations, several key conclusions can be drawn:

Firstly, the study confirmed that factors such as physical work environment significantly influence employee performance. A conducive work environment that promotes comfort, safety, and functionality positively correlates with higher levels of employee productivity and satisfaction. Secondly, employee rewards emerged as another critical determinant of employee performance. Organizations that effectively reward their employees for their contributions and achievements tend to experience higher levels of motivation and commitment, leading to improved performance outcomes. Thirdly, work-life balance was identified as a significant predictor of employee performance. Employees who perceive a balance between their professional responsibilities and personal lives are more likely to exhibit higher levels of job satisfaction and engagement, contributing positively to their overall performance. Additionally, while workload and employee training were also examined, their impact on employee performance showed varying degrees of significance depending on organizational context and individual factors.

In conclusion, the findings underscore the importance for Nepalese service sector organizations to prioritize creating an optimal physical work environment, implementing effective employee reward systems, and supporting work-life balance initiatives to enhance employee performance. By addressing these factors, organizations can not only improve employee satisfaction and well-being but also achieve better organizational outcomes in terms of productivity and competitiveness in the dynamic service sector of Nepal. Future research could further explore additional variables and their nuanced impacts on employee performance to provide more comprehensive insights for organizational strategies and policies.

5.3 Practical Implications

This study significantly enhances both theoretical understanding and practical application in the realm of organizational behavior and human resource management. The empirical investigation identifies and analyzes several key factors such as physical work environment, employee rewards, workload, employee training, and work-life balance that collectively influence employee performance in Nepalese service sector organizations. Theoretical implications include expanding the existing knowledge base by integrating these factors into a comprehensive framework, thus enriching theories of motivation, job satisfaction, and organizational behavior. Validation of hypotheses through correlation and regression analyses provides robust empirical evidence supporting the relationships between these variables and employee performance.

- Organizations can leverage these insights to strategically manage human resources, develop evidence-based policies, and enhance organizational culture. By prioritizing factors identified in the study, such as improving work environment conditions and optimizing reward systems, organizations can foster a supportive and productive workplace conducive to employee satisfaction and long-term organizational success.
- These findings underscore the importance of addressing multifaceted influences on employee performance to achieve sustainable competitive advantage and continuous organizational improvement.

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APPENDIX

Dear Respondents,

I am an MBS student currently studying at Shankar Dev Campus, Tribhuvan University. I am conducting a research for partial fulfillment of Masters of Business Studies (MBS). The topic of my research is “**EFFECTS OF WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE**”. I would be grateful if you could complete the enclosed questionnaire based on your genuine feelings. Your participation is highly important to the study and your response will be anonymous. The data collected from this survey will be used for academic research purposes only.

Thank you very much for your participation and coordination.

With regards,

Binod Tandukar

Section 1: Respondent's Profile

Gender

- Male
- Female
- Other

Current Age

- 15-25 years
- 25-35 years
- 35-45 years
- 45-55 years
- Above 55 years

Academic Qualification

- SLC
- Intermediate Level
- Bachelors
- Masters
- Above Masters

Current Working Organization

- Private organization
- Government Organization
- Others

Section 2: Independent and Dependent Variables

Please read each statement carefully and tick the most appropriate answer that indicates how strongly you agree or disagree with the following statements, where: (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5= Strongly Agree)

Statement	1	2	3	4	5
Physical Work Environment					
My furniture is comfortable enough to enable me perform my jobs without getting tired.					
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.					
I am happy with my office space and arrangement.					
Employee Reward					
My organization provides opportunities for promotion for high performing employees.					
Financial support for learning programs motivates me to perform better at work.					
My organization provides incentives that generally support my work.					
Workload					
I experience excessive work pressure.					
I work for long hours, on overtime and even on holidays.					
I'm so busy I find it increasingly difficult to concentrate on the job in front of me.					
Employee Training					
My organization provides training and development to the employees.					
My organization helps me identify my training and development needs through performance appraisals.					
The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.					
Work-life Balance					

I am able to balance work priorities with my personal life.					
My organization provides flexible time to be able to balance my work and personal life.					
My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.					
Employee Performance					
I manage to plan my work so that it was done on time.					
My performance is better than my colleagues with the same qualifications.					
I get along better with customers than do others.					

EFFECTS OF WORKPLACE ENVIRONMENT ON EMPLOYEE PE...

By: Binod Tandukar

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