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**IMPACT OF WORK ENVIRONMENTAL FACTORS ON
EMPLOYEE PERFORMANCE; EVIDENCE FROM THE
HIGHER EDUCATION INSTITUTIONS OF ISLAMABAD
AND RAWALPINDI**



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DEDICATION

I want to dedicate this to my beloved parents and siblings who's love, support and motivation encouraged me to accomplish the task of research and whose well wishes and prayers have always been a source of my success. I wish I become what they want me to be.

ACKNOWLEDGEMENT

I would first like to thank Allah (SWT) for being there every time and to guide and motivate me in my every step, without His blessings it was impossible for me to reach this stage.

I would like to thank and appreciate the effort of my supervisor Ma'am Nida Kamal, her guidance and support has made this dissertation a possibility within limited span of time allowed.

I want to thank my Father, for being so humble and earning an honest living for us. The reason of what I become today, thanks for your great support and continuous care.

To my Mother, for motivating, supporting and teaching me to trust in Allah, believe in hard work.

To my brothers, I'm grateful to both of you. Thank you for always solving my problems and being there for me.

DECLARATION

I Maheen Arif, MBA student of HRM as majors hereby declare that this work that has been printed is my own work to the best of my knowledge and has not printed, published or submitted as a research work, dissertation or publication in any form in any university in Pakistan and Abroad.

ABSTRACT

This study is focused mainly on identifying the impact of work environmental factors on employee performance in the higher education institutions of Islamabad and Rawalpindi. In this study, physical work environment and supervisor support has been considered as independent variables. Whereas, employee performance has been considered as the dependent variable. Meanwhile, this study has finalized higher education institutions of Islamabad and Rawalpindi to investigate the relationship between work environmental factors on employee performance. To prove this relationship, a survey has been conducted through a structured questionnaire by involving employees working in higher education institutions of Islamabad and Rawalpindi, a quantitative analysis with 217 respondents is performed. Then, data analysis has been done based on collected data through various statistical instruments including descriptive frequencies, reliability, correlation, regression analysis. Results have revealed that there exists a significant relationship between physical work environment and supervisor support (independent variables) and employee performance (dependent variable) in the higher education institutions of Islamabad and Rawalpindi. The results of this study show the variables are positively correlated with each other and have a positive effect on each other and if institutions provide appropriate physical working environment and supervisor support that can help the employees to perform well.

Key Words: Physical Work Environment, Supervisor Support, Employee Performance.

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Chapter 1

INTRODUCTION

1.1 Background of Study

The factors of the environment of the work place obviously effect the employees' outcome which leads to produce positive or negative results There are various kinds of working environment in a work place of employees that helps to determine whether the organizations will prosper or not (Chandrasekhar, 2011). In order to increase the output capacity of the individuals, to encourage employees' for being present at the work places they should possess an ambition to work in a mental and physical way and it can happen when the members of the organization are provided with an appropriate atmosphere at office (Boles et al, 2004). The workers should make an effort to perform in an enhanced way that is called employee enthusiasm and performance of the personnel can be identified as the ability of the staff member to produce good level of performance and it can include the person's commitment and opportunity that is given to them by the management (Eysenck, 1998). Outcome of the employee can be increased by exerting efforts to such work environmental factors to increase the motivation of the employees' and that is possible by providing less stressful environment to them, and a comfortable working environment workplace It was identified in the study that, the objectives the organizations are to provide an appropriate work place environment to the employees so that the employees genuinely care for the goals, targets, objectives of the organizations and they can feel a sense of accomplishment from the results they achieve. (Jaffe and Scott, 1995). To boost the employees and ultimately improving their level of output there needs to be an appropriate physical working situation, the surroundings of work space have transformed in the last couple of years because of the revolution of many factors such as info IT factors and there is more diversity in terms of technology now as compared to the last decade and the methods of carrying out the work have changed in the last few years (Makhbul and Hassan, 2005). In developing a set of connections, contacts and interpersonal affiliations with others in the work settings the aspects of work surrounding play a vital role, part of the human the actual conditions of work premises should be suitable enough to make the employees feel stress free and to take everything easy while performing

or accomplishing their tasks and duties McCoy and Evans (2005). (Vischer, 2008) argued that there are various factors that are important in the work environment that should also be considered such as well lighting of the work place, noise, furniture, hygiene and other factors that is provided to them to perform their job, temperature of the working space. To improve their accomplishment of tasks staff should use their energy and opportunities must be given to the workforce and a good environmental accessibility gives that chance component that have an impact is the work climate on which the performance of employees at work place depends that will obviously improve what is being done on job. A positive work environment supportive workplace and good relationships with colleagues and superiors will contributes towards having a right impact on employees and it will provide them comfort and When employees will be comfortable in the environment they are working and there will be appropriate guidance, advice granted to them from their supervisors and colleagues then they will accomplish their tasks properly, The employees can fully focus on their jobs when provided with splendid working area (Ekowati et. al., 2019). It was concluded that in the employees prefer supervisor support than other factors of the working environment and they believe this factor have an impact on their performance because the guidance, effective communication and the support they receive from their supervisor increases the employee performance (Khawar & Aqeel, 2017).The services that are rendered by the individuals can boost up for that work performance of the jobholder is a very critical controlled variable in terms of mind-set of the organization that they follow that should be applied in terms of psychological situation (Borman, 2004). Supervision is not about finding faults in others instead of that it is a relationship of trust and team work. The supervisor and employees should work like trusted teammates with each other and supervisors in the education institutions should help in solving the problems of teaching and learning in the educational institutions (Malik Ghulam et al., 2011). At the place of work when the employed individual has the right means and sources to do their work and with the help of assistance from their respective superior this push them to give high job performance at their work places (Shanock & Eisenberger, 2006). It was concluded it impacts the happiness and contentment, output of the people at the job because occupational-settings plays an essential and a vital role in doing so (Hope Ngozi, et al 2018) If institutes want to get the employees to be loyal, devoted the features that identify how is this possible are basic operational conditions, work setting of

the members of the institute in which they are working and similarly encouragement and help offered by the managers contributes towards this (Chandrasekar, 2011). It was concluded in organizations the one factor that is influential and important part of the corporation are the conditions in which individual operates where the employees are interacting on a daily basis this was the conclusion drawn by the researchers (Iqra et al, 2019). Kiyani (2011) It was identified the employees that are working in educational institutions for a deeper understanding its useful to know about the things that are linked with the labor productivity it was identified if one wants to know the importance of education quality which is directly impacted by the performance of the faculty in educational institutions. Hence this study is a help to the higher educational institutions to develop a strategy to improve their work environmental factors such as working atmosphere and support from their respective superiors to improve performance of workers.

1.2 Problem Statement

Organizations with a positive and healthy work environment is helps to have a competitive edge over the other organizations. It was argued that the development of human resources of any country relies on the education which is being provided and given and it was also identified that the main reason for such a low rate of literacy level in Pakistan is because of the faculty performance and lack of resources and uncomfortable working circumstances in which they are working (Shahzad et al., 2008). The present level of education and most importantly higher education have an impact on the families, students, society and government and It was concluded that the supervisors are not properly utilizing the resources in the educational institutions so there is a lot of wastage of the resources that are available (Malik Ghulam et al., 2011). Supervision is not about finding faults instead of that it is relationship of trust and team work. The supervisor and employees should work like trusted colleagues with each other in solving the problems of teaching and learning in the educational institutions (Malik Ghulam et al., 2011). For getting the employees to accomplish their main duties the main concern of organizations need to be on the conditions of area in which they are working that are the determinants of employees' comfort level, contentment of the workers is valuable to enhance execution of tasks (Lelebici, 2012). Research was conducted by the two researchers of Malaysia which shows high output of the workers are effected by the working circumstances of offices where work is taking place this is a very suitable

dynamic for enriching whatever tasks and responsibilities the employees do at job this was concluded by the Malaysian researchers (Naharuddin & Sadegi, 2013). Employees who are working in educational institutions their performance have been impacted in many ways to know about the importance of education quality It was identified if one wants to know that importance of education quality it is vital to know regarding the reasons that have consequences on work efficiency of the workers in educational institutions (Kiyani et al., 2011). A study was done which focused on the impact of work environmental factors on performance of employee but this was just conducted on particular side of Lahore. It was recommended that the study can be carry on in various areas of the country because It consists of different values, communities and customs so the conclusions can vary from city to city and results can vary too. In this study focus was only on the manufacturing sector of Lahore include and study should be done in the sector of service of other cities such as education sector of the Pakistan (Khawar & Aqeel, 2017). Based on limited research, there is a research gap regarding the Islamabad and Rawalpindi higher educational institutions. In these higher educational institutions there are number of employees who are in administration, faculty and several other departments, However, this study has considered to find out the impact and association among variables which is the value addition to whatever research work been performed by the researchers in the past concerning this literature topic. Meanwhile, this study has used quantitative research technique to collect the data from staff working in the higher educational institutions of Islamabad and Rawalpindi. A structured questionnaire for the primary data have been used in the present research for examining the level of relation between the variables.

1.3 Gap Analysis

The present level of education and most importantly higher education have an impact on the families, students, society and government and It was concluded that the supervisors are not properly utilizing the resources in the educational institutions so there is a lot of wastage of the resources that are available (Malik Ghulam et al., 2011). Supervision is not about finding faults instead of that it is relationship of trust and team work. The supervisor and employees should work like trusted colleagues with each other in solving the problems of teaching and learning in the educational institutions (Malik Ghulam et al., 2011). For getting the employees to accomplish their main duties the main concern of organizations need to be on

the conditions of area in which they are working that are the determinants of employees' comfort level, contentment of the workers is valuable to enhance execution of tasks (Leblebici, 2012). A study was done which focused on the impact of work environmental factors on performance of employee but this was just conducted on particular side of Lahore. It was recommended that the study can be carry on in various areas of the country because It consists of different values, communities and customs so the conclusions can vary from city to city and results can vary too. In this study focus was only on the manufacturing sector of Lahore include and study should be done in the sector of service of other cities such as education sector of the Pakistan (Khawar & Aqeel, 2017). From the background study it is seen that significant role is being played by the working atmosphere on the functionality of employees and the two factors that were being studied in PWE were discovered are noise, hygiene, temperature, furniture, workspace and lighting and other such elements of PWE and guidance from the superior have an impact on employee functionality and organizational performance, it was found that it can have an influence on the performance of the individuals in organizations in a way that works best for organization too if all goes well. If the organizations don't provide an appropriate workable area that can result in lack of satisfaction among employees, lack of productivity and decreased performance. Researchers have done a remarkable work in this field but to a limited extent it has been done in Pakistan mostly in schools or other sectors by different authors. However, there is a research gap regarding employee performance from the perspective of Pakistan higher education institutions. It has never touched the higher education institutions of Pakistan. Identifying this as a gap I plan to find the results. It will cover the evidence from the employees working in the universities of Islamabad and RWP.

1.4 Research Questions

- What is the impact of physical work environment on the employee performance in the higher education institutions of Islamabad and Rawalpindi?
- What is the impact of supervisor support on the employee performance in the higher education institutions of Islamabad and Rawalpindi?
- What are the improvements that can be made to improve the physical work environment in the higher education institutions of Islamabad and Rawalpindi?

- What are the improvements that can be made to improve the supervisor support in the higher education institutions of Islamabad and Rawalpindi?

1.5 Research Objectives

- To examine the impact of physical work environment on the employee performance in the higher education institutions of Islamabad and Rawalpindi.
- To explore the impact of supervisor support on the employee performance in the higher education institutions of Islamabad and Rawalpindi.
- To provide suggestions that are intended to improve the physical work environment in the higher education institutions of Islamabad and Rawalpindi.
- To provide suggestions that are intended to improve the supervisor support in the higher education institutions of Islamabad and Rawalpindi.

1.6 Significance of the study

It is predicted that at the end of this study the produced results would help these institutions to improve and work on the variables that affects the performance of the individuals that are working in different departments as long as their working environment that is physical in nature are considered, as well as their supervisor's guidance, encouragement and help. The findings will help to improve the working environment for the faculty and non-faculty staff so that they can provide better performance in these institutions. The present research is important from Pakistani perspective that how work environmental factors in our higher education institutions impact the performance of employees which includes employees who are working in these institutions. In this regard the research will focus on the impact of the work environmental factors. This study will prove significance in clarifying the relationship between these variables and the extent of their relationship. Lastly, this study will definitely contribute and illustrate its significant role towards increasing knowledge of students of HRM majors, faculty, research students, regarding the relationship between variables identified above of this study.

1.7 Thesis Structure

This study is being carried out to determine the impact of work environmental factors on the employee performance which is the evidence from higher educational institutions of Islamabad and Rawalpindi. This research study is divided in to five different chapters and is concluded with references & appendix.

Chapter 1 includes the background to set a base, problem statement, research gap, research objectives, research questions, significance of the study and definitions of key terms.

Chapter 2 A review of the literature about the variables of the study that are being investigated and relationship between them individually, Moreover, this chapter includes literature review, conceptual framework was formulated and the hypothesis for the study to further carry out the process.

Chapter 3 is focused on the methodology for the study that is being used. It includes the data collection, sample size, population of the study etc.

Chapter 4 explains the data findings and data analysis through descriptive statistics, correlation, regression etc.

Chapter 5 have presented discussions, recommendations, conclusion, implications and limitations of the study

Chapter Summary

In the chapter 1 a background of the study was discussed to establish a base for the further work in the background the variables were discussed in detail then this chapter provided problem statement and gap analysis in this chapter to further establish the research questions after that the research questions and from them research objectives were formulated to identify the direction of the study then the significance and how this study will contribute in the existing literature was discussed. This study has an aim to explore that whether these variables affect the performance in the higher educational institutions mainly universities of Islamabad and RWP.

Chapter 2

LITERATURE REVIEW

2.1 Work Environmental Factors

A positive and supportive work environment helps and inspires the work-force to efficiently and effectively do better at their respective work station and the right resources help them in doing so.

Organizations with a positive and healthy work environment is helps to have a competitive edge over the other organizations. It was argued that the development of human resources of any country relies on the education which is being provided and given and it was also identified that the main reason for such a low rate of literacy level in Pakistan is because of the faculty performance and lack of resources and uncomfortable working circumstances in which they are working (Shahzad et al., 2008). In the workplace environment employees' disengagement or lack of engagement increase anxiety among the employees it is important to determine that how tasks can be executed by the staff, it has become important to make the work places progressive and constructive to influence the employees' encouragingly (Vischer, 2008). It was concluded that what leads to better output from the staff and helpful influence on it is a good work place environment and what increases job disappointment plus frustration in workers and leads to other bad impact plus results in increased rate of employees being absent from their workplace is the poor operational circumstances, surroundings of the organization (Taiwo, 2010). The capacity to work is effected plus the productivity of the organization and further more employee productivity is effected due to bad ventilation, insufficient lighting, too much noise and other such factors it was concluded that harmful and dangerous atmosphere needs to be changed for the individuals working at their occupational settings because that can harm their wellbeing (Chandrasekar, 2011). A better physical workplace environment helps to boost or basically enhance the employees' performance. Organizations with a positive and healthy work environment is helps to have a competitive edge over the other organizations. Employees comfort level is an important component to make them more constructive. The work place conditions on employee

performance was studied in this study in which questionnaire were used to collect the data and the sample size was 50 and the study revealed that the employees who were unhappy due to their work environment conditions have not a good level of performance and they did not have satisfactory results (Leblebici, 2012). It was identified by the researcher that to have an impact on the organizational performance and personnel working there for that when organizations provide them with the standard place of work that can have an encouraging influence on the outcome of the workers (Khan et al., 2012). An environment that focuses on people and who mix or involve them as a part of their workforce and give them a vision on how to perform efficiently that is called supportive environment (Awan & Tahir, 2015) Improving physical factors of the work place environment can improve employee health and healthy employees can be more productive in their jobs hence they are able to perform the tasks, duties and other on the job activities that are given to them more effectively and that eventually result in enhanced employee performance and productivity (Iqra et al.,2019). Deed (2019) concluded the importance of behavior towards the employees and support are some of the work environmental factors Therefore, workplace environment influences employees' motivation, innovation and rate of absenteeism and can reduce the absenteeism rate and it can increase the motivation of employees (Allan, 2019). A work environment should be conducive if employees are expected to be productive, they defined that a conducive work environment is a comfortable and a healthy environment. A toxic work environment is the one that is not healthy environment and it is unsafe because of its noise, inappropriate lighting which can have an adverse impact on employees' productivity that will eventually impact their performance (Edo and Nwosu, 2018). It was identified if one wants to know about the importance of education quality which is directly impacted by the performance of the faculty in the educational institutions it is significant to have an understanding about the factors that are related to the performance of the employees who are working in the education institutions (Kiyani et al., 2011). It was concluded that in the employees prefer supervisor support than other factors of the working environment and they believe this factor have an impact on their performance because the guidance, effective communication and the support they receive from their supervisor increases the employee performance (Khawar & Aqeel, 2017).

2.2 Physical Work Environment

Working atmosphere in the work place includes the physical conditions that features work area, arrangement, lighting, furniture, noise and other factors. Physical work atmosphere is wherever the staff match with their jobs and therefore the physical work atmosphere will contain the lightings, and additionally the temperature (Stup, 2003). Important dynamics that are important should also be considered such as lighting of the work place, noise, furniture that is provided to them to perform their job, temperature of the work place and working space in which they work. The performance of employees at workplace depends upon different things in the office while doing the job and to encourage the employees to give a better output without any disturbances by totally focusing on their services and by putting a lot of effort and spirit they possess hence, the job of the workers depends on the setting of the work place at the organization (Vicher, 2008). (Deed, 2019) added that a work environment that is too hot or too cold and furniture, lights and noises, having too many tasks which can affect the one from focusing on the job and continuous interruptions or distractions from colleagues can affect the employees output. Employee performance can be increased by exerting efforts to such work environmental factors to enhance the employees' motivation of the employees that is by providing less stressful environment, and a comfortable working environment workplace It was concluded in the study that, the main objectives of all the organizations have remained that to provide such a work place and environment to the employees so that the employees genuinely care for the goals, targets, objectives of the organizations and they can feel a sense of accomplishment from the results they achieve. (Jaffe & Scott, 1995). Improving the physical resources can enhance wellbeing and enhanced mental and physical condition of the persons and when they are mentally and physically well then they develop the ability to fulfill their work duties that are given to them more effectively and efficiently and that will eventually result in accomplishment of the job in an enhanced manner. (Iqra et al, 2019). It was added that a working area that is too hot or cold and furniture, lights and noises, and when they have different kind of work to perform which can affect them and their performance in the work place and distractions from the colleagues can affect the employees output (Deed, 2019). It was concluded that for encouraging the employees to work and for the optimum utilization of the staff requirements that must be fulfilled are physical in nature that needs improvement such as physical space and noise level

and appropriate workspace (Dr Aijaz et al, 2016). A toxic work environment is defined by the researcher as the one that is not healthy environment and it is unsafe because of its noise, inappropriate lighting which can have an adverse impact on employees' productivity that will eventually impact their performance (Edo & Nwosu, 2018). Furniture, the noise, light, supervisor support, workspace, effective communication contributes towards encouraging the employees (Eberendu et al., 2018) It was concluded by the authors that the surroundings of the space of working area act as a major aspect in determining the working capacity of the personnel because it also plays its part in enhancing the level of happiness and contentment among the members of the cooperation (Hope Ngozi, 2018). From this the researcher would say that various factors exist in the working conditions that have an impact on employees' performance the most important ones that were studied are the noise, lighting, furniture, work space and hygiene and temperature that tends to have consequences that how the employees perform in their respective work premises within the organization. A poor work environment results in decreasing the performance of the employees and it also contributes in increasing the rate of absenteeism and job dissatisfaction and a good work environment is more focused on the welfare of employees which leads to better employee performance (Taiwo, 2010).

Noise

A toxic work environment is the one that is not healthy environment and it is unsafe because of its noise, inappropriate lighting which can have an adverse impact on employees' productivity that will eventually impact their performance (Edo & Nwosu, 2018). For the optimum utilization of the staff physical working conditions needs to be improved such as physical space and noise level and appropriate work setting (Deed, 2019). The productive level of the individuals can be swayed if there is high level of noise in the work premises the high voices and noise can influence the activities and job satisfaction of employees because they get distracted because of the extreme noises (Eberendu et al., 2018)

Work space

The work space of an individual that is fully crowded, will most likely leads to immense stress, tension, frustration, lack of productivity and other psychological impact on the employees and an employee may feel lack of stability and can cause less of motivation also the level of freedom and power of decision making in the shorter period of time, and it can also result in the conditions or atmosphere that causes them stress, that obviously reduce the

performance of the people working in the organizations. When it comes to working space, work place design and the work space or office layout. It was identified that when the personal space of the employees are disregarded or violated it will make them feel uncomfortable and overly crowded. Thus, when there is a violation or contravention of the personal space of the employees due to open office design that results in feeling of over crowdedness among employees and lack of privacy and lack of satisfaction and lack of privacy that results in negative behaviors and actions of the employees who works in an open work spaces (Vischer, 2008). Work space and the physical factors have a significant role in causing the social networks and relationships that are developed at a work place (McCoy & Evans, 2005). A healthy work environment provides safety to employees physically and mentally so that they can perform their daily tasks, duties if organizations wants to provide a healthy environment for that healthy facilities should be considered such as chair seating a proper setting and chair seating can leads to making sure of the prosperity of the worker and for their performance to boost up ignoring this can leads to work stress among employees and employees who spends time in an office who are sitting on chair, using computers and switching on lights from 8 am to 5 pm they suggest to provide them facilities like adjustable chairs. An appropriate and comfortable chairs arrangement with adjustments has shown an effect that is unquestionable because the individuals at work have been proven to get influenced by this and it obviously helps to minimize stress the adjustable chairs which are called ergonomics are designed in a way that can decrease the body pain of employees while performing their daily work tasks and they can be adjusted according to the comfort level of the employees. (Mas'udaha et al., 2012). A poor working environment results in decreasing the performance of the employees and it also contributes in increasing the rate of absenteeism and job dissatisfaction and a good work environment is more focused on the welfare of employees which leads to better employee performance (Taiwo, 2010). It was argued space factors like the work space that includes the drawers, furniture, seats arrangement, system of files, tables, writing desks and shelves are also responsible for increasing the productivity and performance and the efficiency of the employees to also function properly in the office space which is provided to them. (Sehgal 2012). For utilization of the staff to their full capacity physical working conditions of a work place in which employees work needs to be improved such as physical space and appropriate workspace (Dr Aijaz et al, 2016). It was

said the design and arrangement of the place of work in the organization is planned for them, the workers working' requirements must be considered so that the individuals can boost or improve their level of yield and happiness regarding the job among employees' (Eberendu et al., 2018). Deed (2019) put forward an opinion that arrangement of the cubicle and its furnishing, equipment improves productivity of employees.

Furniture

According to the researcher (Sehgal, 2012) he argued factors like the furniture of the work space that comprises of seats provided to them, working desks, the rostrum tables are also responsible for increasing the skills, performance of the individuals to also function properly in the office space which is provided to them. The quality of work depends on the healthy, positive and safe working conditions in which the employee is working that helps to identify the employees job behavior. It is found that working conditions of the work premises can be linked with the individuals' that to what extent are they invested in the job and job satisfaction that eventually helps the employees to perform better (Scott et al., 2000). Deed (2019) put forward an opinion that space arrangement of the work place and its furnishing, equipment improves productivity of employees. A poor working furniture results in decreasing the performance of the employees and it also adds in increasing the rate of absenteeism and unhappiness (Taiwo, 2010). A healthy work environment provides safety to employees physically and mentally so that they can perform their daily tasks, duties if organizations wants to provide a healthy environment for that healthy facilities should be considered such as chair seating a proper setting for their performance to boost up ignoring this can leads to work stress among employees and employees who spends their time in an office who are sitting on chair, using computers and switching lights from 8 am to 5pm they suggest to provide them facilities like adjustable chairs which are called ergonomics and designed in a way that can decrease the body pain of employees while performing the daily work tasks and they can be adjusted according to the comfort level of employees. (Mas'udaha., 2012)

Lighting

When it comes to lighting, Humans do get affected by the lighting physically and also psychologically by the different types of lights these type of impacts can easily be avoided and it is not taken into consideration and is often overlooked. The advantages of the day lighting can be related with enhancing the mood of the employees' and also contributes in

improving and enhancing the morale of the individuals in work spaces, and also results in decreasing the eye strain and fatigue among employees'. Bright office lights effect the concentration level of the employees', awareness and attentiveness, and what is being done at the work. When the illumination scale in the work setting is adjusted and balanced then the working experience, productivity and overall accomplishment of duties is expected to get further enhanced and he also argued that office furniture such as desk, filing system plays a part in the productivity of the employees (Hawes et al., 2012). A balanced lighting helps to improve the working experience productivity and performance of the employees and he also argued that office furniture such as desk, filling system etc. plays a part in the productivity of the employees (Sehgal, 2012) If organizations want to provide a healthy working space, there are some health facilities that should be considered that are chair seating and lighting both of this contributes towards and it is ensured the welfare and wellbeing is being considered of the individual persons and that high output is produced by the employees who are working from 8am to 5pm should be provided with facilities that are ergonomic like adjustable furniture and suitable lighting level. It was found the when Natural Lighting is provided that also contributes and a key role is being portrayed and played in making sure to increase the employees' motivation, morale that can helps to reduce tiredness and fatigue of the members (Mas'udaha., 2012). After the research it was concluded that the lights and their placing in the organization in which the individuals carry out their functions results in better level of services rendered by the employees. (Eberendu et al., 2018). When it comes to the educational sector it was founded that poor and inappropriate lighting in the work place can did cause distress and lack of satisfaction among teachers in the educational institutions (Edo & Nwosu, 2018).

Temperature

Physical work environment of a work place is appropriate wherever the staff match with their jobs and therefore the physical work atmosphere will contain the lightings, and additionally the temperature (Stup, 2003). (Vischer, 2008) argued that there are various factors that are important in the work environment that should be considered one of them is temperature of the work place. The modest level of temperature at the work place helps to improve performance of the personnel and if the temperature is too high or too low temperature that can contributes in causing lack of comfort or dissatisfaction among the employees and also

in reduced level of productivity that impact their performance as well (Jaakola, 2012). A work environment that is too hot or cold and having too many tasks can affect one from focusing on the job and continuous interruptions or distractions from colleagues can affect the employees output (Deed, 2019). It was stated that the high temperatures in the work place can have an effect on the health of the employees and it can result in heat stress and heat exhaustion, tiredness Chandrasekar (2011). Furthermore, it was clarified that for a thin person a temperature that is higher can be better but for someone who is not thin, a lower temperature is more appropriate (Sehgal, 2012)

Hygiene

The quality of work depends on the healthy, clean and safe working situations that helps to identify the employees job behavior. It is found that working conditions of the work place are linked with employees' involvement in their work and job and job satisfaction that eventually results in higher level of performance by employees' attached with employees' (Scott et al., 2000). (Vischer, 2008) argued that there are various factors that are important in the work environment that should also be considered one of them is hygiene.

2.3 Supervisor Support

The supervisor is also known as head, boss, manager, overseer, superior, coordinator, trainer supervisors belongs to a low management position and they have authority over one or number of employees. To increase the level of confidence of individuals at work space the organizations needs to focus on encouraging positive relationship between the superiors and individual's worker's direction from the boss is vital for the high level of performance of the individuals at a work space that needs attention (Chandrasekar, 2011).

Mentoring

In the study 100% of the respondents agrees that their relation with superior have an impact on their productivity individuals feel assured and motivated when they have a healthy interaction with the individuals who are supervising them they are their mentors (Leblebici, 2012). A supervisor is someone who is an experienced person and a leader and a person who is able and basically have an ability to solve the problems and on whom the individuals can look up to for advice to execute what they are doing supervisors are very important part of management, there need to be a positive relationship and effective communication between the employees and supervisor that creates contentment among staff (Nijman, 2004).

According to (Blau, 1964), Informal mentoring and discussion need to be carried out between the employees and the supervisor for mutual understanding and creating a level of satisfaction between them and to make the employees and supervisor comfortable working with each other. A head is known to be somebody for the employees who can help them in giving solutions for their problems and the jobholders who are facing any obstacles can contact their cluster head who is there for them in need as a source of admiration and who can solve their issues offer help and advice for their problems to the employees at the upper level of the organization (Nijman, 2004). An environment that focuses on people and who mix or involve them as a part of their workforce and give them a vision on how to perform efficiently that is called supportive environment (Awan & Tahir, 2015)

Guidance

A head is someone who provides guidance to the assistants when it comes to working but it is felt that the overseers have been failed in the past at certain points when there have been a lack of discussion or communication between the two parties that are the individual's and the supervisors moreover the superiors have been failed various times to communicate the important procedures or different details about the job at work which was identified by the individuals (Harris et. al., 2000). Study was done that that when the commitments were combined together of the supervisor and employees to determine to predict the employees' performance and the results shows that when the supervisors and employees were committed and their efforts and commitments were combined it formed an interactive and positive relationship between them that resulted in improvement and major outcomes of employee performance (Gerstner & Day, 1997). The increasing level of guidance from the superintendent that is given to the staff tends to give a high job performance because they have the right resources to perform their work and their superiors are available for them when they need their support (Shanock & Eisenberger, 2006). Present level of education and most importantly higher education have an impact on the families, students, society and government and It was concluded that the supervisors are not properly utilizing the resources in the educational institutions so there is a lot of wastage of the resources that are available. In Pakistan the responsibilities of the supervisors are carried out by head-teachers, Head of Department (Malik Ghulam et. al., 2011). Supervision is not about finding faults in others instead of that it is a relationship of trust and team work. The supervisor and employees

should work like trusted teammates with each other and supervisors in the education institutions should help in solving the problems of teaching and learning in the educational institutions (Malik Ghulam et al., 2011) A study was carried out in the manufacturing companies of Lahore and their results showed that “encouragement that is given by the supervisor to personnel increase performance of the employee” and it is likely to get impacted in a good way by the support than the other factors and it was concluded that The managers should shift their focus to supervisor support because employees prefer supervisor support more than any other factor of work environment. (Khawar & Aqeel, 2017).

Assistance

The role that is super significant is often played by the supervisor in often assisting the individuals to utilize full range and level of skills, knowledge they possess at their work space to enhance the image of the organizations (Govaerts & Dochy, 2014). (Allan, 2019) argued that components that can be linked to the working premises are solely not the reason from which the outcome of the wage earner gets affected but also by the overall occupational settings or atmosphere of the work that consists of various components such as goal-setting, feedback, defined processes, mentoring, coaching, guidance and job aid, which is given by the supervisors that can enhance employees’ performance and productivity. A positive work environment and a supportive workplace and good relationships with colleagues and superiors, managers or supervisors of the employees’ this will provide them comfort and ease and when employees will be comfortable in the environment in which they are working and there will be support from their supervisors and colleagues they will be able to deliver better performance on their jobs. (Ekowati et. al., 2019) The study was done that that when the commitments were combined together of the supervisor and employees to determine to predict the employees’ performance and the results shows that when the supervisors and employees were committed and their efforts and commitments were combined it formed an interactive and positive relationship between them that resulted in improvement and major outcomes of employee performance (Gerstner & Day, 1997).

2.4 Employee Performance

The skill and ability of a person to produce a high level of outcome or results what is expected of them and it can also include the commitment of the working staff plus the opportunities that are given to them that contributes for them to perform too. Enthusiasm of the personnel

working at the work place means that to what limit or extent the people really want to put effort in their performance (Eysenck, 1998). Employee performance can be increased by exerting efforts to such work environmental factors to enhance the employees' motivation of the employees that is by providing less stressful environment, and a comfortable working environment workplace. It was concluded in the study that, the main objectives of all the organizations have remained that to provide such a work place and environment to the employees so that the employees genuinely care for the goals, targets, objectives of the organizations and they can feel a sense of accomplishment from the results they achieve. (Jaffe & Scott, 1995). The moment the individual at a work place have the urge and aim in his mind that really improve the work attitude and productivity of the worker and it was also said by having an appropriate ambience at work area in which the job is done is right for that reason employees love coming to work and then they stop being absent which enhance the working capacity of the employees and accomplishment of work that eventually improve work place overall (Boles et al, 2004). A poor work environment results in decreasing the performance of the employees and it also contributes in increasing the rate of absenteeism and job dissatisfaction and a good work environment is more focused on the welfare of employees which leads to better employee performance (Taiwo, 2010). Giving a Pay check to the people working for you cannot be taken as the only thing enough for encouraging and motivating them to work reasonably the current environment of the business that is high in competition the supervisors and managers needs to feel okay with working with factors of the working space from which the employees do get effected the skills that are required to enhance employee engagement with the organization are regular performance feedback, goal setting and clarifying role expectations (Chandrasekhar, 2011). It is assumed by the business executives who are making a mistake in understanding that what is done by the individuals and how they perform at their occupational settings is related with the compensation package which is being given to the workforce however this is only a tool of motivation which is external in nature output is impacted for a shorter period of time depending only on their pay. And a generally agreed assumption and belief is that a suitable and better work environment encourage employees and in results better results are produced. It has been proved by the results of the study that the behavioral conditions of the work have been proved to have a good source to increase the employees to accomplish the standards of performance rightly

(Leblebici, 2012). For getting staff members to work in a very good way the conditions of the physical work, rewards, operating processes, knowledge, skills, attitude and purposeful work are vital and for having a performance that is set as a standard by the organization can be achieved when it is checked by the employers that whether the employees are working in a right manner and time should be kept in mind while completing the tasks when employers have the ability to follow up on the activity of employees that results in a good way (Stup, 2003). In the organizations for achieving convincing results from the people their work requirements need to be considered because performance is highly affected by the substantial requirements of the office (Iqra., 2019). (Edo and Nwosu, 2018) founded that poor lighting in the work place in which the teachers perform can lead to distress among teachers in the educational institutions. A good work environment, adequate facilities, and a conducive working area, healthy interaction with coworkers and superiors will provide comfort to employees. When employees are comfortable and they get support from the social working environment such as colleagues and head in the work place then employees will be motivated and encouraged and will be comfortable to perform well (Ekowati et al., 2019)

2.5 Physical Work Environment and Employee Performance

Lighting, noise and working space these factors can cause discomfort for the employees that result in decreased performance and productivity of employees. There are some disturbances that have an impact on how the individuals are working because of the daily work that they are doing which they are obligated to do they can also vary due to the factors and when they have a right conditions of work can use full spirit and stamina, focus on work (Vischer, 2007). Employee performance can be increased by exerting efforts to such work environmental factors to enhance the employees' motivation of the employees that is by providing less stressful environment, and a comfortable working environment workplace It was concluded in the study that, the main objectives of all the organizations have remained that to provide such a work place and environment to the employees so that the employees genuinely care for the goals, targets, objectives of the organizations and they can feel a sense of accomplishment from the results they achieve. (Jaffe & Scott, 1995). The quality of work depends on the healthy, clean and safe working situations that helps to identify the employees' job behavior. It is found that working conditions of the work place are linked with employees' involvement in their work and job and job satisfaction that eventually results in higher level

of performance by employees' attached with employees' (Scott et al., 2000). The work environmental factors should be appropriate so that the employees are not stressed out or distracted while performing and completing their tasks and duties they also concluded that the premises of the work place helps in establishing a network and relationship with each other at workplace (McCoy and Evans, 2005). The worth of work is dependent on a healthy, clean also the safe working situations that helps to identify the employees job behavior. It is found that working conditions of the work place are linked with employees' involvement in their work and job and job satisfaction that eventually results in higher level of performance by employees' attached with employees' (Scott et al., 2000). It was concluded that the aspects which have an impact on the individuals while working is factors that are such as office space, furniture, storage and the work place space they concluded that for getting superior employee performance superiors should consider these dimensions at work (Chandrasekar, 2011). The job activities of the employees serving in organization get influenced favorably due to the surroundings of workspace (Khan et al., 2012). A healthy work environment provides safety to employees in a way so that they can do their daily tasks, duties easily if organizations wants to provide a healthy environment for that chair seating a proper setting is playing its part in making sure of their welfare for their performance. An appropriate and comfortable chairs arrangement with adjustments it can definitely help to minimize stress the adjustable chairs which are called ergonomics are designed in a way that can decrease the body pain of employees while performing their daily work tasks and they can be adjusted according to the comfort level of the employees. (Mas'udaha., 2012). The workplace environment impacts the employee performance. A survey-based data collection method was used from 139 employees and revealed that supervisor behavior is not the only factor that is enough for the improvement of employees' performance. Work place physical environment is also required for the employee improvement and different kinds of job aids that employees are given in order to assist them with performing the job have an influence job performance of an individual. (Naharuddin & Sadegi, 2013). For utilization of the staff to their full capacity working conditions needs to be improved such as physical space, noise level and appropriate workspace (Dr Aijaz et al., 2016). (Edo and Nwosu, 2018) founded that poor lighting in the work place in which the teachers perform can leads to distress among teachers in the educational institutions. Deed (2019) Importance of environment at place of

job that eventually have an impact on performance and the physical comfort, manager behavior towards the employees and support are some of the work environmental factors. Therefore, workplace environment influences employees' motivation, level of innovation and rate of absenteeism when demands of the individuals are being fulfilled by giving them adequate atmosphere that can reduce the absenteeism rate and it can increase the motivation of employees' (Allan, 2019). It was concluded in the research that what have control over the level of comfort on the job for the personnel is the natural surroundings of the office that influence the output capacity being delivered by them. (Hope Ngozi et al., 2018). For the optimum utilization of the staff physical working conditions needs to be improved such as physical space and noise level and appropriate work setting (Deed, 2019).

2.6 Supervisor Support and Employee Performance

A supervisor is also known as head of the department, boss, managers, coordinator, Supervisors are an important part of management. There should be a positive relationship and effective communication between the employees and supervisor that will contribute towards creating satisfaction regarding job among individuals working which eventually helps in improving the type of output that the employees. Moreover, a study was done that when the commitments were combined together of the supervisor and employees to determine to predict the employees' performance and the results show that when the supervisors and employees were committed and their efforts and commitments were combined it formed an interactive and positive relationship between them that resulted in improvement and major outcomes of employee performance (Gerstner & Day, 1997). According to (Blau, 1964), Informal mentoring and discussion need to be carried out between the employees and the supervisor for mutual understanding and creating a level of satisfaction between them and to make the employees and supervisor comfortable working with each other. They also concluded that supervisor can help the employees to enhance their behavior by communicating and providing support to them and by sharing information, praising them on good performance, listening to them giving them clear instructions about their performance and work. Supervisor provides support to the employees by providing them appropriate resources these resources can be time, job aids and training. The guidance of the supervisor contributes in improve the output delivered by the workers' working in the institutions but the head can fail at certain times that is in a case when there is lack of

communication between the staff and superior in the terms of delivering the details and instructions about the work to them (Harris et. al, 2000). Present level of education and most importantly higher education have an impact on the families, students, society and government and It was concluded that the supervisors are not properly utilizing the resources in the educational institutions so there is a lot of wastage of the resources that are available (Malik Ghulam et al., 2011). Workforce is not only contended with the working conditions of the workplace only, but extraordinary level of satisfaction develops with in the workforce when they are provided with good working circumstances, social interaction, office layout. It is hence proved by the results that what causes individuals to produce better than expected outputs is because of the help they receive from superiors (Leblebici, 2012). Help and support of the Boss have an effect that is vital for all members of an organization who's working in the offices to fully utilize the skills and capabilities and knowledge at their work places (Govaerts & Dochy, 2014). If the goal is to increase what employees' do at work the personnel and supervisors have to be fully indulged and show a higher level of dedication with the relationship that exists between them by that the individuals will be motivated and encouraged and staff will produce better outcomes (Blau, 1964). Employees who receive the advices, guidance and support from their head will give a high job performance because they have the right amount of resources to perform at their work places (Shanock & Eisenberger, 2006). An environment that focuses on people and who mix or involve them as a part of their workforce and give them a vision on how to perform efficiently that is called supportive environment (Awan & Tahir, 2015) Considering it as a work environment factor the part that is practiced by the managers helps to contributes towards developing relationships that are helpful among employees and develop trust in themselves that they must possess that will enhance eventually and encourage them to produce high output because they will be motivated to operate better (Blau, 1964). (Dr Aijaz et al., 2016) conducted a research in private hospitals of Hyderabad Pakistan. They used a quantitative method by using self-developed questionnaire with a random sampling method their study revealed that performance of the members of the organizations is influenced by the supervisor guidance and support that is given to them. If the goal is to enhance the productiveness and outcome of the members of the workforce for that matter the culture of the work is significant and accurate guidance from the superiors, friendships with peers and balanced work load the

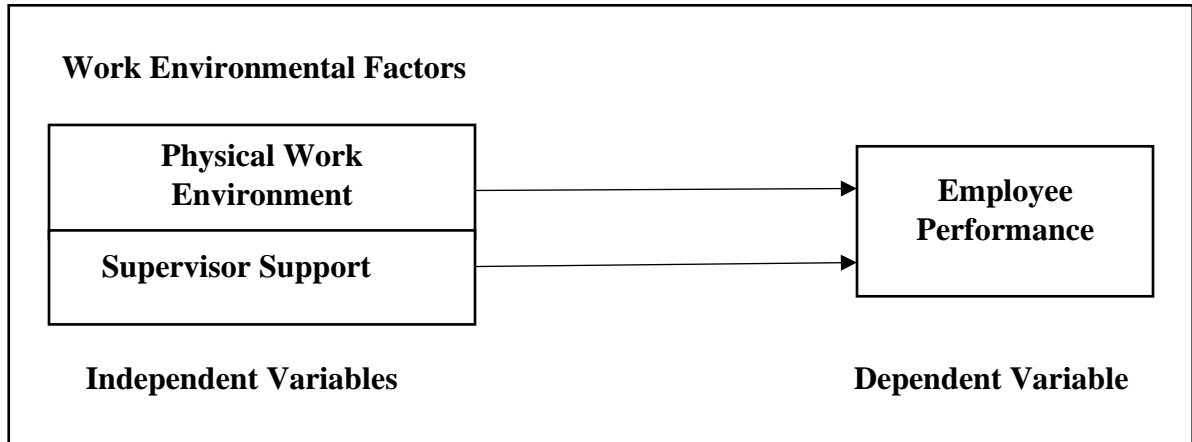
teachers working in schools is said to have been effected by their surroundings at respective work spaces (Awan and Tahir, 2015). It was concluded that in the employees prefer supervisor support than other factors of the working environment and they believe this factor have an impact on their performance because the guidance, effective communication and the support they receive from their supervisor increases the employee performance (Khawar & Aqeel, 2017). (Allan, 2019) concluded that factors such as goal-setting, feedback of performance, supervisor support for the employees, mentoring and coaching can enhance employees' performance employees want feedback on their performance from their supervisors or managers which eventually results in the job satisfaction or lack of satisfaction.

2.7 Theoretical Framework

Fredrick Herzberg theory was formulated in 1959 and it is considered as a modified form of Maslow's Need Hierarchy Theory, this theory is selected for fulfilling the aim of this research. the factors that are related to hygiene are related to external environment an employee interacts with these factors are the environment in where he performs, according to Herzberg these factors minimize dissatisfaction if they are handled carefully, they can cause dissatisfaction if they are absent. The second set of factors are motivational factors and these are related with the nature of the work, they are helpful in motivating the employees to improve their performance, lack of these motivators don't necessarily cause dissatisfaction but their presence brings satisfaction. Herzberg Hygiene Factors Includes Physical premises, Supervision, bond with supervisor and fellow colleagues, pay, while the motivation factors include the work itself, promotion, recognition, growth in the job, responsibility and advancement (Robbins & Judge, 2007). According to (Tyilana, 2005) bad supervision, organization policies and interpersonal relationship with supervisors results in 60% of job dissatisfaction amongst employees. Relationship with fellow peers had been defined as cooperation, support, trust, information sharing and atmosphere among peers Discussing the faculty staff that's been working in Universities and colleges is said to be motivated by the external factors that includes PWE and relationship with superiors managers it was mentioned that in order to suit the outcome of performance the atmosphere surrounding the work have to be altered because the faculty is likely to get stressed, anxious and frustrated

due to the poor work premises and ambience this leads to increased percentage of absentees and tasks cannot be completed at the given time (Rowley, 1996).

2.8 Conceptual Framework



Physical Work Environment This is the (independent variable) for the study it varies from one to the other organization, it includes various aspects that was explored in the literature review.

Supervisor Support This is the (independent variable) for the study the accurate level of advice, guidance from the superior aids in improving the output delivered by the staff of the organization.

Employee Performance It is the (dependent variable) for the study the independent variables will be used to find out their effect on the individual performance of the staff.

2.9 Hypotheses

Following are the hypothesis for the study

Hypothesis 1: Physical work environment has a positive impact on the employee performance in the higher education institutions of Islamabad and Rawalpindi.

Hypothesis 2: Supervisor support has a positive impact on the employee performance in the higher education institutions of Islamabad and Rawalpindi.

Chapter Summary

This chapter have included that literature review from various scholars and researchers in a detail that was related to the area that is being explored in this study which are the three main variables. First of all, the literature was included and studied separately of all the aspects that are being covered then the literature regarding the relationships between the variables have been explored to find out the relationship then furthermore theoretical framework, conceptual framework and hypothesis for the study were developed to carry out this study further.

Chapter 3

METHODOLOGY

3.1 Introduction

The chapter 3 of thesis includes details about research methods which were used in the study and the way through which a quality research have been designed. This chapter identifies the variables of study, sample size, type of analysis, population and, data collection, unit of analysis, research instrument, data analysis, reliability analysis, correlation analysis, descriptive analysis and regression analysis.

3.2 Research Design

In quantitative research researcher aim is to determine the relationship between independent variables and dependent variables in a population. Two research methods such as qualitative methods and quantitative methods that can be used for performing a quality research study (Kumar, 2019). The study is quantitative in nature and as this research study is based on the primary data and this is a cross-sectional study which aims to determine the magnitude and direction of relationship between the variables.

3.3 Type of Analysis

The nature of the study is co relational as it seeks to understand and determine that whether the independent variables and dependent variable have cause and effect relationship without doing any experiment as it is a non-experimental research method and testing the relationship in its natural setting.

3.4 Population

The total population for this study are the employees' working in higher educational institutions working in Rawalpindi and Islamabad. The questionnaires were distributed to the staff of Nust University Islamabad, Comsats University Islamabad, Bahria University Islamabad, Arid University Rawalpindi and NCA Rawalpindi to carry out the investigation for the study.

3.5 Sample Size

240 questionnaires were distributed to the respondents online in the form of google docs and by personally reaching out, out of 240 questionnaires only 217 were received back. The questionnaires were collected in 3 weeks' time the questionnaires were distributed to the employees of Nust University Islamabad, Comsats University Islamabad, Bahria University Islamabad, Arid University Rawalpindi and NCA Rawalpindi to carry out the investigation for the study.

3.6 Instrument

In order to get the information structured questionnaire was used as a tool to measure the objectives since what is being investigated in this study that have been examined by various scholars and reliable, appropriate and valid were available in the literature in previous researches so the instrument consisted of adaptive items. The instrument includes adaptive questions that are from previously conducted researches regarding this literature topic. There are 26 items in the questionnaire 4 items of demographic information, 8 items regarding physical work environment are adapted from (Gitahi et al., 2015), 8 items of Supervisor support (Baruch et al, 2002), 6 items of Employee Performance (Li C et al, 2019). The questions of the variables in the structured questionnaire was estimated by the 5-point Likert scale rating option which were ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.7 Sampling Technique

There are many form of techniques that are used by the researchers but in this study, non-probability convenience sampling technique have been used for the collection of the data for the employees who are working in the higher education institutions of Islamabad and Rawalpindi that researcher could easily access due to the time and resources limitation the employees of Nust University Islamabad, Comsats University Islamabad, Bahria University Islamabad, Arid University Rawalpindi and NCA Rawalpindi have been requested to share their opinions through filling of structured questionnaire distributed by the researcher.

3.8 Data Collection Technique

Data was collected through distributing the structured questionnaires to the universities of the twin cities and with the help of an online survey with google docs and by distributing the

questionnaires and after that the data that was collected through the responses of questionnaires was used properly for analysis for the findings and conclusion of the study. A reliable sampling technique known as non-probability convenience sampling technique is used for this study. The responses were collected from the respondents through the questionnaires.

3.9 Data Analysis

Data that was collected with the help of questionnaires have been analyzed with the help of SPSS 25 for identifying the degree and level of relationship. For this study various statistical tests were run which are the reliability test, correlation, linear regression and descriptive analysis was also done to check the demographic data to test the hypotheses of the study.

3.9.1 Reliability Analysis

Reliability analysis have been carried out to define that how reliable the structured questionnaire is. Analysis of the reliability is accomplished through internal-consistency test of the questionnaire.

3.9.2 Correlation Analysis

Correlational analysis is important to explains the powerfulness and weakness in the relationship that exists among the variables of the study. It helps to determine the direction of association.

3.9.3 Regression Analysis

Analysis of regression is a process of finding out the association between variables, by adding 1 or more independent variables to uncover their level of relation with the dependent variable. It is helpful to assess the intensity of association among them.

Chapter 4

DATA ANALYSIS and FINDINGS

4.1 Reliability Analysis

Cronbach's Alpha	Cronbach's alpha based on standardized items	Number of items
.858	.856	26

This section mainly covers the Cronbach's alpha. The specific source which is coefficient of reliability that tells us that whether the items included in the questionnaire are positively associated with each other or not. The more the reliability is closer to 1 that indicates that internal consistency reliability is higher and more reliable. The value of Cronbach's alpha shown by reliability statistics 0.858 which is good enough in terms of this research this value illustrates that the items used were reliable because they are close to 1 that proves the questionnaire reliability that was used as well as the reliable responses provided by the respondents.

Variables	Cronbach's Alpha	N of Items
Supervisor Support	.859	8
Physical Work Environment	.841	8
Employee Performance	.795	6

4.2 Descriptive Statistics

The investigator has grouped the data collected into different classes so that it's easier to interpret. The sample size consists of many groups and they are as follows, what is the age of the respondent, experience of the respondent in the current organization, gender of the respondent, and qualification of the respondent. These questions if answered as per the expectations, then those people were included in the study.

Demographics		Frequencies	Percentages
Gender	Male	97	44.7
	Female	120	55.3
	Total	217	100
Age	Below 30 years	102	47
	30 – 45 years	98	45.2
	Above 45 years	17	7.8
	Total	217	100
Experience	Less than 2 years	60	27.6
	2 to 4 years	51	23.5
	4 to 6 years	58	26.7
	6 to 8 years	26	12
	Over 8 years	22	10.1
	Total	217	100

Qualification	Bachelors	39	18.0
	Masters	148	68.2
	PHD	30	13.8
	Total	217	100

The responses that were gathered from the distributed questionnaire were of the individuals currently working in the universities of the twin cities Rawalpindi and Islamabad. Out of total 217 respondents based on gender, 97 respondents with the percentage of 44.7 were males. On the other hand, 120 were females with 55.3% the questionnaires were filled by the administrative, faculty and other staff working in different departments of the institutions, most of the respondents belonged to the age group of below 30 years which shows that most of them are young which were 102 with the 47% and 98 employees with 45.2% belonged in the age group of 30 to 45 and 17 with 7.8% fell in the age group of above 45 years. Experience of the employees were also asked 60 of them with 27.6% had less than 2 years, 51 with 23.5% had the experience of 2 to 4 years. In addition to that 58 with 26.7% were having the experience of 4 to 6 years 12% and Furthermore, 26 respondents with the percentage of 12 were having the experience of 6 to 8 years, and 22 with 10.1% were having the experience of more than 8 years' experience filled the questionnaires, Qualification of the respondents was also asked to have an idea that what is the highest level of qualification we can see most of the respondents were Masters that are 148 with 68.2% and 30 with 13.8% were having qualification of PHD remaining 39 with 18.0 % were bachelors.

4.3 Correlation Analysis

The level of the association between independent variables and dependent variable is known as correlational. When there is a high strength between the two variables relationship, the correlation will be higher and stronger while on the other hand when the strength of relationship is weak, the correlation will be low this means that variables are hardly related to each other. The process in which strength of relationship is studied by using the available data is known as correlation analysis. The range varies from -1 to +1 of a correlation-

coefficient. When the value of correlation is negative i.e. -1 that will show that when the variable that is being estimated decreases the estimate of the other variable goes up that indicates negative relation, while on the other hand when the value of correlation is positive i.e. +1, this shows that when the variable that is being estimated value gets increased the estimated value of another variable also increases. The correlation coefficient which is mostly used is Pearson r. The two variables which are being analyzed are measured since increasing value i.e. interval scale.

Correlation				
		Physical Work Environment	Supervisor Support	Employee Performance
Physical Work Environment	Pearson Correlation	1		
	Sig (2-Tailed)		0.00	0.00
Supervisor Support	Pearson Correlation	.741	1	
	Sig (2-Tailed)	.000		
Employee Performance	Pearson Correlation	.649	.677	1
	Sig (2-Tailed)	.000	.000	

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

The table above shows the significance level is .001 and the association that exists amongst PWE and EP is with the magnitude of .649** and it's in a positive direction and the significance level is 0.000 which is less than .001 Whereas, the existence of level of relation between SS and EP is significant at 0.000 which is less than .001 with the degree of .677**

which shows there is a strong positive association between PWE and EP and SS and EP and it is statistically significant because the significance is 0.000.

4.4 Regression Analysis

During analyzing the data regression analysis is also being used. This is also a very important step in calculating the type of the association that exists among the variables, which is directly indirectly proportional or proportional, whether they are independent or dependent variables. I have used a linear regression analysis for our variables of this research. Such results when derived from this whole process can give the most relevant and reliable data.

Linear Regression						
Independent Variables	R	R ²	Adjusted R ²	Beta (β)	F	Sig
Physical Work Environment	.649	.421	.418	.649	156.241	.000
Supervisor Support	.677	.459	.456	.677	182.249	.000
Dependent Variable: Employee Performance						

In the table above it can be seen that the value of R of PWE is .649 which is 64.9% that indicates the correlation between the variables similarly the R square given an indication of extent to which the dependent variable can be explained by the independent variable additionally R square can also be considered as the percentage of change. According to this study the R square is 0.421(42.1%) which is a moderate positive value and it means that 42.1% change in the employee performance is due to the PWE and on the other hand the adjusted R square is .418 (41.8%) and level of significance of model is .000 which is lower than .05. now we will look in to the value of Beta which is positive at .649 showing a positive association that indicates a unit increase causes 64.9% of change in employee performance and with a .000 significance so this portrays that model is adequate, On the

other hand the value of R of SS is .677 which is 67.7% and the value of R^2 is .459 (45.9%) which is a moderate positive value and it indicates that .459 change in employee performance is due to the supervisor support adjusted R^2 is .456 (45.6%) and beta of .677 shows one unit increase causes .677 change in employee performance the sig level is .000 which is less than .05 which shows model is accurate.

4.5 Study Findings

On the basis of the results that are mentioned above the findings that have been discovered in the study are that physical working environment positively impact the performance of employees in the universities of Islamabad and Rawalpindi in correlation analysis they are related with the magnitude of .649 and it is important to provide a good working atmosphere to the staff if the institutions want them to be satisfied and perform well at their occupations, it was also discovered that support from the supervisor also positively impact the performance of individuals because when they have the guidance of their superiors then they develop an urge to produce better output and accomplish their work therefore better services are rendered at the work places in correlation analysis they have .677 association and in regression analysis the association was proved significant.

Chapter 5

CONCLUSION

5.1 Discussion

This study was aimed to explore the relationship between two work environmental factors that are (independent variables: Supervisor support & physical work environment) and (dependent variable: Employee performance), in higher education institutions of Islamabad and Rawalpindi has been the sector chosen for investigating the relationship between these variables to gather the responses from the respondents who were the staff belonging to different departments working in the higher education institutions of Islamabad and Rawalpindi an adaptive structured questionnaire has been used . However, a scale has been set which ranges 5% of the significance level to test the acceptance and rejection of hypotheses of this study. Based on the significance level H1 and H2 have been accepted as significance level has been less than 0.05 and the association is .649 and .677 between the variables respectively so all the hypothesis that were developed have been accepted and proved significant. This study shows that support, care of supervisor and physical work environment are essential in enhancing and encouraging the functionality of staff and these can either raise or reduce the performance of employees at the work space. When they will be happy with the surroundings and hospitability contentment would automatically increase and they would be less frustrated, annoyed and will be able to deliver outstanding output Adaptive structured questionnaires were distributed to the employees who are currently working in the higher educational institutions of Islamabad and Rawalpindi for the data collection as the impact of each variable have been closely observed in this study. Various studies were studied and reviewed in the literature, the results of this research The physical work environment and employee performance have a positive correlation this is related to previous study of (Chandrasekar, 2011), (Naharuddin & Sadegi, 2013). The results of supervisor support and employee performance of the study shows an existence of the relationship between them that is positive these results are linked to (Nijman, 2004) and (Khawar & Aqeel, 2017), (Malik Ghulam et al., 2011). From this study it can be concluded that providing an appropriate and conductive physical work environment tends to enhance

the employee performance and when employees are comfortable in the physical work environment tends to enhance the employee performance in which they are working that helps them to perform their duties, tasks, responsibilities properly and when supervisors have a concern for the employees who they are supervising and when supervisors are available to help, offer their assistance and solve employees' problems that has been proved to effect the performance of employees as well the universities must highlight the staff concerns related to their heads and atmosphere.

5.2 Conclusion

Working environment is important as it have an effect on how they staff members carry out their responsibilities within an organization. In today's business environment only monetary benefits are not enough for employees to perform well a combination of monetary and non-monetary rewards is an effective way in motivating the staff to produce better level of output which will eventually help the organization towards achieving its goals. When the individual will work hard and will be accomplishing work goals then it will eventually lead to better productivity and performance at the institutional level because that depends on how the individuals are working at their respective occupations that leads to overall success Employees are the most important asset of the organization without the employees an organization is nothing they are the backbone of the organization. In Pakistan not much importance was given to the employees and the work environment as it is a third world country with high degree of poverty and unemployment but due to competitive work environment, technology and better awareness of the organizations around the world now the local organizations have also started to adopt the good environment practices at the work space and this change also resulted in setting an expectation and standards for the staff concerning the work place surroundings and now they want a pleasing and supportive work ambience where they can work comfortably and this study shows the association among the work environment factors and employee performance. This study shows that support, care of supervisor and physical work environment are essential in enhancing and encouraging the functionality of staff and these can either raise or reduce the performance of employees at the work space. When they will be happy with the surroundings and hospitability contentment would automatically increase and they would be less frustrated, annoyed and will be able to deliver outstanding output. It is the liability of the institutions to guarantee an

atmosphere that is appropriate and friendly to their faculty and other non- faculty staff that will have an influence to work comfortably and execute their tasks well at the universities there should be a proper process of accountability of all the superiors and individuals at management level to find out how well are they interacting or treating the workers, wellbeing of the staff is an important point that must be considered they shouldn't be treated like slaves but with respect, care and dignity because they are the ones who can build the reputation of the university with their behavior and attitude towards students as they are the ambassadors of the institutions and students expect the staff of the university to be kind and helpful to them so their wellbeing must not be neglected universities must focus on the people who are working for them and should consider them as an asset so staff's mental and physical wellbeing must be considered by the HOD's, cluster heads, program managers and the senior management in the universities for providing a workable space, guidance, care and advice to them for achieving high performance from them. It's about time that in order to provide quality education and support to the students it is obvious to train the superiors, managements, HOD'S to facilitate and to fulfill the basic needs of the members operating under them at the work spaces so that they are satisfied and successfully execute their jobs without any inconvenience. Higher education institutions must be focused about the welfare and wellbeing of the employees and provide them appropriate support to ensure their comfort and contentment. They should keep making efforts for keeping the employees motivated, and satisfied that will eventually be beneficial for the universities and it's important to encourage the management to fully try to provide such work environment to the employees that would help in encouraging, motivating and retaining the employees to work comfortably deliver better performance and improve the overall organizational productivity. The management in the higher education institutions have to understand that the working atmosphere is important that can have an impact on employees' performance an appropriate furniture, work space, temperature, hygiene and light can boost up the motivation so focus should be shifted to these factors as well and the focus must be on the faculty as they are working on the front line and plays a major part in the success of the institutions as they interact with the students on a daily basis so their wellbeing, comfort, working premises and major concerns should be a point to consider by the top level management.

5.3 Implications

A key and significant role is played by the workforce at the institutes that leads to the progress of the educational institutions and resources, time is required to train the employees and prepare them for the future so it is important to provide a conducive work environment. This study shows the importance of the atmosphere of workspace place and supervisory support at the workplace. The findings of the study recommend the organizations to develop strategies for a conducive and appropriate work environment at the work place for that I would recommend the managers to focus on the work environmental factors in the organization and focus should be on the physical working conditions, premises and overall conditions in which their staff is working and the support, guidance and help that the teaching and non-teaching staff receives from their superiors because it helps the managers to improve and retain the performance level of the employees. Throughout this process during the first step the focus must be on the supervisor support as the results of this study showed that in Pakistan and Pakistani culture employees have a preference towards supervisor support and also the employees who had better supervisor support. In the second step the focus of the managers should be on the physical work context and improving the working conditions in which employees are performing to further enhance their performance which is desired by the organization can be achieved furthermore they should be encouraged and facilitated by the supervisors instead of discouraging and having a bad attitude towards them through this the results which are desired by the universities can be achieved and it can assist the institutions in obtaining their targets and objectives so the senior level management along with the middle managers and supervisors must understand the importance and contribution of the working environmental factors in the staff working efficiency and efficacy.

5.4 Recommendations

Higher education institutions should provide a better physical working environment with better physical working conditions to the employees that will help them to perform better and they will be comfortable and satisfied in working at their respective workspace.

Higher education institutions must train their managers and supervisors so that they can provide a conducive work environment and support to the employees.

Higher education institutions must get feedback and suggestions from the employees in order this will give them a feeling that they are valued and being heard by the organization and they can openly express their opinions and concerns.

Higher education institutions should promote the exercise among superiors and the individuals to have open discussions and constructive arguments, suggestions, this might contribute for universities in generating the ideas and recommendations, that will result in enhancing the working conditions and by following such practice it will make the employees motivated, comfortable in putting forward suggestions, opinions and ideas for the betterment of working environment without being degraded.

Higher education institutions must be focused about the welfare and wellbeing of the employees and provide them appropriate support to ensure their comfort and contentment.

Higher education institutions should keep making efforts for keeping the employees motivated, and satisfied that will eventually be beneficial for the universities.

Higher education institutions should encourage the management to fully try to provide such work environment to the employees that would help in encouraging, motivating and retaining the employees to work comfortably deliver better performance and improve the overall organizational productivity.

Higher education institutions should start a practice of encouraging their HOD's, Program coordinators and other supervisors to simply start saying a few words of thankyou and admiration when an employee perform well that will help to improve employees' morale and motivation and they will feel appreciated.

Higher education institutions have to understand that the working atmosphere is important that can have an impact on employees' performance an appropriate furniture, work space, temperature, hygiene and light can boost up the motivation so focus should be shifted to these factors as well.

Higher education institutions must focus on the faculty as they are working on the front line and plays a major part in the success of the institutions as they interact with the students on a daily basis so their wellbeing, comfort, working premises and major concerns should be a point to consider by the top level management.

5.5 Future Research

The present study was conducted only in Islamabad and Rawalpindi targeted with small sample size and there is always space for further improvements. Some improvements can be made in this literature study while conducting a research in future. Further improvements can be in the form of expanding the time frame, including different sectors, changed variables, additional variables, expanded sample size etc. In future, time frame could be extended to carry out a detailed research study. Appropriate time frame must be allotted to the researcher for conducting this vast research, as it will help in gathering of responses from employees working in the higher education institutions in a more detailed manner the research can be done on specific departments operating in these universities. Furthermore, the same research can be carried out in any sector of Pakistan except the educational sector because there are many sectors operating and in other areas of the country. Furthermore, the investigation used two types of variables dependent and independent, and not used a mediating or moderating variable. Hence, a mediating, moderating variable and more independent variables such as work load could be added in the study to have detailed analysis of relationship between variables of this study. Finally, sample size can also be increased to have a better understanding and knowhow of the factors and in order to run this study in a more detailed manner interviews of respondents can also be taken in order to collect in depth information and content.

5.6 Limitations

Limitation has always been recognized as a barrier that a researcher has to face while performing a research study. There have been various limitations experienced while conducting this study. As major limitations were limited time frame, limited sample size, resource limitations etc. To cover the literature of this study a lot of time was required. However, time frame available for completion of this study was not sufficient because for gathering responses from all the employees working in higher educational institutions, there was a need of extended time frame. Time frame with additional time must be provided to conduct an appropriate research covering responses from all parts of education institutions of Islamabad and Rawalpindi. For a study to be of wide scope, increased time span is required. Additionally, sample size was another constraint. For covering the entire universities, sample size of 217 was not enough the sample size can also be increased and

more variables can also be added to the study to explore how they have an impact on the personnel working in different departments in universities. A broad sample size has been required for conducting a more detailed research that represents entire higher education institutions including colleges and other universities that were not a part of this study.

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APPENDIX

Research Questionnaire

Dear Respondent, I am a student of MBA Bahria University Islamabad, conducting research on “**The Impact of Work Environmental Factors On Employee Performance; Evidence from The Higher Education Institutions of Islamabad and Rawalpindi**”. I have prepared following questionnaire and request you to kindly fill all the questions. In this regard your cooperation is required. I assure you that the information provided by you will be kept confidential. Please Tick the appropriate answer which represents your opinion.

Section-A Personal information

Gender:

- Female
- Male

Age:

- Below 30 years
- 30 – 45 years
- Above 45 years

Experience:

- Less than 2 years
- 2-4 years
- 4-6 years
- 6-8 years
- Over 8 years

Qualification

- Bachelors
- Masters
- PHD

Section-B Physical Work Environment and Supervisor Support

Physical Work Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My furniture is flexible to adjust, rearrange or reorganize my workspace.					
My work place is free of unnecessary noise.					
I am able to have quiet and undisturbed time alone.					
My working space area is sufficient and spacious enough.					
I am satisfied with the amount of space for storage and displaying important materials.					
My workspace is provided with efficient lighting so that I can work easily without strain on my eyes.					
The temperature in the room or office I work in is appropriate.					
The job occurs in a clean environment.					

Supervisor Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My supervisor is helpful in getting my job done.					
My supervisor is available when I need advice.					
My supervisor gives me clear instructions.					
My supervisor is successful in getting people to work together.					
My supervisor gives me credit for the things I do well.					
My supervisor pays attention to what I am saying.					
My supervisor is concerned about the welfare of those who work under him or her.					
My supervisor backs me up if there is a problem.					

Section C: Employee Performance

Employee Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I always complete the duties specified in my job description.					
I am able to perform the essential duties required by my job.					
I meet all the formal performance requirements of the job.					
I fulfill all the responsibilities that are required by my job.					
I never neglect aspects of the job that I am obligated to perform.					
I meet performance standards and expectations.					

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7/25/2020

Gmail - Regarding thesis approval.



Maheen Arif <maheenarif19@gmail.com>

Regarding thesis approval.

Dr. Syed Haider Ali Shah BUIC <haider.buic@bahria.edu.pk>
To: Maheen Arif <maheenarif19@gmail.com>

Thu, Jul 23, 2020 at 11:49 AM

Its fine now.

Approved and good luck

—

Regards,

Dr. Syed Haider Ali Shah

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7/25/2020

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You can submit your thesis for hardbound.
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Regards,
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