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***“Increasing Competitiveness of Employee Performance through
Workplace Design: A case study on Hospitality Industry of
Pakistan”***



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ABSTRACT

Now a days, in this competitive environment Organizations try to maintain competitive edge over market rivals to grab major market share. In this regard employee retention is one of the most important component which most of the organizations are focusing through workplace culture and organizational norms. They have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. The study aimed to assess the impact of workplace design on employees' performance in the hospitality industry of Pakistan. For the purpose of this study, explanatory research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were managerial staff of hotel industry of Pakistan. Structured questionnaires were used for data collection. The study findings specify that, organization working environment had an impact on members as far as respondents are concerned. The study also uncovered the fact that employees' will improve their performance if the workplace design will be conducive to the tasks they perform at organizations. The factors of workplace design are Building space, noise , lighting, Interior Design , temperature and Ventilation. These factors improve working behaviours in the organization. In conclusion based on the findings the study recommended that, the organization needs to have better workplace designs and for future researchers there are many sectors that are yet to be explored such as banking, Educational and the negative impacts of workplace design on the workers.

Table of Contents

CHAPTER 1

1. Introduction.....	1
1.1 Purpose of the study.....	2
1.2 Problem statement	2
1.3 Research Objectives	2
1.4 Research Questions.....	3
1.5 Research Variables.....	3
1.6 Research Hypothesis.....	3
1.7 Significance of the study.....	4

CHAPTER 2

2. Literature review.....	6
2.1 Workplace Design	6
2.2 Employee Performance.....	7
2.3 Conceptual Framework	10
2.4 Supporting Theories.....	10

CHAPTER 3

3. Research Methodology.....	14
3.1 Introduction.....	14
3.2 Type of the Study	14
3.3 Research philosophy & Quantitative Research.....	14
3.4 Research Design.....	15
3.5 Area of Study.....	15
3.6 Population and sample size.....	15
3.7 Sampling technique.....	16
3.8 Data Source.....	16
3.9 Units of Analysis.....	17

3.9.1		Time
Horizon.....	17	
3.9.2 Instrumentation.....	18	
3.9.3	Data	Analysis
Techniques.....	18	

CHAPTER 4

4.Data		
Analysis.....	21	
4.1		Descriptive
Statistics.....	21	
4.2		Reliability
Analysis.....	28	
4.3.	Correlation	analysis
.....	29	
4.4.		Regression
Analysis.....	32	
4.4.1. Linear Regression.....	32	
4.5. Hypothesis Results Summary.....	35	

CHAPTER 5

5. Discussion.....	36
5.1 Implications of results and findings.....	37
5.2 Conclusion.....	42
5.3 Limitations.....	43
5.4 Areas for Future Studies.....	44
References.....	45
Appendix A.....	48
Approval from Supervisor.....	51
Plagiarism Report.....	53
Progress Report.....	54

Chapter 1

Introduction

1.1 Background of the Study

Present days where the marketplaces have become more competitive in terms of cost effectiveness and customer demand to move up the value chain for customer retention service, which resultantly impelled the hotel industry to focus on employee performance improvement.

For competitiveness of employee performance hotel industry is increasingly more in to looking at individual side of the efficiency and effectiveness. A slight expansion in employee productivity can add a great deal of profitability to the newly established lodging networks or hotel industry that have begun acknowledging employee efficiency is critical to hierarchical achievement and to a nation's economy. Improving employee performance is one of the main human administrative issues for any organization or industry.

Increasing employee outcome is always on the forefront of any managerial mind. With the increased focus on employee performance, there is a corresponding increase in employee stress experienced in the workplace.

Employee performance can be halted by poor workplace design which contributes to deterioration of employee health and well-being, which further reduces productivity.

A well workplace design which includes elements that increase collaboration and enable teamwork among employees, combined with flexible working hours can be a key to unlocking productivity. Employee performance is, perhaps, the most crucial for the hotel industry in the twenty first century. The challenge at work is to create a Design in which people are motivated about work priorities.

It leads employers to continually seek new and creative ways to maximize their employees' productivity and provide the most effective work Design (Marilyn, 2001). Organizations have come to realize the importance of comfort in the workplace Design in order to retain quality personnel, increase productivity, and maintain a competitive edge (Luparello, 2004).

Employee performance depends on the amount of time an individual is physically present at a job as well as on the degree to which he or she is efficiently functioning (mentally present) while present at a job.

organizations must focus on these issues in order to maintain high employee productivity, and a variety of strategies that focus on employee's workplace design can be helpful in this regard.

A better workplace design can increase the levels of employee satisfaction, motivation and retention. According to the Commission for Architecture & the Built Design and the British Council for Offices a good lighting and having adequate daylight can reduce absenteeism by 15 per cent and increase productivity by between 2.8 per to 20 per cent. To make the employees more productive, it is important that they must be comfortable in their work Design. An employee's workplace Design is a key determinant of their level of performance. A well-designed workplace engages an employee and impacts their level of job satisfaction and motivation to perform.

1.2 Purpose of the study

The purpose of the study is to investigate and explore how the workplace design is affecting the employee performance and how this workplace design plays its role for increasing competition in the hotel industry of Pakistan.

1.3 Problem Statement

Hotel industry operates in a stressful Design, and the employees work under extreme deadlines. Furthermore, many studies have indicated that much or some of the workspace inhibits, rather than promotes, teamwork and flexibility, which are key factors in productivity.

The level of motivation and performance of employee gets deeply affected by the standard and quality of workplace design. How efficiently they perform in an association particularly with their routine circumstances greatly impacts their innovative and collaborative level as compared to their concerned competitors. It is also noted that a great number of employees leave their concerned organization due to unfavorable working conditions with their immediate seniors or upper rankers. However, the theoretical and empirical analysis identifies the gap that the management must focuses on explaining the environment of the working area and creating it acceptable for the workers and which develops employee friendly management processes. This Indicates that the morals, assurance, competence, determination and interactive relations in employees are the main factors of effective and efficient employees' performance. Moreover, personal motivation and the infrastructure of

the workplace design does play an essential role in enhancing employee productivity as dictated by the principles of management.

Today's workplace is different, diverse, and constantly changing. Now, the typical employer/employee relationship is totally changed. Management's new challenge is to create a work Design that attracts, keeps, and motivates its workforce. The responsibility lies with managers at all levels of the organization. Businesses must step outside their traditional roles and comfort zones to look at new ways of working. They have to create a work Design where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential.

1.4 Research Objectives

The main objective of the current study is to examine the relationship of workplace design factors and their impact on employee performance in an organization for this study organization is the Hotel industry of Pakistan.

Following are the objectives of the research:

- 1.To explore the significance of workplace design in employee performance improvement practices in the hotel industry of Pakistan.
2. To find out impact of Employee's Workplace Design and increasing competitiveness in the hotel industry of Pakistan.
- 3.To identify and study key factors of workplace Design contributing towards improvement of Employee performance.
4. To recognize the aspect of positive effect of well-articulated employee's workplace design on employee work efficiency.

1.5 Research Questions

Following research questions were developed in survey questionnaire in order to achieve the objectives of the study.

1. How workplace design creates a competitive environment in the hotel industry of Pakistan?
2. How can we make the workplace design more efficient to improve employees' performance?
3. How factors of Employee's workplace Design have a positive effect on the level of Employee Performance?

4. How well-articulated employee's workplace design positively effects the level of employee work efficiency?

1.6 Research variables

There are two variables in the current study and those are:

- The Dependent variable of this study is employees' performance
- The Independent variable in this study is workplace design and it has following four dimensions.

1- The Hotel building space

2- The Noise

3- The Lighting

4- The ventilation and Temperature

5- The Interior design

1.7 Research hypothesis:

Following are the four hypotheses in this study.

1. There is a direct relation between the workplace design and employee Performance.
2. There is an increase in competitiveness of employee performance due to workplace design.
3. The factors of Employee's workplace Design has a positive effect on the level of Employee Performance.
4. The well-articulated employee's workplace design positively effects the level of employee work efficiency.

1.8 Significance of the Study

In the recent years hotel industry in Pakistan as well as around the world is trying to enhance the employee performance and improve their skills to gain the desired results through different training programs and guest lectures but now a days workplace design has a big role in determining the organizational success through providing the employees appropriate working environment.

The previous researchers studied the workplace design of different work areas and its effect on worker's progress and performance in various organizations and industries. But cannot find any study on exploring and examining the effect of workplace design and its factors and their impact on worker's performance in the hotel industry of Pakistan.

Thus, this is an essential thing to be realized by the Human resource department of the hotel industry that what is the role of workplace design in the employee performance and in which

conditions the employees are working.so, this study studied all factors of workplace design. The main focus and analysis of this study is 2 main variables. First is the workplace design which is the dependent variable in this study and it dimensions are the Hotel building space, the interior design, the lighting system, the control system of temperature & ventilation and noise. and second variable is the employee's performance which is the dependent.

1.9 Scope of the Study

The study will focus on the workers of the hotel industry of Pakistan. The hotel industry of Pakistan is a part of services sector of the country and for this study the samples are taken from 6 different four /five-star hotels of Pakistan, in which more than 3000 employees are working. This study will find out how workplace design shows its impact on the competitiveness of employee performance and productivity.

Chapter 2

Literature Review

In the service sector of Pakistan, hotel industry has a major role to play (Abida Ellahi, 2005). Now a days the development in the tourism sector by the government increased the progress of hotel industry in Pakistan. Foreign investors are showing their interest in investing their money in the hotel industry of Pakistan. In the hotel industry novelty is needed in every aspect of hospitality to provide the domestic as well as foreign customers desired services that is directly related with the employee performance. According to the researchers there is a strong link and relation between workplace design and employee productivity in different sections of an organization.

Workplace design is comprised of forces of power and authority that influences on the tasks performed by the employees in an organization. Moreover, these forces are part of the environment in which employees are working and due these forces employee performance is being affected (Kohun, 1992). According to (Brenner,2004) the information being shared in an organization among the employees is dependent on the organizational workplace design. The workplace design is an asset for the organization to utilize the abilities and skills of the employees at the optimum levels.

2.1 Workplace Design

Working place design is a combination of three main designs the technical place design, human place design and organizational design. The technical design includes the tools and equipments that are being used while performing a task and their knowledge of usage, the

human place design is about the working groups of employees that how the employees are working with their fellow workers and what kind of relation they have to maintain in the organization. Lastly, there is the organizational design that is comprised of the rules and regulations, organizational policies, procedures, practices and values that employees need to follow while working in the organization (Opperman,2002).

Workplace design is an idea, which has been operationalized by examining the degree to which employees see the prompt surroundings“ as satisfying their natural, extraneous and social requirements (Haynes, 2008). He further adds that workplace design is a critical determinant of the nature of their work and their degree of performance. Heath (2006) states, the greatest objective of all the business organizations are to expand their presence, consequently making high profits.

2.2 Employee performance

The employee performance relies on the keenness and interest of the employee him or herself to perform a particular job or task. The interest develops in an employee through the working conditions that leads to higher or lower productivity(Sinha, 2001).

Another researcher (Stup,2003) stated that for getting the required amount of performance from an employee the employers have to keep them under their observance and help them wherever needed that could be related to the working conditions or the procedure.

Moreover, employees who perform the task as per the organizational requirements should be rewarded and a proper reward system should be established. This thing will increase the overall progress of the organization through employee work efficiency and effectiveness.

Performance doesn't only rely on the motivational factors, but it needs the internal factors of performer in which the skills, knowledge and abilities that with work conducive organizational environment produces the desired results (Franco et al, 2002).

If the workplace design is attractive and appealing to the employees they perform their duties more efficiently and effectively as they use their knowledge and skills with respect to the available resources to provide the best kind of services to the organization.

According to the Global Hospitality Insights report (2013), competition is strong in the global hotel industry. International hotels are expanding their portfolios around the globe.

International hotels are focusing on customizing their international standards. They have developed aggressive plans to penetrate in the emerging market.

Good workplace design can make a big difference in staff satisfaction, attraction, motivation, and retention. It can also affect the level of knowledge and skills of workers, how innovative and creating they are, and how they respond to business and technological change. Poor workplace design, by contrast, is linked to lower business performance and higher level of stress experienced by employees (Amble, 2005).

This trend among employers has led to a growing recognition of the importance of designing a work Design that meets the physical and emotional needs of workers, so that they may be more productive (Proper, 1998). Proper (1998) emphasizes that an effective work Design should provide positive sensory stimulation through the proper use of colour, lighting, aroma, space, and furnishings. These elements are seen as critical to effective work activities and workplaces, and they lead to increased productivity of employees. A fundamental element in increasing productivity is the physical work Design.

McCoy and Evans (2005) explained that there should be proper elements of working environment provided to the workers so that they would not be stressed and feel satisfied while performing their work. They mentioned that to improve the network and relationship at work area these elements play an essential role.

By improving the workplace design the employees' performance can be increased from five to ten percent (Brill, 1992)

Amir (2010) explains elements that are related to the working area environment. There are two main elements. The first one is office layout plan and second one is the office comfort.

According to Amir (2010) the goal of the organization could be achieved by arranging the physical workplace in an organization.

Work areas and offices are the buildings which are constructed for people to work together. That's why everything should be according to the needs of people. So, the main purpose of a better work area architecture is to keep the right people, tools and rooms according to their right relationship with one another. this interior planning and design can make an important contribution. If we get the emotional side right, this will have a direct, positive effect on the rational factors. (Elgner, 2006)

Interior design was defined as simple design of better proportions and without features which are dust collecting with focus in proper and better construction. Interior designers are mostly concerned about choosing the best suitable textiles, wall and floor covering, comfortable furniture, equipment and effective lighting system and colour themes and schemes. (Rao, 1998)

Another important factor of an effective workplace environment is the system of lighting as, it is necessary for vision. It plays as an effective design element, which creates a sense of volume and shape. It also acts as an art form, which has the potential to produce drama and response that is to stimulate, to inspire, and to satisfy. Lighting also show its effects on work area aesthetics and worker's enthusiasm and motivation. These are the reasons, due to which today the focus is giving on installation of an effective design with a good quality, energy saving systems of lighting in the workplace environment. (Rayfield , 1997)

By controlling heating, ventilating, and air conditioning (HVAC) systems an organization can develop a wanted indoor atmosphere. The desired environment means the environment that gives a protective, strong, comfortable and satisfying environment within the work area and that supports the productivity of workers. These systems show their action by mixing the indoor air with the outdoor air. This air then transported to indoor areas with the help of a system of ducts. (Gibbs, 1995)

Innovative strategies are being used by organizations to maximize their Competitive advantage. These strategies are directly related to the human effort used in performing a task, and these efforts are being affected by the factor of organizational workplace. According to the research of Nickell (1997) the organizational success and profitability are dependent on fulfilment of the employee needs regarding the working conditions.

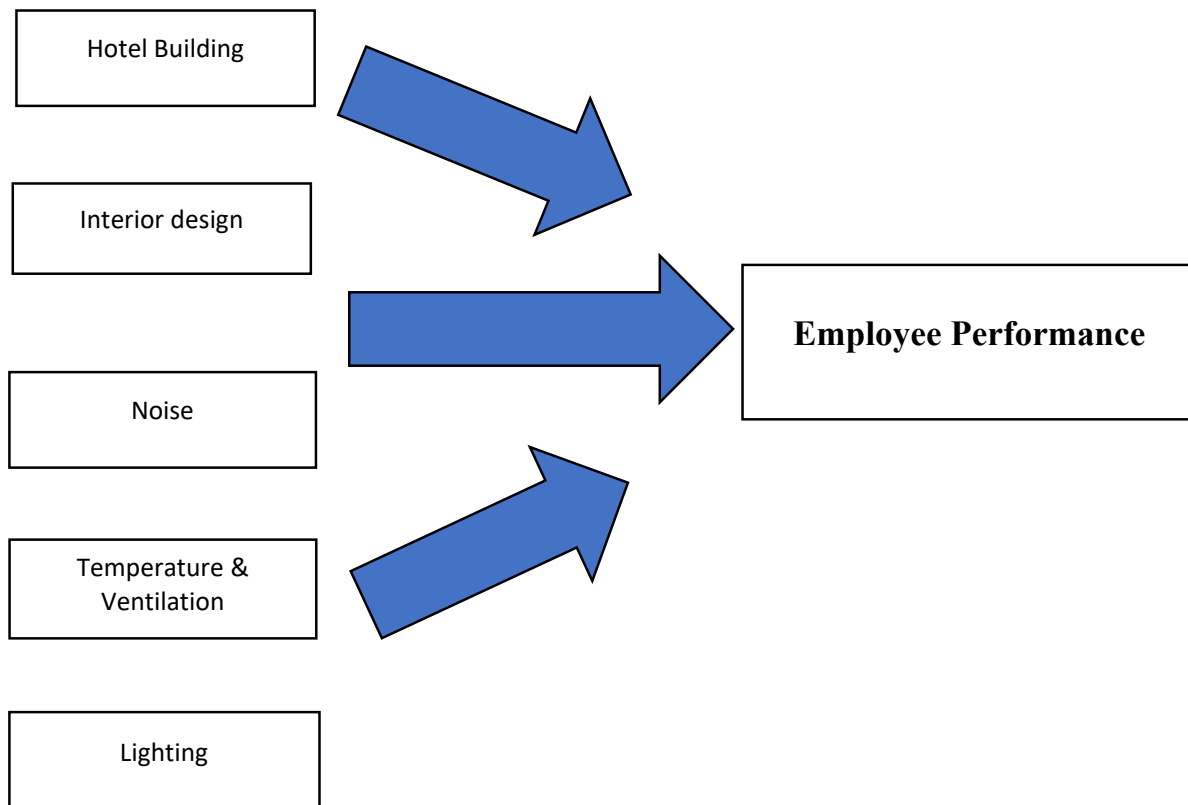
2.3 Research Gap

The level of motivation and performance of employee gets deeply affected by the standard and quality of workplace design. How efficiently they perform in an association particularly with their routine circumstances greatly impacts their innovative and collaborative level as compared to their concerned competitors. It is also noted that a great number of employees leave their concerned organization due to unfavorable working conditions with their immediate seniors or upper rankers. However, the theoretical and empirical analysis identifies the gap that the management must focuses on explaining the environment of the

working area and creating it acceptable for the workers and which develops employee friendly management processes. This Indicates that the morals, assurance, competence, determination and interactive relations in employees are the main factors of effective and efficient employees' performance. Moreover, personal motivation and the infrastructure of the workplace design does play an essential role in enhancing employee productivity as dictated by the principles of management. On the basis of above explanation this study tries to evaluate the effect of workplace design on employee's performance in the Hotel Industry in Pakistan.

2.4 Conceptual Framework

Workplace design Factors



Independent Variable

Dependent Variable

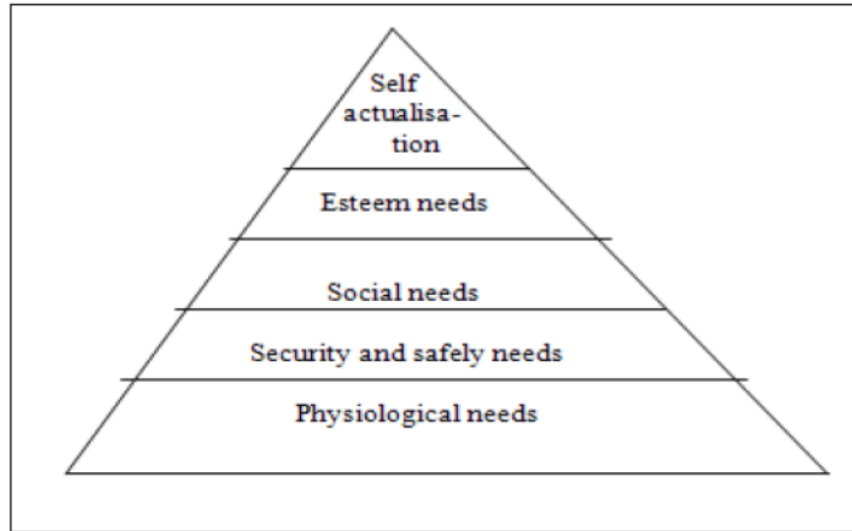
2.5 Supporting Theories

2.5.1 Maslow's Hierarchy of Needs Theory

According to Abraham Maslow the physical and psychological deficiency that a person wants to fulfil is called as a need of that person. This need generates tension which can affect and motivates a person's working style and behaviour. Based on his definition of need Maslow developed a theory. This theory indicates there are number of needs which are in a hierarchical order and humans are motivated by these needs. He explained that only unsatisfied need are the needs which can motivate a behaviour and the need which is satisfied will not act as a motivator (Ramlall, 2004).

A person moves from the bottom of the hierarchy (pyramid) and first of all he tries to satisfy his basic needs (e.g. food, shelter). When these basic needs are fulfilled the person moves up to the next level in the hierarchy. Safety needs at work could include physical safety as well as job security etc. Next in the hierarchy are Social needs. The need for love and belonging comes under these social needs (e.g. teamwork, communication). Esteem needs are there in the next level in the hierarchy. These needs are about recognition of better performance.

These needs are satisfied when a person might get a promotion at work. Self-actualization is at top of Maslow's hierarchy of needs. These needs include people's thinking about themselves. Through the level of success and challenge at work one can measure these needs. (Ramlall, 2004).the management shouldn't only focus on giving financial incentives, but they should also focus on creating an environment where employees like to come to work because they enjoy their jobs which will help in increasing their performance. Maslow's model has vital role in the business world. Its message is so clear that if management can identify current level each employee, then they can easily decide what suitable motivators can be used to increase their performance. (Ramlall, 2004).



Theory X and Theory Y by McGregor

A theory of motivation is given by McGregor. This Theory X and Y consist of two pair of assumptions about the nature of people. Theory X is about people that are allergic to work so, they don't usually are the work seekers. These are the people that are less motivated, such people don't show their concern for the work and they want security. For theory X workers the management has to develop and implement a strong system of control and punishment to achieve organizational objectives. Theory Y considers ordinary people who like work, give effort to their work. According to on the working conditions the work can be considered as a source of satisfaction or punishment. these individuals are those who fulfil their responsibilities (if motivated). The management has to give rewards of different kinds as motivators for Theory X workers, to achieve organizational aims and objectives. The challenge for management has to create a secure and safe environment for Theory Y workers where they show, improve and develop their creativities.

Goal-setting Theory

In the year 1968 Edwin Locke introduced the goal setting theory. According to this theory for superior performance by an employee the working task should be based on individual goals that has an important role in encouraging the employee to perform well. Moreover,

performance feedback on regular basis of employees as well as goal setting help on mutual basis is needed. By using goal setting approach roles of the employees become more clear and the employees are able to manage their time and energies as per the performance needed for looking after different procedures based on the sufficient available resources and workplace design. This theory also emphasises on appreciation of employees who are responsible for the organizational success. The idea behind this theory is to support and buck up every employee through humanly interactions among employees (Salaman et al, 2005).

Work environment is playing the central role in this theory as appealing workplace design are linked with employee satisfaction and motivations that leads to goal achievements that gives them sense of respect for doing the organizational work. It's not only employee performance but loyalty towards the organizations in the form of novel ideas that comes with the workplace design that shapes the minds of workers (Taiwo, 2009).

Expectancy Theory

Victor Vroom is the person who proposed the expectancy theory that is being followed by the researchers around the world. This theory is based on the results of an effort that what an employee can anticipate as something beneficial for him or herself. The word expectancy in this theory clearly shows the connection between rewards for good performance and achievement of personal goals of gaining good standing in the organization that motivates an employee for doing the work in a better way. The idea behind this theory is based on relationships reward and performance, hard work and performance, personal aims and gains (Salaman et al, 2005). Moreover, the employees according this theory adapt with an organization on the bases of self-satisfaction that is linked with their expectations. As per this theory if organizational success is needed the employee goals and satisfactions should be catered in a way that mutual goals would be achieved. By following this theory's approach, the productivity will be enhanced as a result of high employee morale's and performance that changes the entire mind set of employees and they gain strength for facing difficulties. (Salaman et al, 2005).

Chapter 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is about methods that are being used for data collection that is related to the study. It is consisting of the Research Design, Total Population, size of the Sample and Type of sampling, process of taking sampling and explanation of data collection, Data analysis and research results.

3.2 Type of Study

It is an explanatory study as it is based on finding out the answer of the research questions to know the relation between the variables. In this study the stress is on searching for the phenomena that how workplace design increases competitiveness of employee performance. Workplace Design that is divided into further subcategories of Hotel building, Interior Design Lighting, Noise, Temperature and Ventilation is an independent variable and Employee performance is a dependent variable.

3.3 Research Philosophy and Quantitative Research

The method used in this research is deductive. It is a scientific method of research. In this past researches and present are used to formulate, check and support. Researcher recognizes and describes the problem statement using available sources of information constructs hypothesis

Then the hypothesis is being tested for validity or to find out its authenticity, whether it leads to the solution of the problem or not. Furthermore, Quantitative method is used for the current study to gather the data and for testing it, Due to convenience of gathering data in limited time duration from larger population quantitative method is used.

3.4 Research Design

The Design of a Research is defined as a strategic planning of investigation and searching for Specific perspective that is related to a research work. The research design used for this study is deductive research design. This type of research design explains the process and events that occur or have some presence. It is used for searching for information or data about a characteristic of a specific problem. The reason for choosing deductive research design for this study is the sufficient amount of data that can be gathered from a larger number of people. Moreover, this research design gives a clear view of events and perceptions of people behaviour that is based on the gathered data. This design provides original views in their natural form regarding a research work.

3.5 Area of Study:

The Area of study for this research was hotel or hospitality industry of Pakistan in which six hotels are included from around Pakistan. The main purpose of this study is to focus on the design of work area(offices) that is affecting the competitiveness of employee performance. The hotels are selected on the basis of their accessibility as per the geographical location. Similarly, employee's performance is also being affected in one way or another based on the workplace design of the Hotel industry. This study will reveal the factors of workplace design that are really playing a big role in the effective performance of employees.

3.6 Population of the Study:

The population of any study is consisting of a number of people who share some traits with each other, and those traits are very valuable for the researcher as those are part of his or her research.

Thus, for the current study the employees at different levels of 6 hotels of Pakistan is the target population and there are 3000 employees in the total population size that comprised of employees working at different managerial levels of the organization such as services managers, event organizers, sales managers etc.

3.7 Sample Size and Sampling Techniques

Sample is a smaller portion of respondents that are taken from a larger population of respondents who share the same characteristics that are needed to be measured for the research work. This study selected the employees from the 6 different hotels of Pakistan who are being affected by the workplace design while working at different managerial levels such as supervisors, organizers, managers of different departments etc. The respondents of a sample usually make the research work easier for the researcher in finding the impact of variables for the study. The sample size for this study is of 400 employees of managerial levels are included out of 3000 employees and data is collected from this sample.

3.7.1 Sample Techniques:

The sampling technique used for this research is Simple random sampling that is comprised of 400 employees working in the 6 hotels that are the representation of the total population. 410 questionnaires were floated among the 6 hotel employees at different managerial levels of hotels that are Ramada, Hotel Crown Plaza Pakistan, Islamabad hotel, Avari hotels Pakistan, Pearl continental Hotels Pakistan and Moven Pick Hotel Karachi. From these questionnaires 270 were received and used in this analysis. The response rate is of 65%.

Job Type	Sample Size	Questionnaires	Percent %
Room division	200	120	44.44%

Human resources	107	90	33.33%
Finance	61	40	14.81%
Food & beverages	32	20	7.4%
Total	400	270	100%

3.8 Data Sources

Primary Data:

The primary data exists in its original form and the data is gathered by the researcher by him or herself as he or she is having a first-hand experience of collecting the data. The tools used for primary data collection are questionnaires and interviews. For this study data is collected through questionnaires that are filled by the hotel employees. The questionnaires are circulated among the hotel employees who are working in the hotel industry of Pakistan in order to assess the increasing competitiveness of employee performance through workplace design in the hospitality industry of Pakistan.

Primary data is used for the data collection because in it data is easily gathered through questionnaires and interviews.

Secondary Data:

The secondary data consist of the information that is already available for the researcher in the form of articles journals, books, newspapers, websites, publications and other documents (Kothari 2004). For the current study the secondary data is collected from the previous researches that are related to the main idea of the study, in the form of articles, journals and newspapers, organizational reports etc.

3.9 Unit of Analysis

The unit of Analysis is crucial part of a research study in which the people whose traits are examined for the analysis are included. In this study the effect of the design of working area (workplace Design) on employee productivity(performance) is investigated or analysed and the target population are the employees of hotel industry of Pakistan such as Managerial staff and supervisors at various levels.

To explore the workplace Design, its effects and influence on the employee performance the managerial staff at different levels are selected as participants of the study, as they are more familiar with their organization and employee performances as well as their competencies.

The data is gathered from the hotels located in Islamabad, Karachi, Lahore and Rawalpindi.

3.9.1 Time Horizon

The cross-sectional method is used for gathering data. Due shortage of time this method is used as the research deadlines need to be followed. Moreover, in dissertation a limited time is provided. The process of data collection took almost 2 months.

3.9.2 Instrumentation

Data Collection Tool:

To collect the Data hard work and resources are needed as it is not an easy task to do. For the current study the tool that is used are questionnaires. In it the both dependent and independent variables are included that are Workplace design that is an independent variable in which Hotel Building Space, Interior design, Lighting, Temperature and Ventilation, Noise are included while Employee Performance is the dependent variable. Furthermore, the five-point Likert scale is used for measuring the questionnaire responses. 5 refers to as strongly agree, 4 refers to agree, 3 refers to neutral, 2 refers to as disagree and 1 refer to as strongly disagree. In addition, questionnaire also contains demographic details section. The demographics section consists of four characteristics that includes gender, age, qualification and experience information need to fill by the respondents.

Workplace Design

It is an independent variable in this study that is further divided into five parts that are: Hotel Building, Interior design, Lighting, Temperature and Ventilation, Noise each of them has 5 items that are measured by using 5-point Likert scale. The questionnaire or instrument is adopted from (Abeer Aqeel,2010) and the respondents are managerial staff at different

levels of hotel industry for that 6 hotels from four cities of Pakistan are selected. The questionnaire is tested using 5-point Likert scale, 5 is for strongly agree and 1 is used for strongly disagree.

Employee Performance

It used as dependent variable in this study . The questionnaire is adopted from the study of (Abeer Aqeel,2010). There are 5 items of this variable. For checking the results Five-point Likert scale is for gathering the data. In the questionnaire 1 represents strongly disagree and 5 is for strongly agree.

3.9.3 Data Analysis Techniques

Different tools and techniques can be used to explore out the statistical results. These technique and tools are based on the main objective of the study. SPSS2.0 is being used as the main tool in this study. Correlation analysis is conducted with the help of SPSS 2.0 to explore out the relation and link between the variables, then regression analysis is also conducted to discover the causal relation between the variables. Moreover, to find out the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire Cronbach Alpha is calculated. To create statistical results, different techniques and tools are being used. Tools and techniques are selected based on the purpose and model of the research. First, the data is being collected, then from this data 270 responses are being selected for the analysis process. To explore the relation between the variables. correlation analysis is conducted, regression analysis is administered to discover the casual relationship among the variables with the help of SPSS2.0. Pilot testing of data is also performed before the analysis to find out that the study and data collection is moving in right track or not. tables and figures are used to demonstrate and represent the result values. Control variables analysis is done to discover the effect of demographic variables on the study and which demographic variable needs to be controlled during other analysis. To explore the reliability of the scale a test is also conducted known as scale reliability test. The main variables and values which shows the significance are explained and their threshold level also highlighted with in the results demonstration.

3.9.4 Pilot Testing

The pilot testing is conducted at the early stage of data collection, when questionnaire is distributed, and participants start giving their responses. The main purpose of this test is to find out the reliability of the scale and discovering if any abnormalities are there in the selected scales, it tells the information regarding the study whether the research is moving in right direction or not. 60 respondents are used in this study as a sample to perform the pilot testing. In this testing the value of Cronbach alpha is measured to determine the results. If its value is greater than 0.7 it means results are according to the main purpose of the study.

3.9.5 Validity of Questionnaire

Validity means the process of finding out the authenticity of a research tool in this case it is a questionnaire. In this procedure the authenticity of a tool is measured through different number ways by application of certain approaches to assess various characteristics. Moreover, the validity of research tool is calculated through using statistical validation that includes validity related to criteria and structure.

3.9.6 Validity of Questionnaire through statistical validation:

For certainty the validation of the questionnaire, few tests are used that are conducted is related to criteria and the second one is the test for the structural validation. The criteria related test checks the correlation coefficient by examining each field item and comparing it with the other field items. While in the second test of structure the correlation coefficient each item of questionnaire is examined by comparing it with the entire questionnaire items.

3.9.7 Internal Validity

A scouting sample is utilized to calculate the internal consistency of the questionnaire. In this process 60 questionnaires are used for finding correlation coefficient for one field section and comparing it with the entire number of fields.

3.9.8 Validity of the Questionnaire through Structural Validation

This validation procedure is utilized to examine the authenticity of the questionnaire by comparing the validation of each section of the questionnaire and the entire validation of the research tool. The test assesses each section's correlation coefficient with all questionnaire dimensions using similar Likert scale.

3.9.9 Reliability of the Research

It is defined as dependability of overall research and the tool utilized and the level of uniformity that assesses the characteristic; that are measured. A smaller amount of difference a research tool shows in recurrent calculations of a characteristic, the greater its reliability. The firmness, uniformity, or steadiness is revealed through determining tool combine together to form reliability. The test is repeated to the same sample of people on two occasions and then compares the scores compiled by computing a reliability coefficient (Polit & Hunger, 1985).

Chapter 4

Data Analysis

In this chapter data gathered is analysed for finding out the results to support research hypotheses or to reject them following statistical tools are used in this regard.

4.2 Descriptive Statistics

In this section the results and findings of the data are analysed. The below table give the brief details of the descriptive statics about the responses of the participants on the independent variables that is 'the workplace design'. Descriptive Statistics of all its five variables hotel building space, interior design, noise, lighting, temperature and ventilation are presented in this table. This descriptive statistic is representing the information regarding sample size, each variable maximum and minimum value. It is also showing the mean value

and standard deviation value for each variable. The higher value of means represents that the respondents are in favour of the agreement and lower value depicts that the respondent's response is more towards disagreement. The employee performance is the dependent variable in this study. The total number of participants are 270 and represented by N. no missing value in this data

Variables	N	Min	Max	Mean	SD
Employee Performance	270	1.00	5.00	3.28	0.6052
Hotel Building Space	270	1.00	5.00	3.93	0.862
Interior Design	270	1.00	5.00	3.94	0.906
Noise	270	1.00	5.00	3.94	0.851
Lighting	270	1.00	5.00	4.04	0.8002
Temperature and Ventilation	270	1.00	5.00	3.9	0.848
Valid N (listwise)	270				

All the information regarding the sample size of each variable, the minimum and maximum values of these variables, the mean and their standard deviation of the value that is the deviation value from the mean value. The higher the value of mean reflects the participant's willingness towards the agreement and low value reflects the willingness of respondents towards disagreement.

Hotel building space

The mean value of ' Hotel building space' is 3.93 with standard deviation of 0.86 shows that participants are showing their strong agreement on the view its first item can be attained by the open spaces as the size of the hotel building matters a lot. This reflects that mostly the participants agree that the open spaces positively affect employee's productivity and efficiency of their work as well as competitiveness. The result relates to (Corporate interiors ,2005) that clearly mentions the importance of the wide workplace area and open workplaces as these are helpful in building collaboration and social bonding.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Facilitate flexibility.....	270	1.00	5.00	3.9815	.83801
Increased the efficiency.....	270	2.00	5.00	3.9407	.76894
Facilitate interaction,	270	1.00	5.00	3.8556	.95895
Facilitate the efficiency	270	1.00	5.00	3.8963	.99272
Increased social relationships.....	270	2.00	5.00	4.0259	.78276
Valid N (listwise)	270				
Hotel Building Space				3.93	0.862

Interior design

The mean value for 'interior design' is 3.94 and its standard deviation value is 0.90. This shows the participant's agreement towards the importance of interior design of the hotel building. It reflects the elements of interior design and themes of their workplace makes the conducive environment that encourages them to work in an effective and progressive manner that positively effects their execution of tasks. The essential thing is to understand that Workplaces are constructed for the individuals to like their employed organizational area. This result relates to (Hameed ,2009) that reflects the necessity of pleasing workplace environment inspires personnel and helps in considerable growth in their working efforts.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
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Your office is	270	1.00	5.00	3.9667	.97687
Your office furniture	270	1.00	5.00	3.9296	.87438
Your office colours give	270	1.00	5.00	4.0111	.91450
Your office interior design elements.....	270	1.00	5.00	3.9556	.86542
I am satisfied with.....	270	1.00	5.00	3.8926	.91230
Valid N (listwise)	270				
Interior Design				3.94	0.9064

Lighting

The next dimension is 'lighting'. It's mean is 4.04 of and its standard deviation value is 0.80 this result reflects that the participants agreed about their hotel building lighting but as their work area lighting support their productivity, their workplaces have sufficient lighting control which is affecting their performance positively. In today world, an effective lighting design can help the work and desired environment of each space. The result is consistent which explains the aspect of effective lighting as one of the reasons affecting personnel efficiency at work, this again relates to (Newsham & others , 2009) which describes the outcomes that showed and found its main function as a satisfying quality of work with proper lighting.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Your workspace is provided with efficient	270	2.00	5.00	4.1741	.73373
Ample amount of	270	1.00	5.00	3.8815	.94889
Your office lighting	270	2.00	5.00	4.0519	.79327
You don't face any problems.....	270	1.00	5.00	4.0815	.78605
Your office lighting	270	2.00	5.00	4.0370	.75572
Valid N (listwise)	270				

Lighting				4.04	0.8002
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Temperature and ventilation

The mean of the next variable ‘temperature and ventilation is 3.9 and its standard deviation is 0.848 . This shows that the respondents considered the hotel building temperature and ventilation system to be appropriate , which refers that the participants are satisfied with their workplace temperature and ventilation system . This outcome relates to (Space city and the office, 2009) that recommended about the temperature and ventilation system to be appropriate and controlled according to the working requirements as they affect the working habits of employees. Moreover, this outcome relates to (Knoll,2005) that explained the aspect of managing the heating and ventilation arrangements as they are effective for the efficiency of workers.

Descriptive Statistics					
Items	N	Minimum	Maximum	Mean	Std. Deviation
Your office temperature.....	270	1.00	5.00	4.0296	.88726
The overall temperature....	270	1.00	5.00	4.0259	.77320
Windows in your office....	270	1.00	5.00	3.7444	.91531
You are able to control	270	1.00	5.00	3.8296	.85829
Your office temperature supports	270	2.00	5.00	3.9407	.81586
Valid N (listwise)	270				
Temperature and Ventilation				3.9	0.848

Noise

The mean value of fifth dimension noise is 3.94 and its standard deviation value is 0.851 which is greater so, this outcome depicts the participants’ approval for their working surrounding that doesn’t distract them while working , is comfortable and it also provides

full control over noise production. These outcomes relate to (doman,2008) that explained the aspect of fulfilment and audibility settings that play a crucial role in workers efficiency. This finding also relates to (knoll, 2005) that gives the idea of peaceful office places without noise that makes the working conditions easier and increases the levels of output and efficiency of a worker.

Descriptive Statistics					
Items	N	Minimum	Maximum	Mean	Std. Deviation
Your work environment....	270	1.00	5.00	3.9815	.83801
You have quiet	270	2.00	5.00	3.9407	.76894
Affordable noise level.....	270	1.00	5.00	3.8556	.95895
Your workspace is free	270	1.00	5.00	3.9222	.93142
You have speech privacy....	270	2.00	5.00	4.0259	.76838
Valid N (listwise)	270				
Noise				3.94	0.851

Analysis of Workplace Design

On the basis of the analysis the variable workplace design's mean value is 3.95 and its standard deviation value is 0.853 which shows that the participants agreed about the workplace design this reveals that the workplace design is helping them to meet the essential setting or standard bench marks that provides an open space for smoothness and comfort of mobility, dealings and well planned work processes, provides personnel privacy, decrease the amount of irrelevant sounds and supports explicit visual reach and radiance of lighting. The participants sense of fulfilment regarding their internal job place design and equipment of their work area are an important entity. Moreover, air conditioning and heating system for maintaining the temperature of their workplaces favourable for them. So, this gives the workers a sense of satisfaction and positivity in their performance. These are the factors which also affect the workers temperament and concentration towards the organizational

tasks such as socialization, teamwork, and inspiration that controls the overall attainments of an organization in this case is the hotel industry of Pakistan.

Descriptive Analysis

	N	Minimum	Maximum	Mean	Standard Deviation
Workplace Design	270	1.00	5.00	3.95	0.8534

The outcomes relate to (The Commission for Architecture & the Built Environment and the British Council for Offices, 2005) that explains the phenomena of working world which is rapidly changing, it is very important show implementation on connecting (work place)office design with business performance. It is also important to conduct researches that will be helpful in finding out directions about how workplaces are established, designed and managed.

Analysis of Employee Performance

In this part employee performance at different hotels has been discussed. wherein figures are shown in tabular form below.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall workplace	270	2.00	5.00	4.1333	.71936
Good design of Workplace.....	270	2.00	5.00	4.1815	.72683
Your satisfaction	270	2.00	5.00	4.0630	.72124
Workplace design affects...	270	1.00	5.00	4.0778	.86089
Valid N (listwise)	270				

Employee performance				3.28	0.6052
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Generally, the mean of the “Employees performance” equal to 3.28 And its value of standard deviation is 0.6052 which is significantly greater. This explored that the participant showed their agreement on the view that the workplace design affects, and it has strong impact on employee’s performance. It affects workers self-satisfaction, their motivation, and shows its effects on their work efficiency and flow. Workplace design also helps in improving teamwork, interaction, and information sharing, socializing and building strong relationships between employees, employee’s privacy. These finding shows that the employee performance can be evolved by giving the workplace design as per requirement of employees, and the employees performance is good in their respective hotels where they are satisfied with proper workplace design. They are working efficiently and effectively.

The result is related with the (space city & the office, 2009) which discovered that ninety percent of the employee agreed that their output is being affected by the workplace design. It is further related with (Doman, 2008) that explained as if the percentage of employee satisfaction is low with regards to their internal workplace ambience it will contribute in greater level of absenteeism and turnover rates. Similarly, it is related with the (Knoll, 2005) according to which the organizations have prospects to boost, motivate and inspire their staff by improving and developing an environment that highlights motivation, novelty, inspiration and employee satisfaction which are greatly valued by all their employees.

Control Variable

One-way ANOVA is performed to explore out the control variables. It is used to explore whether there has any impact of these demographics on the dependent variable that is employee’s performance. If there will be any impact of any demographics than the particular demographic is to be controlled for next analysis. The table depicts that the gender, age and qualification have significance value.

Control variable	F-value	Significance
Age	1.009	0.445
Gender	0.533	0.913

Qualification	1.552	0.93
Work experience	1.051	0.403

4.3 Reliability Analysis

To find out the reliability of the scale a reliability analysis is performed in SPSS. The reliability of a scale can be measured by checking out the value of Cronbach's alpha (α). The Cronbach's alpha (α) range is between 0 to 1, the higher the value of Cronbach's alpha(α) the higher will be the reliability of a scale. For each variable the value of Cronbach's alpha(α) should be greater than 0.7. The Cronbach's alpha value that is greater than 0.7 will confirm the reliability of a scale.

Variables	Items	Cronbach's Alpha
Workplace Design		
• Hotel Building Space	5	0.810
• Interior Design	5	0.632
• Lighting	5	0.781
• Temperature and Ventilation	5	0.852
• Noise	5	0.826
Employee Performance	5	0.845

The table shows the results about reliability of the scales. The value of Cronbach's alpha (α) can find out the reliability of the scales. To ensure the reliability of a scale the value should be greater than 0.7. The value of hotel building design is 0.810 and it is greater than 0.7 so we can consider the scale as reliable. The reliability value of interior design is 0.632 so the scale will be called as reliable. The value for lighting is 0.781 as the value is greater than 0.7 so the scale is considered as reliable. The value of temperature and ventilation is 0.852 that is also greater than 0.7 so it's also a reliable scale. For Noise the value is 0.826 that is a greater value than 0.7 so Noise scale is a reliable as well. As the Cronbach's alpha (α) value for all variables is greater than the threshold value that is 0.7 so all the scales are considered as reliable for each variable. The dependent variable that is employee performance is also called reliable scale as its Cronbach's alpha value is 0.845 and its greater than 0.7.

4.4 Correlation Analysis

The basic purpose to conduct a Correlation Analysis is to explore the relationship between the variables. The correlation checks the link between different variables in a study. In this study, the basic aim is to explore the impact of workplace design of the hotel industry on their employees' performance. To find out this link and relationship between independent and dependent variables, the researcher first finds out the Pearson correlation. The value of Pearson correlation shows the relationship strength of the first variable on the second. It also reflects the nature of the variables; the Pearson correlation range is between -1 to 1. The positive value of correlation reflects that there is a constructive association among variables that means, if the value of one variable increases, the value of the second variable also increases. Both variables move in the same direction. The negative correlation value shows there is a negative relationship between the variables which means, if the value of the first variable increases, the value of the second variable will decrease. Both variables move in opposite directions. The Pearson correlation is represented by the sign "r", the relationship between the variables is considered weak if its correlation value is between 0.1 to 0.3. The relationship is said to be high between the variables if the correlation value is between 0.3 to 0.5. and it will be a strong correlation between the variables when the value of "r" is greater than 0.5, while the 0 value of correlation shows that there is no relationship between the variables.

Correlations		
	Pearson Correlation	Significance
Employee Performance	1	0.00
Workplace Design	.786**	0.00
N	270	

The table shows the correlation among the variables. The correlation between different categories of independent variable (workplace design) and dependent variable (employees' performance) is given in the table. The results indicate a positive relationship between the variables.

Independent variables	Correlations	Significance
Hotel Building space	0.648	0.00
Interior design	0.692	0.00
Lighting	0.772	0.00
Noise	0.598	0.00
Temperature and ventilation	0.75	0.00
Dependent Variable		
Employee Performance	1	0.00

As the Pearson correlation value of first category hotel building space is $r=0.648$ and $p<0.01$, the r value for interior design is $r=0.692$ and $p<0.01$, next is the noise and its value is $r= 0.598$ and $p<0.01$, for category lighting the $r= 0.772$ And $p<0.01$ whereas the value of correlation of temperature and ventilation is $r=0.75$ and $p<0.01$. these result values clearly show the positive and significant relationship between different categories of the independent variable and dependent variable. These results of different dimensions of main independent variable clearly support and accept the third hypothesis of this study.

H3: The factors of Employee's workplace Design have a positive effect on the level of Employee Performance.

The above table shows that there is positive, significant relationship between the workplace design as whole which is an independent variable in this study and employee's performance which is a dependent variable. In this research the correlation value of r for each variable is $r=0.786$ and $p<0.01$. Thus, this could be considered that an important relation is present among both Independent variable that is Workplace Design and the Dependent variable which is Employee Performance.

The analysis outcomes illustrate that employee's performance is being affected by workplace design. As the data and its results indicates that the association is durable , as the hotel buildings workplace design met the desired standard of potentials, requirements and hopes of its personnel, which shows positive and effective impact on employees satisfaction , their behaviour and attitude about their work. And in general, this is improving the work-related operations as in the form of novelty, teamwork, inspiration and socialization that has an impact on hotel industry attainments and its ability to show progress and gain its objectives.

These results of this study are can be associated to (Hameed, 2009) that explains the phenomena of association that exists among the performance of personnel and working place design. And it also relates to (Doman, 2008) that establishes an aspect if employees are unsatisfied with the indoor environment of workplace, they are searching for a satisfied work area for them which will contributing to high absence and turnover rates. According to (Amir & Sahibzada, 2008) that indicates existence of highly positive significant association among the workplace environment and performance of the employees. And consistent with (Roberts, 2008) which gives number of evidences that show the links between low business performance and poor workplace design. As per the variations in output of 25 percent recorded among satisfied and Unsatisfied staff on the basis of basic factors of workplace design such as, air quality, temperature, overall comfort, noise and lighting. And consistent with (Corporate Interiors, 2005) explored that workplace design is one of the factors that can determine and find out the information about worker productivity.

4.5 Regression

Correlation analysis can only explore about relationship between the variables. But this correlation analysis lacks to find out and define the cause and effect between the variables, it is also unable to explain the amount of change one variable bring on to the other variable and the casual relationship between variables.to explore and identify this causal relationship among the variables regression analysis is conducted. This regression analysis also clarifies the dependency of one variable on to another variable. regression analysis has of two types, one type is the simple regression or linear analysis and the second one multiple regression analysis. the linear or simple analysis s conducted when the purpose is to find the casual relationship between the two variables, on the other hand the multiple regression is conducted to explore out the causal relationship among more than two variables.

Linear Regression

The table below show the results of linear regression; the purpose is to explore out the casual relationship between the IV and DV.

Employee Performance					
Predictor	B	R²	ΔR	F	Sig
Model					
Workplace Design	.668	.45	.43	256.33	.000

H1: There is a direct relation between workplace design and employee performance.

H2: There is an increase in competitiveness of employee performance due to workplace design

The above table show that the significant findings in this study of independent variable (IV) and dependent variable (DV). The findings clearly support hypothesis 1 and 2. As the values of the results show positive change in DV which is employee performance due to the change caused by IV which is workplace design. The value of R² is in between 0 and 1, so it is acceptable range. The p value is sig. = .000 which shows the model is significant. The F=256.33 value also shows the model's significance.

$\beta = 0.668$ which means there is 66% percent change in dependent variable (employee performance) due to the change in independent variable (workplace design). R² is the sign to represents the change per unit. In this case its value is 0.45, this shows that 0.45-unit change in workplace design can bring 0.45 units change in the employee performance. As the model is statistically significant so it means there is a positive relationship between these two variables the workplace design and employee performance which supports the 1st hypothesis of the study and the results ($\beta = 0.668$) clearly shows that there is a positive effect of workplace design on increasing the competitiveness of employee's performance. Hence the H2 is also accepted by the test findings. P value indicates the significant level which provides strong grounds to accept the hypothesis.

The table below show the results of linear regression of different factors of independent variables; the purpose is to explore out the casual relationship between each factor of IV and DV.

Employee Performance					
Predictor	β	R^2	ΔR	F	Sig
Model					
Hotel building Space	.532	.321	.331	147.02	.000
Temperature and Ventilation	.750	.562	.560	343.5	.000
Interior Design	.690	.479	.477	246.69	.000
Lighting	.772	.596	.594	395.37	.000
Noise	.596	.357	.355	149.07	.000

H3.The factors of Employee’s workplace Design have a positive effect on the level of Employee Performance.

H4:The well-articulated employees workplace design positively effects the level of employee work efficiency.

The results support 3rd and 4th hypothesis of this study as they reflect positive relationship between each factor of the independent variable the work place design(hotel building space, interior design, lighting, noise, temperature and ventilation) and the main dependent variable that is employees performance. According to the test values first factor of the independent variable ($\beta = .532, R^2 = .321, P < 0.001$) the Hotel building Space bring 53 % employee performance. The values for Interior Design are ($\beta = .690, R^2 = .479, P < 0.001$) which means the Interior Design contributes 69% for employee performance. The values for Temperature and Ventilation are ($\beta = .750, R^2 = .562, P < 0.001$) showing that the Temperature and Ventilation brings 75% of change in performance of employees. The values for Lighting($\beta = .772, R^2 = .596, P < 0.001$) showing the lighting brings 77% increase in employee performance. The values for Noise ($\beta = .596, R^2 = .357, P < 0.001$) accepting the hypothesis 3 and 4, that means it brings 59% change in the employee performance. The value of $p < 0.001$ for all factors of independent variable(the workplace design). Overall, the findings accept the hypothesis 1 that

The factors of workplace design have a positive effect on the level of employee performance. These results also support the H4 that a well-defined workplace design positively affect the employee work efficiency.

These result findings clearly support and prove all the hypothesis of this study.

H1: There is a direct relation between workplace design and employee performance.

H2: There is an increase in competitiveness of employee performance due to workplace design.

H3: The factors of Employee’s workplace Design has a positive effect on the level of Employee Performance.

H4: The well-articulated employees workplace design positively effects the level of employee work efficiency.

4.6 Summary of Hypothesis

The table appended below illustrates the hypothesis suggested for this study, table below indicates the status of hypothesis acceptance, all the four hypotheses are accepted on the basis of result obtained therefore:

1.	H1: There is a direct relation between workplace design and employee performance.	Accepted
2.	H2: There is an increase in competitiveness of employee performance due to workplace design.	Accepted
3.	H3: .The factors of Employee’s workplace Design has a positive effect on the level of Employee Performance.	Accepted
4.	H4:The well-articulated employees workplace design positively effects the level of employee work efficiency.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Introduction

This part consists of the major findings of the study on which conclusion is established. The conclusion and recommendation of the study will be included in this part. The focus of the entire study was to find out the relationship between work design and the performance of the employee in hospitality industry of the country. The relationship discussed thereof is the total impact of the work design on the performance of employees working in hospitality industry of the country. Main task was to search for the about an aspect that working place design has an impact on worker's performed tasks in an Organization, if yes then how can it help facilitate to increase overall performance of the organization to achieve main goal of an organization. The methodology followed to conduct the study was the simple random sample survey method, because the main purpose of the study was to gauge the respondent opinion regarding the problem. Simple random Sampling technique was applied to choose the participants for this research study. In the whole, 400 respondents managerial staff were included in the research study. Questionnaire was used as the research tool for data gathering. To provide pathway to the study, following research queries are asked; Workplace design facilitates interaction, communication and teamwork between employees? Your satisfaction of workplace design improves your performance? The data collected thereof was analysed by using SPSS and It was revealed that most factors that include workplace affected employee's behaviour. However, the working environment or workplace design has a great impact on the workers or personnel in either way and employees play a vital role in any organization especially in hospitality industry.

5.2 Key Findings

The study identified that the workplace design is directly proportional to the performance of the employee and it had a great impact on employee's performance. The study also revealed that the staff don't normally be known by the organization, that thing discourages them in a way that good performers of the company becomes the bad performers as their needs are not being fulfilled related to the working conditions and working ambiance that should be favourable in accordance with the organizational goals and tasks. Further, the importance of workplace design in different aspects related to the performance of an employee become

explicit as it is directly proportionate to the performance of employees working in an organization. It means by providing job aid to the workers, it will help the employees to plan and do the needful for execution of organization plans for the betterment and progress of an organization, so that it might be used as an instrument to obtain the optimal use for employee performance. Moreover, it was also found that, to some extent the organizations had equally rewarded the best performers. According to the study employee performance can be enhanced and improved if the problems singled out during the study are resolved by the top hierarchy of the organization. The main issues are related to smoothness of working ambience, noise disturbance, Lighting conditions , presence proper heating and ventilation system, Interior of workplace in the hotel industry as it is the organization used for the study. Moreover, these things are utilized to encourage and persuade the personnel to do their work as per needed.

5.3 Implications of the Results and Findings

It is very much important, to enhance the workers output, management should consult the employees before making any sort of planning for workplace design and also add their suggestions which will definitely create a sense of ownership and sense of belonging among employees and their performance will be increased as a result of developing strong relationship between employee and the organization. Similarly, management must come up with new innovative techniques in order to motivate their workers to check and follow the new approaches and innovative ideas which resultantly leave a significant effect on their overall work operations. The top hierarchy of an organization must schedule training sessions and other human development workshops for the workers so that they could improve/enhance their performance. Since majority of the employees are not satisfied with the financial benefits offered by organizations, therefore the management must consider it as a serious issue and manage to provide more lucrative salary packages and physical working ambience in accordance with their experience and job requirement. It is also necessary to consider the grievances and complaints of the employees as they are directly linked with the sentiments and emotions of any employee or personal prejudices. Promotions within the organization must be linked with the experience and performance of employees. The organization must take a positive step in determining the ambience of the working area and make it suitable for employees but also mould the management style as per the requirement of employees. This is related to the varying features like, employee conduct, ethic, competence, commitment, mutual relations among the staff for well coordination. Managers have to show confidence in

their employee while assigning various tasks and should motivate teamwork and show confidence on them to perform their job effectively. If the manager deals the lower staff as experts, then the results will certainly be different. Such sort of attitude in an organization promotes the sense of trust and sense of loyalty among the employees and motivates better teamwork within the organization for achievement of ultimate goals. Establishing a work environment in which employees are productive and comfortable is vital to increase overall profits of an organization. According to the rules of organisation that describes the way how to increase the performance of employees in the following two main areas of focus are given that are: i) employee individual motivation and ii) the structure of the workplace ambience, both have effect on employee's routine office operations.

The basic purpose of this study is to identify the impact of workplace design on employee performance. The purpose was also to check what impact the workplace design particularly has on overall performance of organization in achieving ultimate goal. The research also intended to study the moderating effect of Team Competence. To check the hypothesis data is collected from different five and four-star hotels located in cities of Rawalpindi, Lahore, Karachi and Islamabad.

The analysis of results obtained thereof shows that the workplace design has a significant and positive impact on the employee performance. Total of four hypotheses are prospered H1, H2, H3 and H4.

The detailed discussion on each hypothesis is given below.

H1 :There is a direct relation between the workplace design and employee Performance.

First hypothesis describes that Workplace design has a direct relation with the employee performance that leads to the organizational success. As per the results of hypothesis ($\beta = 0.668$, $t = 17.21$, $p = 0.00$) a significant positive relation between the Workplace Design and Employee performance can be noticed. As “t” value should be greater than that of 2 that depicts a substantial association among the both workplace design and how the employees perform, so result specifies t value is 17.21 which again show a relation is significant, the value of β shows that if one unit change in workplace design occurs 66.8% units in employee performance will be increased. It is clear from the previous literature that workplace design is considers among the critical factors that influence the employee performance. The positive relationship between the workplace design and employee performance is directly related with the ultimate goal of an organization, if employee performance increases with the

improvement of working environment it would definitely contribute and strengthen the team work, it would help facilitate in problem solving and establishing a strong team work. Workplace design encourages every individual and emphasizes on identifying the needs and wants of employees within the organization's needs. Preceding literature has identified that workplace design has four major characteristics, including customized consideration, idealized effect, intellectual motivation and inspirational motivation, with these five characteristics workplace design leads the employee performance. While workplace design is focussing towards overall objectives of an organization and whether it has been fulfilled or not, whether the objective be completed within the time frame and cost. Whether the organization has maintained its expected quality standards or not. During the study it has been revealed that the workplace design positively related with the employee performance as if workplace design followed throughout the financial year the organization will not only achieve its desired goals and objectives within the given the time but also fulfil the customer satisfaction and expectations. Workplace design encourages the subordinate employees of an organization and empowers them, so that they could attain more than what is expected from them.

According to the Self-determinant theory every employee has basic psychological needs and wants. Organizational management work on individual employees and provide different facilities to address the needs and wants of their employees, This attitude and organizational culture promotes sense of responsibility and sense of belonging among employees which provides a path way towards ultimate objectives of an organization, This technique helps in motivating internal staff. Hence from the foregoing discussion and research results it is clear that workplace design plays a main role in empowering employees, which enhance the confidence and trust level of the employees, employee performance will increase which ultimately contribute in achieving ultimate goal and objective of an organization. So, this leads to the acceptance of hypothesis H1.

H2: There is an increase in competitiveness of employee performance due to workplace design.

In above study, second hypothesis says that the workplace design is positively associated with the employee performance competitiveness. As per the results ($\beta = .668$, $t = 17.2$, $p =$

0.00) it shows a significant positive relation between the workplace design and employee performance competitiveness. The threshold value for the t will be greater than 2, which shows that the relation is significant, while the value of β shows that if one-unit change in workplace design then possibility of 66.8% unit increase in employee performance competitiveness are present. Researchers claimed that the workplace and employee performance both shares same virtues in fact employee competitiveness is judged by the level of the employee satisfaction, satisfied employee decide the fate of the organization (May & Chan, 2003). Developing employee performance competitiveness among subordinates is not an easy process, managers encourage their working staff, subordinates to take part in organizational tasks including helping in decision making process, particularly in employee performance competitiveness, managers challenge the way of thinking of their employees, they encourage them and motivate them to participate in organizational activities and particularly in decision making process this will help in developing sense of competitiveness among employees, by promoting these virtues managers gain respect and trust from the employees and subordinates. The trust and respect enhance the motivational level of the employee and resultantly they will become more loyal towards the organization which will lead to the better performance and it will also contribute in achieving overall objectives of an organization and increase progress of the organization and employees.

H3: The factors of Employee's workplace Design have a positive effect on the level of Employee Performance.

According to the third hypothesis which states that there is a positive relation between workplace design factors and employee performance. As per the results ($\beta = .668$, $t = 17.2$, $p = 0.00$). The value of t must be greater than 2 in case the relation to be significant so from the research result it is noticed that the value of t is 17.2 that indicates the relation is significant, the value of β shows the unit so if there is one unit change in employee workplace design then there is 66.8% increase in employee performance. It not only enhances the teamwork between different groups of employees but also it is a basis of employee commitment and satisfaction which ultimately leads towards overall increase in the performance of hotel management. There are many advantages associated with this relationship like it improves the work quality, can help employees to overcome their needs and wants by adopting flexible working environment in accordance with their requirement, it also provides employee a liberty so that they could find out different ways to solve their issues, it provides a sense of

ownership and responsibility to the employee and they feel encouraged and satisfied with their job description and resultantly perform their duties more actively and in efficient manner. Employee performance is defined in literature as a component of aims and objectives of Hotel industry that are achieved or not, whether the hotel staff is satisfied with their job? Will employees enthusiastically participate in the ongoing hotel activities, as satisfaction and participation of employee are the major factors that represent the success of the hotel industry? To perform extraordinarily it is essential for an employee to be mentally satisfied and enjoy his part in the organization hierarchy, the study reveals that the relationship between the variables bring positive attitude among employees, employee under a conducive workplace design feel more comfortable and confident and play their part to contribute more positively towards organizational goals, it is very good sign for the wellbeing of employee as well as for the whole organization. besides, in under developed countries employee performance come across many challenges and issues, top management faces various issue related to the workplace design and employee commitment towards their official obligations, Now it has been proven by the researchers that a better workplace provides better working culture within the organization and it will also not only make it easier for the top management to get desired work done in minimal time frame but also make the employee more satisfied and committed towards their work, which results successful hotel operations. Foregoing in view, it is evident that both the variables workplace design and employee performance are intertwined and are important factor for employee commitment and satisfaction which ultimately leads to successful hotel industry hence hypothesis H3 proven correct.

H4: The well-articulated employee workplace design positively effects the level of employee work efficiency.

According to the research forth hypothesis says that there is a great impact of different employee workplace design on employee performance, study further reveals that core factors are: Hotel building space, Interior design, Lighting, Noise, Temperature and ventilation. All the above factors affect the degree of employee performance in a sense that employees of organization by utilizing above factors a strong relationship between workplace design and employee promotion could be formed and ultimately contribute in the Success story of hotel industry.

Motivate hotel employees to enthusiastically take part in core activities like planning, organizing and decisions making process. As a result they are trying to enhance the employee

performance by, setting higher goal for the employee to achieve in line with the management concept of MBO; the top management always give weights to the feedback from the employees and make it possible within the organization to play their part in the success story. The quality of decision making significantly improves due to involvement of each member participation as concept of MBO (Management by Objectives) management is providing a suitable platform for the employees to identify the objectives themselves and to achieve it within the available resources. This concept creates a sense of belonging and sense of responsibility among employees, due to these virtues and employees get motivated and management earn respect and trust among the employee and in the organization. Hotel management encourage participation and employee competitiveness besides encourage every team member to participate and give input in order to achieve a mutual desired goals for the organization, in this way not only the performance of employees will improve but also employees will able to take control of the decision that directly affect their performance, resultantly, employee feel more committed and attached to the organizational norms and values. Employees will also be able to perform their official obligations more efficiently.

Keeping in view the foregoing discussion it is evident that workplace design is a way to bring the involvement of the employees in organizational affairs and organizational staff will feel more empowered accordingly. Hence hypothesis H4 proven to be correct.

5.3 Conclusion

The result of research shows that the workplace design plays an important role in encouraging employees to perform their assigned duties. Since financial component is not the only motivator in encouraging employees but the workplace performance in today's competitive environment requires a complete satisfaction of employees if employees are dedicated and committed organization can make its way towards development and prosperity. Therefore, in order to attract and retain employees' organizations keep focussing employees in terms of their needs or wants and other issues related to their daily routine work. Organizations use different motivational tools to earn high-performance of employees. The study further identifies the phenomena of personnel that they would enhance their work performing output, if the problems identified during the research are addressed by the organization. The research concluded that, the employee's working ambience is directly related with the productivity of organization. Therefore, it is the responsibilities of the

organization to provide friendly working culture which will affect employees to work comfortably and perform their job in line with organization's cultural norms.

5.4 Recommendations

Based on the results of research findings, the recommendations are described below for proper implementation in future. Further, Periodic consultations with the employees to address their grievances. Managers should also be advised to maintain cordial relationship with the employees and their subordinates. The organization should introduce employee counselling programs for their employees in order to maintain work life balance as this could be a great factor for motivation and employee retention.

The Management of hotels, should try their level best to establish a working environment that attracts, retain and motivate the employees to help facilitate achieving overall objectives of an organization. Besides above, it will provide appropriate working ambience which will increase organization productivity. Management ensure that adjustable and flexible furniture to all employees should be provided in order to make them more comfortable during discharging their duties. In this way the employees will keep them active and healthy in the long run. Management should introduce good working conditions for their employees in order to enhance the morale of workers and make them more effective and efficient. Introducing benefit programs for employees is an example to motivate employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve the overall objective and goals of an organization in accordance with the mission and vision of an organization.

5.5 Limitations of the Study

The current research study examined the workplace design's influence on employee performance in the Hospitality Industry of Pakistan. The biggest limitation for this study was Covid-19 pandemic due to which the accessibility to the hotel industry become very difficult. So, instead of having hands on information, the virtual collection of data is adopted. Secondly, the response rate was very slow it almost took 2 months to obtain the required data. Moreover, Due to interrupted Internet services the process of data collection hampered.

5.6 Areas for Future Studies

This research study is about Workplace Design that has a positive impact on employees' performance in the Hospitality Industry of Pakistan for which the hotel sector was selected. So, the new researcher can conduct their studies on other sectors like banking, educational and Manufacturing etc. Moreover, the research can be done on the negative influences of Workplace Design on Employee performance.

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Appendix A

BAHRIA UNIVERSITY ISLAMABAD

Department of Management Sciences

Questionnaire

Dear respondent,

I am a student of MBA Bahria University, Islamabad. I am conducting a research on the topic: “**Increasing Competitiveness of Employee Performance through Workplace Design: A case study on Hospitality Industry of Pakistan**”.

You can help me by completing the attached questionnaire. I appreciate your participation in my study, and I assure that your responses will be held confidential and will only be used for education purposes.

Regards

Mir Ehtasham-Ul-Haq

01-222191-009

Student of MBA

Department of Management Sciences

Bahria University, Islamabad.

	1	2
Gender	Male	Female

	1	2	3	4
Age	25-30	31-35	35-40	Above 40

	1	2	3	4	5
Qualification	Intermediate	Bachelor	Master	M.Phil	PhD

	1	2	3	4
Experience	0-5 years	6-11 years	11-15 years	More than 15 years

Please tick the relevant choices: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

A- Workplace Design

These statements are related to independent variables.

1-Hotel Building Space						
HBS 1	Facilitate flexibility and the ease of movement.	1	2	3	4	5
HBS 2	Increased the efficiency of space utilization.	1	2	3	4	5
HBS 3	Facilitate interaction, communication and teamwork between employees.	1	2	3	4	5
HBS 4	Facilitate the efficiency and smoothness of the workflow.	1	2	3	4	5
HBS 5	Increased social relationships between employees.	1	2	3	4	5

2. Interior Design						
ID 1.	Your office is well organized.	1	2	3	4	5
ID 2.	Your office furniture design is convenient for your job performance.	1	2	3	4	5
ID 3.	Your office colours give you the sense of need for your work to be productive.	1	2	3	4	5
ID 4.	Your office interior design elements (floor covering-ceiling – wall covering- curtains) are harmonized and integrated successfully.	1	2	3	4	5
ID 5.	I am satisfied with my office decoration.	1	2	3	4	5

3.Lighting						
L1.	Your workspace is provided with efficient lighting so you can work easily without strain on your eyes or visual confusion.	1	2	3	4	5
L2.	Ample amount of natural lighting comes into your office.	1	2	3	4	5
L3.	Your office lighting support your productivity and morale.	1	2	3	4	5
L4.	You don't face any problems of lighting in your office like silhouette, sparkle or glare.	1	2	3	4	5
L5.	Your office lighting support the function and	1	2	3	4	5

	desired atmosphere.					
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4. Temperature and Ventilation						
TV1.	Your office temperature affects your normal level of performance positively.	1	2	3	4	5
TV2.	The overall temperature of your office is pleasant.	1	2	3	4	5
TV3.	Windows in your office provide you the fresh air.	1	2	3	4	5
TV4.	You are able to control temperature and airflow in your office.	1	2	3	4	5
TV5.	Your office temperature supports your productivity and morale.	1	2	3	4	5

5. Noise						
N1.	Your work environment is quiet.	1	2	3	4	5
N2.	You have quiet and undisturbed time.	1	2	3	4	5
N3.	Affordable noise level at your workspace won't affect your productivity and morale.	1	2	3	4	5
N4.	Your workspace is free from noise distractions.	1	2	3	4	5
N5.	You have speech privacy and intelligibility.	1	2	3	4	5

B-Employee Performance						
These statements are related to dependent variable.						
EP 1	Overall workplace environment and design can help you in increasing job competitiveness in your daily tasks.	1	2	3	4	5
EP 2	Good design of Workplace supports your satisfaction and well-being.	1	2	3	4	5
EP 3	Your satisfaction of workplace design improves your performance.	1	2	3	4	5
EP 4	Workplace design creates a competitive environment for the employees.	1	2	3	4	5
EP 5	Workplace design affects faster recognition and resolution of issues.	1	2	3	4	5

Supervisor's Approval



Sadaf Alam BUIC <salam.buic@bahria.edu.pk>

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To: Research Cell MS BUIC Cc: Mir Ehtasham

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I approve and endorse the submission of thesis by Mir Ehtasham.

Best Regards,

Sadaf Alam

Senior Assistant Professor

Bahria University Islamabad Campus

From: Mir Ehtasham <mirehtasham@gmail.com>

Sent: Monday, December 28, 2020 12:06 PM

To: Sadaf Alam BUIC <salam.buic@bahria.edu.pk>

Subject: Fwd: Research work



From Mir Ehtasham · mirehtasham@gmail.com
To Sadaf Alam BUIC · Salam.buic@bahria.edu.pk
Cc Research Cell MS BUIC · rcms.buic@bahria.edu.pk
Date 28 Dec 2020, 3:10 pm
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On Mon, 28 Dec 2020, 3:10 pm Sadaf Alam BUIC,
<salam.buic@bahria.edu.pk> wrote:

I approve and endorse the submission of thesis by Mir Ehtisham.

Best Regards,

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From: Mir Ehtasham <mirehtasham@gmail.com>
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MBA/BBA

1st Half Semester Progress Report

Name of Student(s)	Mir Ehtasham-UI-Haq
Enrollment No.	01-222191-009
Thesis/Project Title	Increasing competitiveness of employee performance through workplace design: A case study on the hospitality Industry of Pakistan

Supervisor Student Meeting Record

No	Date	Place of Meeting	Topic Discussed	Signature of Student
1	23 rd Sep	University	Topic selection	Mir Ehtasham-UI-Haq
2	Oct 19	Zoom meeting	First and second Chapter of Thesis, questionnaire	Mir Ehtasham-UI-Haq
3	Nov 6th	University	Research Methodology	Mir Ehtasham-UI-Haq
4				

Progress Satisfactory

Progress Unsatisfactory

Remarks: _____

Signature of Supervisor:  Date: 28-12-20
Name: Sadaf Alam

Note: Students attach 1st & 2nd half progress report at the end of spiral copy.



Bahria University
Islamabad Campus

RC-04

MBA/BBA

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Mir Ehtasham- UI-Haq
Enrollment No.	01-222191-009
Thesis/Project Title	Increasing competitiveness of employee performance through workplace design: A case study on the hospitality Industry of Pakistan

Supervisor Student Meeting Record

No	Date	Place of Meeting	Topic Discussed	Signature of Student
5	20 th Nov	Zoom meeting	Analysis procedure	Mir Ehtasham-ul-Haq
6	12 th Dec	Zoom meeting	Conclusion	Mir Ehtasham-UI-Haq
7	27 th Dec	Voice Call	Final Approval and Submission	Mir Ehtasham-UI-Haq

APPROVAL FOR EXAMINATION

Candidates' Name: Mir Ehtasham-UI-Haq Enrollment No: 01-222191-009

Project/Thesis Title: Increasing Competitiveness of Employee Performance through Workplace Design: A case Study on Hospitality Industry of Pakistan

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