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HUMAN RESOURCE MANAGEMENT

**IMPACT OF OFFICE ERGONOMICS ON THE
PRODUCTIVITY AND WELLBEING OF EMPLOYEES IN
BANKING INDUSTRY OF PAKISTAN**



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ABSTRACT

This study has emphasized mainly on investigating the relationship between office ergonomics, job satisfaction and employee performance in banking industry of Pakistan. This study has considered furniture, equipment and lighting & noise as independent variables. Whereas, job satisfaction has been considered as the moderating variable. However, employee performance has been considered as the dependent variable in this study. Meanwhile, this study has finalized banking industry of twin cities in Pakistan to testify the relationship between variables mentioned above. The major emphasis in this study has been on assessing the relationship between employee performance, representing office ergonomics (independent variables), job satisfaction (moderating variable) and employee performance (dependent variable) in banking industry of twin cities in Pakistan.

To prove this relationship, a survey has been conducted through an adopted structured questionnaire regarding this literature, in which employees working in banking industry of twin cities in Pakistan, have been requested to share their experiences by filling the questionnaires. Then, to identify the results on data gathered from the respondents, statistical instruments have been used. Some of the statistical instruments used in this study includes descriptive frequencies, reliability, correlation, regression, etc. Results derived through statistical instruments have shown that there exists a significant positive relationship between furniture, equipment and lighting & noise (independent variables) and employee performance (dependent variable) in banking industry of twin cities in Pakistan. Conclusively, it has been proved that job satisfaction significantly moderates the relationship between office ergonomics (furniture, equipment and lighting & noise) and employee performance in banking industry of twin cities in Pakistan.

Key Words: Office Ergonomics, Furniture, Equipment, Lighting & Noise, Job Satisfaction, Employee Performance, etc.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

In 19th century, Frederick Winslow Taylor has introduced the concept of ergonomics, which was further explored by Lilian and Frank Gilbreth in 'Time and Motion Studies'. Both these authors have examined techniques used to reduce the number of motions needed for performing a given task in a successful manner (Masterizki et al., 2019). Ergonomics is the sum of two words 'ergo' and 'normia'. Ergo means work and normia means laws. Ergonomics is defined as a multi-disciplinary field, with industrial design, operations research, statistics, engineering, environmental medicine, applied physiology, anthropometry (the applied branch of anthropology), and psychology (primarily experimental psychology) (Mustafa et al., 2018). Ergonomics is highly concerned with achieving of optimal relationship amongst workers and their work environment (Sulaiman & Liyanagamage, 2017). Ergonomics is a branch of science which is related to various fields of science including psychology, art and design, engineering disciplines, management, medical and health science, etc. (Khan & Salahuddin, 2018). It is defined as the study of relationship amongst workers and their essential functions of the job, as ergonomics emphasizes on observing the behavior of workers, their body posture and their interaction with the environment while working (Pereira et al., 2019).

Office ergonomics is concerned with all factors which effect over the productivity, wellbeing and health of employees who have been involved in performing their job-related activities in office environment, from computers, desks and chairs to shift stress management, work practices and patterns. A person might have to suffer from the injury or pain while working if he is not following the ergonomic principles, as significant amount of money could be the cost of it which an organization has to bear (Pickson et al., 2017). For enhancing productivity and increasing profit, organizations are mostly involved in investing within ergonomic solutions. Manufacturing, medical, service, office industries all have jobs with numerous ergonomic problems (Vimalanathan & Ramesh, 2017). For application of knowledge, ergonomics could be used from the engineering disciplines covering user preferences regarding noise, temperature, ventilation and lighting (Abdallah, 2017). For designing of aesthetically appealing workplace, knowledge from environmental psychology is used. This provides the sense of privacy and space even when teamwork is in process. Physical environment provided by the organizations to their employees in order to perform their jobs is certainly recognized as the most powerful aspect which shapes the range of behavioral and psychological outcomes for employees (Nag, 2019).

On the other hand, employee performance is the sum of employee's accomplishments (Khan & Salahuddin, 2018). Employee performance consists of behaviors and actions of employees which

turns out in assisting an employee towards measurable accomplishments and adding value to the organization (Nawaz et al., 2019). The definition of employee performance was taken to another level by Shahab et al. (2019) through making an addition of worth stated as; cost of actions and behavior performed by the employees within the workplace must be lower than the value/worth of his/her achievement or accomplishment. Employee performance is tried to be improved by the management through building skills and abilities of employees to raise their level of accomplishment and competence (Sulaiman & Liyanagamage, 2017). Employees that emphasize on performance orientation tend to have fixed abilities as they have the tendency to express their competencies rather than improving their abilities. Such employees give their best to get an impressive feedback from others relative to the work performance. Individual performance depends on motivation, willingness and ability (Mustafa et al., 2018).

Whereas, job satisfaction is another important aspect which plays an important role in improving employee performance. Job satisfaction indicates the positive or negative emotions of employees at work. Job satisfaction illustrates the extent of desire and coordinates actual rewards (Villanueva et al., 2018). In this way, the nature and meaning of work as an inclusive human behavior must be considered before a definition of job satisfaction can be given. Different authors have unique ways of characterizing job satisfaction. The most commonly known definition of job satisfaction is broken in the pursuit of content (Sabaghinejad et al., 2018). As Lee et al. (2016) describes job satisfaction as a mixture of psychological and natural conditions that encourages individuals to honestly say that one is satisfied with its work. This is where job satisfaction shows a lot of variables that can lead to satisfaction. Whereas, Seddigh et al. (2016) revolves around the employees of workplace representation in the definition of job satisfaction. In this way, authors have described job satisfaction as an emotional introduction to jobs, and they do it by owning a job.

The application of ergonomics, in term of lighting, temperature, noises, and monitor, has able to support employees' performance. This ergonomic workplace, where all of its components are made available and comfortable, can help employees to achieve higher performance (Otterbring et al., 2018). In addition, ergonomics is associated with anatomical, anthropometrical, physiological and biomechanical characteristics, as these are related to physical activity. The focal areas include health and safety, working postures, materials handling, etc. (Hongisto et al., 2016). Likewise, ergonomics is also linked with optimization of sociotechnical systems, including their organizational processes, policies, and structures, as it involves communication, crew resource management, work design, design of working times, teamwork, new work paradigms, organizational culture, virtual organizations and quality management (Escobedo,

2018). Meanwhile, main cause of workplace ergonomics has been ensuring of employee productivity, enhancing performance, and ensuring employee safety (Khan & Salahuddin, 2018). Throughout the world, researchers have paid significant attention towards exploring ergonomics and its relevant aspects, as developed countries have understood the importance of ergonomics is productivity and well-being of employees. Whereas, researchers in Pakistan have not been able to explore the aspect to sufficient level which has resulted in developing lack of awareness amongst people of Pakistan affiliated with various industries of the country. Understanding the concept of ergonomics is very important for people affiliated with industries (such as textile, construction, education, etc.), as ergonomics has a significant role to play in all kinds of industries. However, banking industry of Pakistan is one of those sectors which needs to understand ergonomics and its relevant aspects. In this study, banking sector has been finalized for conducting the research, as this sector has been chosen because this study has been based on investigating office ergonomics and aspects of office ergonomics (such as lighting, furniture, etc.) while studying employee productivity and well-being mostly relates with the banking environment.

1.2 Industry Analysis (Banking Sector of Pakistan)

In 21st century, Pakistan's banking sector has entered a new phase of development; yet experiencing numerous challenges where increasing level of loans from bank, opening of market to rivals, higher credit growth rate, political instability, and economic uncertainty remain the major problems (Rehman et al., 2019). Banking industry of Pakistan is rapidly growing in this era, as Pakistan has recently emerged as an important investment destination for new bank development. There has been a significant increase within growth of banking industry of Pakistan in last decade (Bushra & Masood, 2017). The growth is in terms of financial and non-financial performance, as there are more chances of continuation of this trend in coming years. Based on the rising performance of banking industry of Pakistan, banks are showing signs of better performance in yields in terms of financial and non-financial performance (Khan et al., 2017). Banking sector is making a valid contribution in overall economy of the country, as this sector is providing sustainability to Pakistani economy up to certain extent (Bushra & Masood, 2017). Banking sector of Pakistan is focused on increasing foreign exchange earnings, alleviating poverty, and enhancing financial activities (Rehman et al., 2019). In addition, this sector is also providing foundation for linking foreign investors with regional investors, persuading investors to invest within the country's projects, and promoting investment opportunities available within the country for both domestic as well as foreign investors. Banking sector of Pakistan is

emphasized over enhancing collaboration amongst private and public sector and upgradation of resources for improving the desired standard of living (Khan et al., 2017).

Office ergonomics is a highly significant aspect which is needed to be understood by the stakeholders of banking industry of Pakistan, as managing of office ergonomics in an effective manner could assist banking institutions in improving their employee's satisfaction and performance (Rehman et al., 2019). Hence, the importance of understanding office ergonomics is very important for banking institutions of Pakistan. Therefore, this study has focused on collecting data from 10 branches of United Bank Limited and 10 branches of Habib Bank Limited including the head offices within the territory of Rawalpindi and Islamabad.

1.3 Problem Statement

Office ergonomics has been the biggest issue for organizational managements, as it has been very effective for business firms to achieve their collective goals through effective handling of office ergonomics (Shahab et al., 2019). However, lack of awareness regarding office ergonomics or the failure of handling office ergonomics by organizational managements in an appropriate manner certainly cause problems for the firms, as they have to face the critical loss in the form of decreased satisfaction and productivity of employees (Masterizki et al., 2019).

Office ergonomics and handling of office ergonomics has been the biggest challenge which firms have been facing all over the world in 21st century (Nawaz et al., 2019). In addition, numerous researchers have explained the fact that risk office ergonomics is very much important for the business firms in order to accomplish their objectives (Pereira et al., 2019; Olabode et al., 2017). Meanwhile, business managements have been using different strategies to improve office ergonomics. When it comes to Pakistan, there has been a lack of awareness and understanding regarding the importance of office ergonomics and its role in influencing employee performance (Khan & Salahuddin, 2018). Due to inappropriate awareness amongst the stakeholders of Pakistani banks, it is hard for the managements to understand how office ergonomics could be effectively handled to improve employee performance (Shahab et al., 2019; Mustafa et al., 2018). Hence, this study investigates the relationship between office ergonomics, job satisfaction, and employee performance & wellbeing in banking industry of twin cities in Pakistan.

1.4 Research Gap

Office ergonomics and its role in impacting employee performance has been amongst the trending topics explored by the researchers in recent past (Pereira et al., 2019). Throughout the world, researchers have focused on investigating the relationship between office ergonomics and employee performance (Pickson et al., 2017). In case of Pakistan, there has been very limited

research work been performed regarding the relationship between office ergonomics and employee performance. The latest example of studies regarding office ergonomics and employee performance include Shahab et al. (2019), Khan & Salahuddin (2018), Mustafa et al. (2018), and Abdallah (2017). These studies have examined office ergonomics and its relationship with employee performance. In a developing country like Pakistan, only few researchers have tried to explain the relationship between office ergonomics and employee performance, giving an indication of the research gap available (Nawaz et al., 2019).

Similarly, job satisfaction is yet to be used as a moderating variable to investigate the relationship between office ergonomics and employee performance, which gives an indication of a research gap needed to be addressed (Sabaghinejad et al., 2018). However, this study has used office ergonomics as independent variable to assess its relationship with job satisfaction (moderating variable) and employee performance & wellbeing (dependent variable) in banking industry of twin cities in Pakistan.

1.5 Research Objectives

Based on the problem statement, this study is conducted with the aim:

- To assess the impact of furniture on employee performance in banking industry of twin cities in Pakistan.
- To identify the impact of equipment on employee performance in banking industry of twin cities in Pakistan.
- To investigate the impact of lighting & noise on employee performance in banking industry of twin cities in Pakistan.
- To find out whether job satisfaction moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan.
- To determine whether job satisfaction moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan
- To inspect whether job satisfaction moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan.

1.6 Research Questions

Following are the research questions of this study:

1. What is the impact of furniture on employee performance in banking industry of twin cities in Pakistan?

2. What is the impact of equipment on employee performance in banking industry of twin cities in Pakistan?
3. What is the impact of lighting & noise on employee performance in banking industry of twin cities in Pakistan?
4. Does job satisfaction moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan?
5. Does job satisfaction moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan?
6. Does job satisfaction moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan?

1.7 Significance of the Study

1.7.1 Theoretical Significance

This present study has significance in implicating both theory and practice. This study proves a crucial research in assisting research students and human resource management students towards increasing their knowledge regarding the relationship between office ergonomics, job satisfaction, and employee performance & wellbeing (Khan & Salahuddin, 2018). In addition, research students will be able to consider this research study as a foundation to further investigate the impact of office ergonomics on employee productivity and wellbeing.

Meanwhile, PhD students of Pakistan will have the sufficient evidence through this research study concerning the significant role that office ergonomics (furniture, equipment, and lighting & noise) plays towards influencing employee performance with moderating effect of job satisfaction in banking industry of twin cities in Pakistan (Shahab et al., 2019). Whereas, human resource management students will be able to enhance their knowledge and understanding about the relationship between variables of this study. Furthermore, this research can contribute to HRM, IHRM, and organizational behavior management fields both in theory and operations (Masterizki et al., 2019).

1.7.2 Practical Significance

This study is focused on investigating the impact of office ergonomics on the productivity and wellbeing of employees in banking industry of Pakistan. The significance of this study lies for banking institutions of Pakistan which are desiring to improve the employee performance and wellbeing with the help of office ergonomics and job satisfaction (Nawaz et al., 2019). Through

this study, banking institutions of Pakistan has an appropriate direction based on which they can effectively manage office ergonomics in order to improve job satisfaction, performance, and wellbeing of employees. Findings of this study will significantly be helpful for the stakeholders of banking institutions of Pakistan, as they will be having better understanding regarding the relationship between office ergonomics, job satisfaction, and employee performance & wellbeing (Pereira et al., 2019).

Furthermore, this study contributes relevant literature and gives knowledge to organizational managements regarding how office ergonomics could be managed for improving employee's job satisfaction and performance & wellbeing (Pickson et al., 2017). This study proves practical in helping banking institutions of Pakistan, stakeholders associated with banking industry of Pakistan, and employees of Pakistani banks, as this study will assist in developing their awareness about the contribution that office ergonomics make towards improving employee performance (Sabaghinejad et al., 2018).

1.8 Definition of Key Terms

Ergonomics: refers to the study of relationship amongst workers and their essential functions of the job, as ergonomics emphasizes on observing the behavior of workers, their body posture and their interaction with the environment while working (Pereira et al., 2019).

Job Satisfaction: refers to the mixture of psychological, physiological, and natural conditions that encourages individuals to honestly say that one is satisfied with its work (Lee et al., 2016).

Employee Performance: refers to behaviors and actions of employees which turns out in assisting an employee towards measurable accomplishments and adding value to the organization (Nawaz et al., 2019).

1.9 Structure of the Thesis

This research study is conducted with aim of investigating the impact of office ergonomics on the productivity and wellbeing of employees in banking industry of twin cities in Pakistan. This research study is distributed in five different chapters and concluded with references & appendix. Chapter 1: This chapter has involved the introduction and background of the study, industry analysis, problem statement, research gap, research questions, research objectives, significance of the study, and definitions of key terms.

Chapter 2: This chapter presents a review of the literature of office ergonomics, job satisfaction, employee performance & wellbeing, and the relationship between them. In addition, this chapter

highlights the theoretical framework highlighting the dependent, moderating and independent variables, the relationship amongst these variables, and the research hypotheses.

Chapter 3: This chapter has included details about data sample, data collection techniques and instrument, statistical tools, etc.

Chapter 4: This chapter has included data findings and data analysis through descriptive frequencies, regression, correlation, etc. Both correlation and regression analysis have been performed to empirically strengthen the theoretical insights of the relationship between office ergonomics, job satisfaction, and employee performance & wellbeing in banking industry of twin cities in Pakistan.

Chapter 5: This chapter contextualizes the discussion, conclusion, and recommendations based on the findings and results of the present study.

Summary of the Chapter

This chapter has explained office ergonomics, job satisfaction, employee performance & wellbeing, and the relationship between them. This chapter has also highlighted the current situation of banking sector of Pakistan. Furthermore, this chapter has also involved the problem based on which research study has been performed and the objective of conducting this study. In addition, it has also covered the research gap based on which this study has been performed. It has also included significance of the research and definitions of key terms used within this research study.

CHAPTER 2: LITERATURE REVIEW

Introduction

This chapter covers the literature review regarding office ergonomics, job satisfaction, employee performance, and the relationship between them. The theoretical viewpoints of the subject of study in general are discussed before linking to each other. This research study is aimed for provision of strong evidence regarding the impact of office ergonomics on employee performance with moderating effect of job satisfaction in banking industry of twin cities in Pakistan. The purpose of this study is to develop an empirically viable research scheme which suggests that the construct of office ergonomics may have significant impact on employee performance. Investigation of relationship between furniture, equipment, lighting & noise (independent variables), job satisfaction (moderating variable), and employee performance (dependent variable) is done within banking industry of twin cities in Pakistan.

For comprehension of subject matter of this research study, the streams of research on the antecedents and successor constructs of the present study are discussed below in a detailed manner. It is actually done for offering a sound premise before discussing office ergonomics, job satisfaction, employee performance, and their relationship with each other.

2.1 Office Ergonomics

Employees on an average usually spend six to eight hours of their day in an office, almost 30% to 40% of their day is contributed to their work. Thus, work environment, office surroundings, and work equipment plays a major role in the motivation, health and wellbeing of the employee (Khan & Salahuddin, 2018). It includes lighting, temperature, noises, computer systems, sitting area, the walls, psychosocial environment which includes organizational factors and relationship with the subordinates. Of course, designing a public transport system, or a manufacturing plant, or the organizational set-up of a company is a much more complicated (Mustafa et al., 2018).

Office ergonomics have an impact on employee motivation to work in their offices (Vimalanathan & Ramesh, 2017). As Sulaiman & Liyanagamage (2017) has explained that there is an association between workspace satisfaction and office supplies. Managerial positions are not generally considered as working environments with any kind of difficulty. However, there are a few essentials that must be met at every working environment and workplace. This is fundamentally identified with the workplace and infrastructure of the organization. As the sitting work hours have been increased, undertakings increment, appropriate work environment and sitting arrangement turns out to be progressively significant (Olabode et al., 2017).

2.1.1 Furniture

Comfortable furniture is considered as an essential element in the context of sense of touch as majority of human beings prefer having comfortable furniture within their offices or at their workplace to get the desired comfortability (Sulaiman & Liyanagamage, 2017). Furniture items that are uncomfortable can affect the experience of an employee because people are not sensitive through their body parts, as uncomfortable furniture certainly influence the productivity of employees in a negative manner. In normal situation when furniture is completely relaxing, people do not pay much attention regarding the comfortability of the furniture.

However, uncomfortable furniture at workplace can result in awakening of their sensitive perception which could prove a source of affecting their productivity or performance at workplace (Khan & Salahuddin, 2018). Uncomfortable furniture not only turn an individual's mood, but also be the cause of changing their perceptions and behaviors. Similarly, furniture, lighting, chairs, tables, particularly in banks are very important because workers of Pakistani banks sit for long hours while performing their routine jobs (Malnar & Vodvarka, 2004).

2.1.2 Equipment

With context to touch as a sensory cue, designers while designing the building and internal structure tend to focus on the texture. Texture having such surface which is available for the touch of employees must be preferred rather than the texture which an employee can't even touch (Hongisto et al., 2016). Managements mainly divert their attention towards installation of equipment which employees feel very relaxed while using during work hours. Mostly, equipment used in banks includes printers, photocopiers, scanners, etc.

Architects used by business managements emphasize mainly on building an attractive working environment through using of interior, architecture, stairs, texture of walls and floor to create healthy working atmosphere which makes the work experience of employees a pleasurable one. Meanwhile, equipment installed by the management for employees' use is also included within building of favorable and supportive working environment for the employees (Pereira et al., 2019).

2.1.3 Lighting & Noise

Referring to Nawaz et al. (2019), atmospherics is further divided into four variables. Firstly, external variables include external appearance of the office such as office size, color of office and its structural shape, style of office, its landscape, and surrounding area. Secondly, internal variables consist of internal structure and environment such as flooring, temperature, lighting,

music, color of the walls, wall texture, width of the aisles, and the environmental cleanliness. Designers sometimes focus on using light as a tool of natural illumination in the interior of an office because it not only provides illumination but also proves beneficial for humans both psychologically and physically.

Light enhances work efficiency, reduces health sickness and improves the level of concentration due to its illumination which is more attractive (Nawaz et al., 2019). In accordance to the study of Masterizki et al. (2019), employees tend to pay more attention on the external variables out of all atmospheric variables to satisfy their sense of sight only and ignoring rest of human senses. With respect to descriptions of Mustafa et al. (2018), exterior design of the office is such a significant part of office's atmospherics that it should be considered a major portion of strategic planning process by the executives and strategies would be made regarding the control of atmospheric variables that ultimately result in affecting the employee behavior. Interior design is based mainly to capture the sense of sight other than rest of senses. Physical visual stimulation is given extra emphasis by most of the interior designers.

Human not only has physical and psychological impact through sight, but it proves an effective source of creating strong associations with all other human senses. Ornaments (decoration) and scale of visual elements provided to make the interior look more attractive captures the attention of individuals having a look at such interior (Villanueva et al., 2018). Details of ornaments are used by the designers to attract individuals because of their existence being new and interesting which enforces individuals to devote their attention towards them. Such ornament details are used to control the movement and flow of crowd within the premises of the building and to attract attentions of people towards it (Seddigh et al., 2016).

According to investigations of Olabode et al. (2017) regarding the impact that noise has on the time spent by an employee within his/her office during work hours. Banks are usually noise free, as noise free banks has resulted in provision of such a favorable atmosphere to the employees which has directly shown its impact on the time spent by an individual employee within the bank while performing the job-related tasks. Employees are directly influenced by the noise made in the surroundings of their office or workplace. According to the demonstrations of Sulaiman & Liyanagamage (2017), decreased noise has certainly increased the physiological arousal of employees. Positive response due to lack of noise or noise free workplace enhances the positive behavior of the employee towards the whole environment. Majority of the studies regarding this literature has shown the direct impact that noise free workplace has on the employee perceptions and behaviors (Masterizki et al., 2019).

2.2 Job Satisfaction

Among the definitions of regular mention of job satisfaction, what is outstanding is the definition given by Sabaghinejad et al. (2018), because job satisfaction is related to the individual's perception of how they work under different perspectives. This is related to the extent to which a person likes or dislikes work. This is why job satisfaction and job dissatisfaction occur in some random work environments. Job satisfaction indicates the positive or negative emotions of employees at work. In the meantime, when an employee is used in a business environment, one has the desire and experience to determine the what has been expected. Job satisfaction illustrates the extent of desire and coordinates actual rewards (Lee et al., 2016). Job satisfaction shows that fulfilling responsibility is one person's appreciation, doing well, and getting paid for the efforts. Job satisfaction further indicates energy and happiness with a person's work (Seddigh et al., 2016). Meanwhile, job satisfaction of bankers includes key areas such as getting more clients, getting more cash flow, selling more credit cards or car or house mortgages, etc.

Job satisfaction is a key factor in acknowledging, paying, improving, and achieving different goals that lead to satisfaction (Escobedo, 2018). The word job satisfaction implies an individual's mentality and emotions about the work. A positive and good attitude towards work indicates job satisfaction. The negative and terrible mentality of work indicates dissatisfaction with work. Job satisfaction is considered as a mixture of beliefs and feelings that an individual employee has towards his/her job (Hongisto et al., 2016). Job satisfaction is the accumulation of personal inclinations and beliefs about the current position of employment. The dimensions of personal job satisfaction can range from incredible satisfaction to high dissatisfaction. Although, employees generally have a glimpse of their work. Individuals can also have a mentality about different parts of their work, for example, the work they do, their colleagues, directors or subordinates and their compensation (Otterbring et al., 2018). Job satisfaction is usually related to motivation, as monetary and non-monetary benefits provided to the bankers motives them. Satisfaction is not equal to motivation (Khan & Salahuddin, 2018).

Job satisfaction is a greater state of mind. For example, it may be related to an individual's achievement sentiment, whether quantitative or subjective (Villanueva et al., 2018). The study of Zablah et al. (2016) believe that job satisfaction indicates a tendency because observing work gives material and psychological needs. In addition, job satisfaction is one of the major aspects discussed and given attention to by human resource management. The term job satisfaction is evident in any conversation about HR executives. Job satisfaction implies an individual's feelings about job satisfaction, which is the motivation for work. Satisfaction at work is more than happiness or self-fulfillment. Job satisfaction is a person's satisfaction with his or her work. It is

often affected by a large number of components. This term indicates the complete connection between an individual and the business with which one has paid. Satisfaction means that the basic tendency state develops with the realization of any goal, and the final state is to feel the achievement by driving its goal (Lee et al., 2016). There are three basic metrics for job satisfaction. Job satisfaction implies a person's potential to work. It must be drawn but not yet seen. Job satisfaction usually depends on how much the result meets or exceeds the desire (Seddigh et al., 2016).

Satisfaction with one's work means an increase in responsibility for meeting formal necessities. The terms job attitudes and job satisfaction are often used interchangeably. Both mention a powerful introduction to people's jobs, and they are achieved through participation (Sabaghinejad et al., 2018). Furthermore, it encourages the association to accurately understand what workers need and what executives are doing. In this way, it encourages joint resolution of complaints and other undesirable situations. Ultimately, it encourages the determination of the preparation and promotion needs of workers and associations. So far, job satisfaction at work has been more widely considered (Escobedo, 2018). Job satisfaction is the sense of satisfaction that is felt when performing the job-related duties by banking employees. Job satisfaction is one of the important variables that affect worker efficiency and non-appearance, unfortunate events and other work behaviors (Pickson et al., 2017). Job satisfaction is the result of bankers' impressions of giving jobs that seem imperative. In order to achieve any association, job satisfaction has the necessary meaning. The representative of the performance is the largest resource of the association, and the disappointed workers are the biggest responsibility (Olabode et al., 2017). For human resource managers, job satisfaction is a complex and critical idea because most delegates do not believe that their work is actually legal compensation. They also do not believe that their organization is doing the necessary things to attract amazing artists, train them or fully supervise them (Pereira et al., 2019).

The study of Khan & Salahuddin (2018) conveyed the term job satisfaction to the focus of attention, as the authors in this study have described job satisfaction as a mix of psychological and natural conditions, and rationality and personal honesty indicate that a banking employee is satisfied with the job. Commonly noted characteristics are satisfaction with the work itself, salary and confirmation, compatibility with administrators and colleagues, and opportunities for progress. Each measurement increases one's satisfaction with the job itself. Job satisfaction depends on the dimensions of internal and external outcomes in banks only and how job holders in banks view these outcomes. These results have different qualities for various individuals. For some people, mindfulness and testing can be neutral or even negative. For others, the results of

such work may be highly motivating. Individuals compare their importance to the results of their work (Vimalanathan & Ramesh, 2017). These differences themselves represent different aspects of job satisfaction and are basically similar work tasks. Another necessary personal difference is the job association (Mustafa et al., 2018).

The importance of job satisfaction appears at the top of the priority list, manifesting as many negative consequences of job dissatisfaction, such as lack of firmness, expansion of non-appearance, increase in the number of accidents, etc., which is very significant (Nawaz et al., 2019). The study of Dong et al. (2017) documents three key highlights of job satisfaction. First of all, the association should be guided by the quality of people. Such associations will aim to approach workers in a reasonable and obedient manner. In this case, the assessment of job satisfaction can be used as a decent mark to represent feasibility. A large amount of job satisfaction may indicate that workers have good enthusiasm and mental state. Then, job satisfaction can be filled in as a pointer to authoritative practice (Nag, 2019). Through the job satisfaction assessment, the unique dimensions of satisfaction in each level unit can be characterized, but it is therefore possible to fill in the appropriate signs as changes in the authority unit, which will help to achieve performance (Abdallah, 2017).

The impact of job satisfaction on representing efficiency, reliability and non-appearance are broken as a feature of the content (Sulaiman & Liyanagamage, 2017). The universality of research evidence suggests that there is no strong link between satisfaction and profitability. For example, a far-reaching meta-examination of exploratory study found that the relationship between job satisfaction and efficiency was the best. Outdated workers do not really become the most valuable manufacturers (Vimalanathan & Ramesh, 2017). There are many imaginable guiding factors, the most important of which are rewards. If individuals get a chance to be rewarded and they feel they are just, they will be satisfied, which may lead to more noticeable performance (Masterizki et al., 2019). Finally, there is an impressive discussion of climate satisfaction tips for performance or performance alert satisfaction (Pereira et al., 2019).

2.3 Employee Performance

Employees that are performance oriented tends to show less interest towards difficult tasks, as they focus more on performing tasks that are easily achievable and which guarantees success. In addition to that, they do not try new things to being innovation and modification to their abilities. Rather they perform duties that guarantees their high performance and reduces the chances of negative evaluations and performance damage (Pickson et al., 2017). Performance of banking employee is about the successful completion of routine-based tasks such as getting more clients,

getting more cash flow, selling more credit cards or car or house mortgages, etc. Contrary to that, employees that are learning oriented believes on discovering new skills through which they improve their capabilities along with the effective performing of their job.

Employees that are learning oriented emphasize on improving their past performance through experimentation done on applying new approaches which will help them to learn from the mistakes committed in past, and to improve their performance (Mustafa et al., 2018). Through implementation of this approach, employees improve their skills, abilities and capabilities which enables them to perform their duties and tasks in more comprehensive manner. Performance of employees is vital for structure potency and competitive advantage. Leaders promote the self-esteem of the employees and with passion and enthusiasm, they trigger a positive attitude towards the work of the employees (Villanueva et al., 2018).

Employees judge their employee performances based on the assessment they make by themselves, and the information they get from other employees within the workplace (Sabaghinejad et al., 2018). Consequently, employees have the tendency to make adjustments to their actions and behaviors at workplace based on the feedback provided by others. It has been explained that performance of an individual at workplace has been a significant factor for influencing behaviors, actions, goals, choices, efforts, and reactions (Lee et al., 2016). Furthermore, employee performance is an indication of an individual's capability at workplace.

Referring to the study of Hongisto et al. (2016), behaviors and attitudes of employees at the workplace has been effectively explained with the help of goal orientation theory. This theory is a way of proposing the persuasion of two kinds of goal orientation by the individuals that are categorized as learning goals and performance goals. With respect to the study of Shields et al. (2015), it has been obvious that organizational researchers have focused on improving the employee performance. According to the studies conducted in past, it has been cleared that employee performance cannot be considered as a single unified construct. It has been proved in past research that self-evaluations could be a vital source in helping an individual observe employee performance (Olabode et al., 2017).

Employee performance may not be measured as individual's direct actions observed. Employee performance is the course of actions and behaviors that are related to the bank's goals in which a banking employee performs his/her duties (Sulaiman & Liyanagamage, 2017). For the researchers of organizational behavior, this literature has been a primary concern. According to the findings of Matos et al. (2018), employees' persuasion of goals and objectives, and their behavior towards achieving those persuaded objectives is recognized as employee performance.

However, organizational goals are used to measure the employee performance (Otterbring et al., 2018). With respect to the research conducted by the researchers in the past regarding this literature, employee performance is explained as an individual's behavior that differentiates him/her from the outcomes. Individual performance lays a foundation for the final outcome, as there have been other factors along with employee performance that affects the final outcome. In simple words, it can be said that there have been several other factors (such as office ergonomics) that causes an influence on final outcome along with the actions and behaviors of an individual employee (Khan & Salahuddin, 2018).

With respect to the study of Seddigh et al. (2016), employee performance on an individual employee is the most significant evaluation made by the organization within the workplace. Employee performance lays the foundation for an organization to make decisions regarding hiring, firing, or promoting hinges and its association with the overall performance of an organization. Employees having high intrinsic values show greater involvement with their job, as it helps them in performing with consistency and achieving desired results. Bankers in Pakistan have late sittings which effects their performances (Mustafa et al., 2018). This study has shown that there exists a positive relationship amongst employee performance and job satisfaction. The anticipated total value of the organization due to various behaviors that individuals perform during the standard period is referred as performance of job. In addition, it is the performance of employees who are expected in a particular job (Masterizki et al., 2019). In this context, contextual activities are important because they contribute to organizational effectiveness and build organizational, social and psychological environments as catalysts for missionary activities and process (Vimalanathan & Ramesh, 2017).

Levels of performance may vary on the basis of individualism, collectivism and organizational. Sometimes, levels of performance are mentioned as performer, process, and organization. Employee performance model is often used to measure the employee performance (Pickson et al., 2017). With respect to goal orientation theory expressed by Villanueva et al. (2018), it has been identified that there are two kinds of goal orientation that an individual pursues. One is learning goal orientation and other is performance orientation. Learning goal orientation has been responsible in pushing individuals to respond like experts by enhancing their skills and capabilities through coping with challenging tasks. On the other hand, performance orientation is the tactic used by the managements to keep their individuals away from tough and challenging tasks. Goal orientation theory is used to polish the skills of frontline employees (tellers or cashiers) and make them highly capable of coping with difficult situations.

As Sabaghinejad et al. (2018) has explained that people who have keen interest in using the technique of core self-evaluation have tendency to show more motivation towards performing in an effective manner as they back their skills and abilities during their employee performance. This study is mainly focusing on multiple theories such as theory of core self-evaluation and intrinsic motivation technique, and their impact on the employee performance (Seddigh et al., 2016).

With respect to the study of Gilbert et al. (2012), there has been several dimensions that helps in identifying the employee performance. These factors are as job knowledge, task management, self-discipline, goal accomplishment, and absenteeism. The study carried out on employee performance shows that the article published on managing employee performance evaluated that there are several ways in which contextual and task performance can be differentiated. According to the study of Hongisto et al. (2016), employee performance is also dependent over numerous factors such as organizations, individuals, and teams, that have been highly effective and successful (Otterbring et al., 2018).

Employee performance is about performing the job-related activities with great devotion by cooperating with others, supporting organizational policies, organization's goal defense, unrelenting enthusiasm and determination for successfully completing assignments, and willingly doing extra-role activities. Employee performance not only supports or effects the social setting of organization, as it also providing support to the psychological environment provided by the organization (Lee et al., 2016).

For improved commitment towards bank's goals, leaders do reward their employees in such a way that they provide their employees special privileges, opportunities to develop their careers, provision of support which is additional to whatever provided to others, and also result in enhancement of job autonomy which ultimately enhances the employee performance. Such additional resources might result in enhancing ability of the employee to perform at highest level, and collectively result in strengthen of organizational commitment (Nawaz et al., 2019). With respect to the findings of Erickson et al. (2015), exchange relationship of higher quality has many benefits which leads towards improvement in social functioning and additional commitment within an organization. Their findings have clearly suggested about such employees whom have the support of their supervisors show full commitment towards the organization and tend to be more innovative than others (Olabode et al., 2017).

Availability of high freedom and support from the management within the organization environment makes an individual to kept innovative thought process alive by being an active

participator of employee performance. Indeed, a workplace where leader supports its employees tends to be the organization which believes in high employee performance (Escobedo, 2018).

2.4 Theoretical Evidence

Banks should implement different strategies to maximize the employee wellbeing which in turn increases the retention and decreases the employee turnover (Masterizki et al., 2019). According to the study of Vimalanathan & Ramesh (2017), literature of human resource management is associated with behavior and participation of an individual employee towards the workplace. Meanwhile, with regard to the study of Pereira et al. (2019), office ergonomics are very important in having the impact on the behavior of employees and their involvement towards the work. Likewise, according to the findings of Pickson et al. (2017), behavior of employees within the workplace is predicted by the office ergonomics. Researchers have shown that employees feeling relaxed about the workplace have higher level of confidence and their efforts could play contributing role in enhancing overall productivity level, influence highly on retaining existing employees and maintain a strong retention system, and enhance profitability of an organization (Lee et al., 2016).

Factors like noise, lighting, furniture, etc. directly improves satisfaction that employees have with their work. Researchers in the past have shown the relation that occurs amongst employee performance and office ergonomics (Villanueva et al., 2018). Employee performance relates with numerous organizational outcomes such as satisfaction with job, employee's commitment towards the organization, profitability, productivity, and retention of employee (Sabaghinejad et al., 2018). Significance of employee performance enhances within the business managing emphasizing highly over improving workplace dynamics. The success of employee performance depends upon ergonomics, as office ergonomics makes a valid contribution in the success of employee performance (Escobedo, 2018).

Very few researchers have conducted their study explaining the relationship occurring amongst employee performance and office ergonomics. Due to the lack of research in this study, it has been difficult to understand the depth and measurement of relationship between employee performance and office ergonomics (Hongisto et al., 2016). With respect to the study of Otterbring et al. (2018), most of the research has been focusing on the safety of employees and providing safe workplace to the employees. Favorable work environment tends to remove the interpersonal challenges and disruptions faced by the employees within the workplace as they feel comfortable towards sharing their opinions and get encouraged to improve their employee performance. Even women employees get encouraged by this sort of environment to work to their

potential. Improved office ergonomics is helpful in improving the performance of employees related to both genders, it can be said that office ergonomics has a positive relationship with the employee performance (Abdallah, 2017). Employee performance is directly affected by the extent to which office ergonomics is valued highly and actively by the organization in creating such a workplace that suits all types of people and encourage them to perform with more devotion and motivation (Nawaz et al., 2019).

According to the literature of Nag (2019), office ergonomics is positively related to the employee performance. To be precise, their findings have suggested that office ergonomics is directly related to employee performance. Even the minorities of an organization feel highly comfortable to perform their job tasks in an organizational environment which is highly safe and relaxing. Most of the studies have indicated the insights on the ergonomics and its impact on the employee performance and intrinsic motivation (Khan et al., 2017).

With respect to the study of Olabode et al. (2017), employee performance is improved with the improvement of office ergonomics, as the findings have revealed a theoretical relationship between employee performance and office ergonomics. As Sulaiman & Liyanagamage (2017) has highlighted the impact of office ergonomics on the performance of an employee, as many researchers have tried to explore the relationship between these variables in their studies. This study has explained the relationship between these variables through a framework model highlighting a positive correlation between office ergonomics and employee performance. According to the findings of Shahab et al. (2019), it has been observed that there is a positive relationship between job satisfaction and ergonomics.

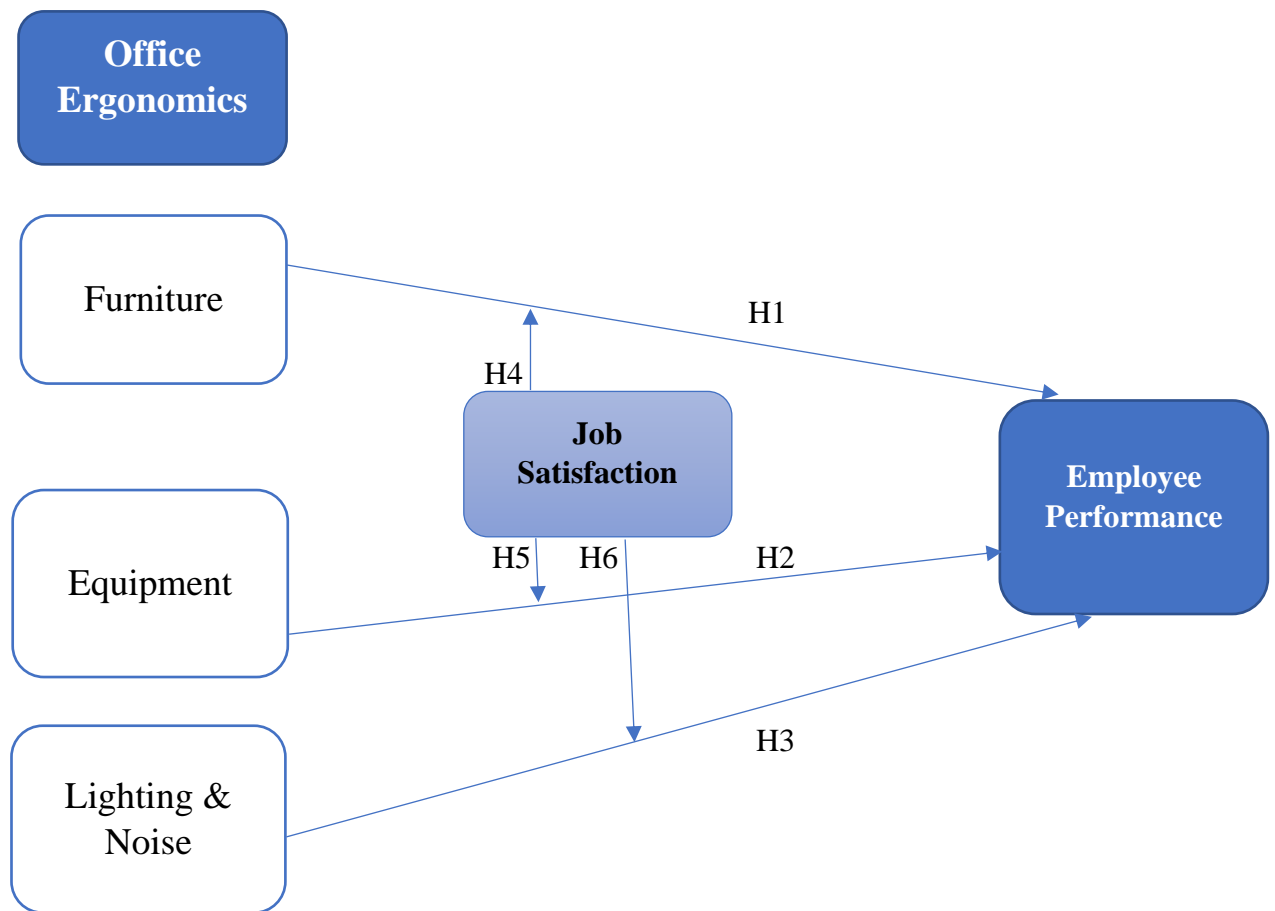
2.5 Theoretical Background

Process theory is aimed to explain the relationship of variables with job satisfaction. Job satisfaction is not determined by nature or context of the job but rather the values or expectations that an individual has regarding his job. If an individual expects a relaxing office but is given an uncomfortable office, the satisfaction will be lower (Vimalanathan & Ramesh, 2017). Whereas, equity theory indicates that humans have certain expectations when they step into their workplace. If subordinates are given better offices, the satisfaction will be lower. This is the central notion of equity that individuals are rewarded against their efforts. When an individual perceives that he is not getting the fair working environment against one's effort, one tends to slack off at his performance by not showing full devotion towards the work (Pereira et al., 2019). As Nawaz et al. (2019) argues that in certain organization when an individual is getting more comfortable working conditions, the performance of such individual significantly increases and

vice versa. Whereas, Maslow's need hierarchy theory states that an organization is able to fulfill the needs of an individual will enhance the satisfaction level of such individual towards the work. The needs are divided into different categories such as physiological needs, safety needs, love and belonging needs, self-esteem needs, and self-actualization needs. Maslow argues that only after the lower needs are satisfied then only one is able to move upwards (Villanueva et al., 2018). In the job situation, the theory implies that only once the lower order needs are fulfilled then an employee will seek satisfaction and achievement from the work itself (Pickson et al., 2017).

Maslow theory is to be used in this study to provide the theoretical support to the relationship between office ergonomic, job satisfaction and employee performance. Maslow's need hierarchy theory is used because it significantly relates to the human needs which are necessary in order to perform effectively. In case of banking employees, this theory provides sufficient support to the aspect that how security needs must be fulfilled by the banking management in order to motivate banking employees to perform their job-related duties in an effective manner.

2.6 Theoretical Framework



This theoretical framework has three independent variables, one moderating variable, and one dependent variable. Furniture, equipment, and lighting & noise, representing office ergonomics have been three independent variables used in this study. Whereas, job satisfaction has been used as the moderating variable. However, employee performance has been used as dependent variable. This model indicates that office ergonomics (furniture, equipment, and lighting & noise) have an effect on employee performance with moderating role played by job satisfaction in banking industry of twin cities in Pakistan.

2.7 Research Hypotheses

Based on theoretical deductions, following have been the research hypotheses of this study:

H1. Furniture has positive impact on employee performance in banking industry of twin cities in Pakistan.

H2. Equipment has positive impact on employee performance in banking industry of twin cities in Pakistan

H3. Lighting & noise has positive impact on employee performance in banking industry of twin cities in Pakistan.

H4. Job satisfaction significantly moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan.

H5. Job satisfaction significantly moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan.

H6. Job satisfaction significantly moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan.

Summary of the Chapter

This chapter has presented review of the relevant literature on the constructs of office ergonomics, job satisfaction, employee performance, and the relationship between them. In addition, this chapter offers the theoretical framework based on the developments in office ergonomics and job satisfaction underlying their influence on employee performance. The diagrammatic illustration of the theoretical framework is then presented that shows the relationship between variables of this study. The hypothesized relationships between the variables are also stated alongside for empirical testing in proceeding sections of this thesis.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

Research design is defined as a plan of researcher specifying the procedure and method for collection and analysis of necessary information. Two methods through which a research can be conducted includes qualitative and quantitative research methods (Flick, 2015). This research study has been based on primary data using quantitative approach.

3.2 Research Variables

This study includes three types of variables such as independent, moderating and dependent variables. In this study, furniture, equipment and lighting & noise have been considered as independent variables. Whereas, job satisfaction has been used as the moderating variable. However, employee performance has been considered as the dependent variable, to investigate their relationship in banking industry of twin cities in Pakistan.

3.3 Research Approach

The study has used positive paradigm for the sake of objectivity, using quantitative research technique. The current study uses deductive research approach. Deductive approach starts with the development of hypotheses based on already existing literature and then by designing research strategies to develop and test the hypotheses. Extensive review on data and information obtained from the literature is collected by the researchers to confirm or dis-confirm the proposed hypotheses (Jonker & Pennink, 2010). Deductive approach starts from development of theory, hypotheses formulation, and observation attained through the data. The study is cross-sectional in nature and is limited to positivism philosophy, which is used by many researchers in the recent past.

3.4 Research Strategy

Research strategy provides with the systematic plan and direction to conduct the research. Survey research design is used in the study. Survey uses questionnaires technique in order to obtain data about practices, situation and view point of individuals. This study has been designed for collecting information regarding literature topic and analyzing collected information for drawing a conclusion. Quantitative analytical techniques have then been used to draw inference regarding proposed relationships (McCusker & Gunaydin, 2015).

3.5 Research Instrument

To measure the respondents' perception towards the variables of interest, an adoptive structured questionnaire has been used as an instrument to collect the data. There have been many ways to collect the data. The present study is quantitative; therefore, the instrument used for data collection has been structured questionnaire based on 5 Likert scale. The present study has adopted the validated and already tested structured questionnaire for primary data collection. Data has been collected from through structured questionnaire adopted from the previous studies. Questions of office ergonomics have been adopted from Kingsley (2012). However, questions of job satisfaction have been adopted from Lee et al. (2016). Whereas, questions of employee performance have been adopted from Sulaiman & Liyanagamage (2017).

3.6 Unit of Analysis

Unit of analysis for this study has been individual comprised of employees working in banking industry of twin cities in Pakistan. (including supervisors from RHQs, operations managers, cash officers, branch managers, support staff including HR, ICU department, legal, finance department).

3.7 Population

Population is a classification of peoples, events, things connected with interest that the researcher wants to investigate (Flick, 2015). The target population of this study has been employees working in 10 branches of United Bank Limited and 10 branches of Habib Bank Limited including head offices in twin cities of Pakistan. Approximate population finalized for this study has been 500 employees working in 10 branches of United Bank Limited and 10 branches of Habib Bank Limited including head offices in twin cities of Pakistan.

3.8 Sample Size

Appropriate sample size or observations made plays integral part in research. Without proper sample size, data obtained may not be reliable and results formulated would not be generalizable. The sample of the present study comprised of 250 respondents (employees) working in banks of twin cities of Pakistan. Sample size has been finalized through Morgan's Table (Krejcie & Morgan, 1970).

3.9 Sampling Technique

To collect the data, a simple random sampling has been used to take the response of supply chain members through adopted questionnaire. This technique has been selected because it has been

the straightforward probability sampling strategy. Through simple random sampling, each member of population is having equal chance to be chosen as part of the sample. Thus, for this purpose, data has been collected from the 250 employees working in banks of twin cities in Pakistan.

3.10 Role of Researcher

In terms of research, role of a researcher is mandatory. In this study, data has been collected from 10 branches of United Bank Limited and 10 branches of Habib Bank Limited including head offices in twin cities of Pakistan by the researcher through structured questionnaire regarding this research topic. In addition, calculations through statistical instruments have been made to explore the relationship between furniture, equipment, lighting & noise (independent variables), job satisfaction (moderator) and employee performance (dependent variable). Conclusions drawn and suggestions have been made by the researcher at the end of this study.

3.11 Data Collection Method

Structured questionnaire is the main source of collecting research data. Following procedure has been used for the collection of data.

3.11.1 Data Selection

Collection and selection of data has been made very carefully. Data regarding the variables of this study has been gathered with intense care within the limited time frame available to perform this study in an appropriate manner. Data regarding office ergonomics (furniture, equipment and lighting & noise), job satisfaction and employee performance has been collected from the respondents through structured questionnaire.

3.11.2 Source of Data Collection

Data of office ergonomics (furniture, equipment and lighting & noise), job satisfaction and employee performance has been collected from the respondents (employees working in 10 branches of United Bank Limited including head office and 10 branches of Habib Bank Limited including head office, in twin cities of Pakistan) through adopted structured questionnaire (primary source). Researcher has distributed the questionnaires physically as well as by using the online mediums through “Google Docs” and collected data on personal basis. Then, data collected through questionnaires has been analyzed with the help of SPSS software.

3.12 Data Analysis Techniques

Once data collection has been done, data analysis began with the help of various tests to complete the analysis procedure (Kumar, 2019). Statistical tools, such as regression and correlation analysis, have been used to identify the relationship between office ergonomics, job satisfaction and employee performance. Statistical tools (regression and correlation) used for data analysis have been highly reliable and valid instruments widely used throughout the world for data analysis.

3.12.1 Correlation Analysis

Correlation analysis is a statistical instrument which shows the magnitude and direction of relationship between two or more variables. In other words, the statistical movement of one variable in relation to the direction of movement of other variable is described by correlation.

3.12.2 Regression Analysis

Whereas, regression analysis is a statistical instrument which highlights the magnitude of relationship between two or more variables.

CHAPTER 4: DATA FINDINGS AND ANALYSIS

Introduction

In this section, the outcomes and scrutiny of the information collected through the structured questionnaire have been discussed. At the end of this section, the reader will have a complete 360-degree view and knowledge of the whole data and how it was arranged and from where it was collected including the backgrounds and qualifications of the related stuff.

4.1 Data Analysis

4.1.1 Reliability

This section mainly covers the Cronbach's alpha. The specific source which is coefficient of reliability that tells about the reliability of questionnaire used for data collection and responses collected on the basis of that questionnaire.

Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Furniture	.813	6
Equipment	.832	6
Lighting & Noise	.793	6
Job Satisfaction	.784	6
Employee Performance	.816	6

(Table1)

The values of Cronbach's alpha shown by reliability statistics are highly acceptable in terms of this study. The values of Cronbach's alpha have clearly indicated the higher level of reliability and consistency possessed with the questionnaire used primarily the research conducted within the study. Values of Cronbach's alpha are very close to 1 that demonstrates the reliability of questionnaire used as well as the reliable responses provided by the respondents.

4.1.2 Descriptive Frequencies

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

Demographics		Frequencies	Percentages	Cumulative Percentage
Gender	Male	168	67	77
	Female	82	33	100
Age	Less than 30 years	101	40	40
	30 – 45 years	98	39	79
	More than 45 years	51	21	100
Designation	Branch Manager	24	10	10
	Operations Manager	41	16	26
	Support Staff	185	74	100
Experience	Less than 5 years	136	54	54
	5 to 10 years	71	28	82
	More than 10 years	43	18	100

(Table 2)

Out of 250, based on gender, 168 respondents with the percentage of 67 were males. On the other hand, 82 respondents having the percentage of 33 were females respectively. Based on age, 101 respondents with the percentage of 40 were having their age less than 30 years. Whereas, 98 respondents with the percentage of 39 were having their age between 30 – 45 years. Similarly, 51 respondents with the percentage of 21 were having their age more than 45 years. Based on their designation, 24 respondents with the percentage of 10 were branch manager. In addition, 41 respondents with the percentage of 16 were operations manager. Whereas, 185 respondents with the percentage of 74 were support staff. On the basis of experience, 136 respondents with the

percentage of 54 were having the experience of less than 5 years. Similarly, 71 respondents with the percentage of 28 were having the experience between 5 to 10 years. In addition to that, 43 respondents with the percentage of 18 were having the experience of more than 10 years.

4.1.3 Descriptive Statistics

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
F	250	2.09	5.00	3.3938	.57256
E	250	1.67	5.00	3.5115	.63390
L&N	250	1.00	5.00	3.3967	.92114
JS	250	1.00	5.00	3.5422	.91025
EP	250	1.00	5.00	3.6702	.85559
Valid N (listwise)	250				

(table 3)

The table above shows descriptive statistics including mean values and standard deviation of all variables. The mean values of equipment, furniture, lighting & noise, job satisfaction, and employee performance are 3.3938, 3.5115, 3.3967, 3.5422 and 3.6702 respectively. No mean value is closer to +ve or -ve extreme. Whereas, mean value for employee performance has been the highest.

4.1.4 Normality of Data

Normality of data was checked through skewness and kurtosis, ranging from -2 to 2 (Gravetter & Wallnau, 2014) for normal data. All the values are well within range. For details, see appendix B.

4.1.5 Correlation Analysis

Two variables relationship strength is termed as correlation. When there is a high strength between the two variables relationship, the correlation will be high or strong while on the other hand when the strength of relationship is weak, the correlation will be low this means that the 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. 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.

Correlations

		Furniture	Equipment	Lighting_&_Noise	Job_Satisfaction	Employee_Performance
Furniture	Pearson Correlation	1	.477**	.510**	.521**	.498**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
Equipment	Pearson Correlation	.477**	1	.432**	.487**	.474**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
Lighting_&_Noise	Pearson Correlation	.510**	.432**	1	.519**	.503**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
Job_Satisfaction	Pearson Correlation	.521**	.487**	.519**	1	.480**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
Employee_Performance	Pearson Correlation	.498**	.474**	.503**	.480**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed). (table 4)

The analysis indicates that relationship exists between furniture and employee performance is highly significant with the magnitude of .498** and in a positive direction. Whereas, relationship between equipment and employee performance is highly significant with the magnitude of .474** and in positive direction. Similarly, relationship between lighting & noise and employee performance is highly significant with the magnitude of .503** and in positive direction. And, relationship between job satisfaction and employee performance is highly significant with the magnitude of .480** and in positive direction.

4.1.6 Regression Analysis

During the analysis of the data another term is being used called the regression analysis. This is also a very vital step in calculating the type of the relationship between the variables, which is directly proportional or indirectly proportional, whether they are independent or dependent variables. We 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.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.483	.475	.51794

a. Predictors: (Constant), Furniture, Equipment, Lighting_&_Noise, Job_Satisfaction (table 5)

Value of R indicates the collective relationship between variables of the study. However, value of R is 0.491 (49.1%), which gives strong indication of high degree relationship between furniture, equipment and lighting & noise (independent variables), job satisfaction (moderating variable) and employee performance (dependent variable). Similarly, R² gives an indication of extent to which “employee performance” can be explained by “furniture, equipment, lighting & noise and job satisfaction”. Regarding this study, R² is 0.483 (48.3%), which is very high. On the other hand, Adjusted R² shows how fit the theoretical model has been. So, when it comes to this study, Adjusted R² is 47.5% fit, which is a good sign.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	55.866	4	13.967	35.183	.000 ^b
1 Residual	62.722	158	.397		
Total	118.588	162			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Furniture, Equipment, Lighting_&_Noise, Job_Satisfaction (table 6)

The table shows that F value in the model is greater than 4 and significant value is less than 0.05, which are highly acceptable.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.466	.258		2.809	.001

Furniture	.082	.075	.085	2.092	.003
Equipment	.061	.077	.062	2.191	.001
Lighting_ &_Noise	.584	.121	.597	3.825	.000
Job_Satisfaction	.294	.217	.291	2.972	.001

a. Dependent Variable: Employee_Performance (table 7)

Based on the concept, this table indicates the magnitude and significance of relationship between variables of the study. Furniture (b=0.082) is significant (p=0.003), and the coefficient is positive which would indicate that better furniture is related to high employee performance. Whereas, equipment (b=0.061) is significant (p=0.001), and the coefficient value is positive which would indicate that better equipment is related to high employee performance. However, lighting & noise (b=0.584) is significant (p=0.000), and the coefficient value is positive which would indicate that better lighting & noise is related to high employee performance. Finally, job satisfaction (b=0.294) is significant (p=0.001), and the coefficient value is positive which would indicate that high job satisfaction is related to high employee performance.

4.1.7 Moderation Analysis (Hayes Process)

Model Summary						
	R	R-sq	F	df1	df2	p
	.6274	.4184	42.1179	3.0000	154.0000	.0000

Model					
	coeff	se	t	p	
Constant	1.2780	1.1716	2.0908	.0270	
JS	1.0765	.2975	3.6190	.0004	
F	.9344	.3735	2.5019	.0134	
int_1	.1665	.0924	2.8029	.0233	

Interactions: int_1 = F x JS

Outcome Variable: EP

(table 8)

The results of furniture (X) shows significant relationship with employee performance (Y) (Coeff. 0.9344, p<0.05). Whereas, job satisfaction (M) and employee performance (Y) has significant relationship (Coeff. 1.0765, p<0.05) and Interaction term (F x JS) is significant (Coeff. 0.1665, p<0.05). On the basis of these values, we can say that JS is playing a significant

moderating variable in this model because not only F is significant with EP, but when we test JS as an interaction term by multiplying with F, then it is also significant. So, we can conclude that our finding does support moderation of job satisfaction between furniture and employee performance.

Model Summary						
	R	R-sq	F	df1	df2	p
	.6284	.4479	42.1768	3.0000	154.0000	.0000

Model					
		coeff	se	t	p
Constant		.5729	1.0018	2.4701	.0012
JS		1.0172	.2384	3.7217	.0007
E		.6180	.2819	2.0146	.0013
int_1		.1261	.0649	2.1609	.0011

Interactions: int_1 = E x JS

Outcome Variable: EP

(table 9)

The results of equipment (X) shows significant relationship with employee performance (Y) (Coeff. .6180, $p < 0.05$). Whereas, job satisfaction (M) and employee performance (Y) has significant relationship (Coeff. 1.0172, $p < 0.05$) and Interaction term (E x JS) is significant (Coeff. 0.1261, $p < 0.05$). On the basis of these values, we can say that JS is playing a significant moderating variable in this model because not only E is significant with EP, but when we test JS as an interaction term by multiplying with E, then it is also significant. So, we can conclude that our finding does support moderation of job satisfaction between equipment and employee performance.

Model Summary						
	R	R-sq	F	df1	df2	p
	.6417	.4189	42.1719	3.0000	154.0000	.0000

Model					
		coeff	se	t	p
Constant		.6127	.5173	2.1725	.0015

JS	.7018	.1426	4.6681	.0000
L&N	.3042	.1697	2.7287	.0018
int_1	.0487	.0217	2.0773	.0030

Interactions: int_1 = L&N x JS

Outcome Variable: EP

(table 10)

The results of lighting & noise (X) shows significant relationship with employee performance (Y) (Coeff. 0.3042, $p < 0.05$). Whereas, job satisfaction (M) and employee performance (Y) has significant relationship (Coeff. 0.7018, $p < 0.05$) and Interaction term (L&N x EP) is significant (Coeff. 0.0487, $p < 0.05$). On the basis of these values, we can say that L&N is playing a significant moderating variable in this model because not only L&N is significant with EP, but when we test JS as an interaction term by multiplying with L&N, then it is also significant. So, we can conclude that our finding does support moderation of job satisfaction between lighting & noise and employee performance.

4.2 Data Findings

Hypothesis 1 was ‘Furniture has positive impact on employee performance in banking industry of twin cities in Pakistan’ has been accepted in correlation and regression analysis. In correlation analysis, furniture is positively related with employee performance has been proved highly significant with the magnitude of .498. In regression analysis, it has been proved that there exists a significant relationship between furniture and employee performance, which indicates that employee performance improves with the improved furniture and vice versa.

Hypothesis 2 was ‘Equipment has positive impact on employee performance in banking industry of twin cities in Pakistan’ has been accepted in correlation and regression analysis. In correlation analysis, equipment is positively related with employee performance has been proved highly significant with the magnitude of .474. In regression analysis, it has been proved that there exists a significant relationship between equipment and employee performance, which indicates that employee performance improves with the improved equipment and vice versa.

Hypothesis 3 was ‘Lighting & noise has positive impact on employee performance in banking industry of twin cities in Pakistan’ has been accepted in correlation and regression analysis. In correlation analysis, lighting & noise is positively related with employee performance has been proved highly significant with the magnitude of .503. In regression analysis, it has been proved that there exists a significant relationship between lighting & noise and employee performance,

which indicates that employee performance improves with the improved lighting & noise and vice versa.

Hypothesis 4 was ‘Job satisfaction significantly moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan’ has been accepted in moderation analysis. In moderation analysis, it has been proved that job satisfaction significantly moderates the relationship between furniture and employee performance, which indicates that change in job satisfaction significantly changes the relationship between furniture and employee performance in banking industry of twin cities of Pakistan.

Hypothesis 5 was ‘Job satisfaction significantly moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan’ has been accepted in moderation analysis. In moderation analysis, it has been proved that job satisfaction significantly moderates the relationship between equipment and employee performance, which indicates that change in job satisfaction significantly changes the relationship between equipment and employee performance in banking industry of twin cities of Pakistan.

Hypothesis 6 was ‘Job satisfaction significantly moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan’ has been accepted in moderation analysis. In moderation analysis, it has been proved that job satisfaction significantly moderates the relationship between lighting & noise and employee performance, which indicates that change in job satisfaction significantly changes the relationship between lighting & noise and employee performance in banking industry of twin cities of Pakistan.

Hypothesis	Statement	Accepted/Rejected
H1	Furniture has positive impact on employee performance in banking industry of twin cities in Pakistan.	Accepted
H2	Equipment has positive impact on employee performance in banking industry of twin cities in Pakistan.	Accepted
H3	Lighting & noise has positive impact on employee performance in banking industry of twin cities in Pakistan.	Accepted
H4	Job satisfaction significantly moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan.	Accepted

H5	Job satisfaction significantly moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan.	Accepted
H6	Job satisfaction significantly moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan.	Accepted

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

This research study has aimed to investigate the impact of office ergonomics on the productivity and wellbeing of employees in banking industry of Pakistan. In this study, furniture, equipment and lighting & noise have been considered as independent variables. Whereas, job satisfaction has been considered as the moderating variable. However, employee performance has been considered as the dependent variable. In addition, banking industry of twin cities of Pakistan has been the sector chosen for investigating the relationship between variables mentioned above. To gather responses from the respondents (employees working in banking industry of twin cities of Pakistan), an adoptive structured questionnaire has been used. However, a scale has been set which ranges 5% of the significance level in order to test the acceptance and rejection of hypotheses of this study. Based on the significance level, H₁, H₂, H₃, H₄, H₅ and H₆ would be accepted or rejected. As significance level of furniture, equipment and lighting & noise for employee performance has been less than 0.05. So, H₁, H₂, H₃, H₄, H₅ and H₆, which were developed in accordance with theoretical framework, have been accepted and proved significant. Therefore, it has been proved that there exists a positive relationship between furniture, equipment and lighting & noise (independent variables), job satisfaction (moderating variable) and employee performance (dependent variable) in banking industry of twin cities of Pakistan.

5.2 Research Implication

5.2.1 Theoretical Implication

This study proves highly helpful for managements of banking institutions of Pakistan towards understanding the relationship between office ergonomics (furniture, equipment and lighting & noise) and employee performance. In addition, banking institutions of Pakistan will be able to consider this research study as a foundation to further explore the impact of office ergonomics on employee performance with moderating effect of employee performance in banking industry of Pakistan. Meanwhile, human resource management students of Pakistan will have the sufficient evidence through this research study concerning the significant role that furniture, equipment and lighting & noise plays towards influencing employee performance in Pakistan. Whereas, research students will be able to enhance their knowledge and understanding about the relationship between variables of this study.

5.2.2 Practical Implication

This study proves practical in helping banking institutions of Pakistan, stakeholders associated with banking sector of Pakistan, as this study assists in developing their awareness about the role that furniture, equipment, lighting & noise and job satisfaction plays towards influencing employee performance in Pakistan.

5.3 Conclusion

As discussed in (Chapter 1), prime aim of this study has been to investigate the relationship amongst office ergonomics, job satisfaction and employee performance. An adoptive structured questionnaire has been distributed amongst the respondents (employees) working in banking industry of twin cities of Pakistan for data collection and to assess the impact of each variable in this study. To testify the relationship, furniture, equipment and lighting & noise have been empirically tested with employee performance for demographics including gender, age, designation, and experience, and found positive correlation between them. In addition, correlation analysis has shown that furniture, equipment and lighting & noise are positively correlated with employee performance with the magnitude of .498, .474 and .503 respectively.

Furthermore, regression analysis has revealed a significant relationship between furniture, equipment and lighting & noise (independent variables), job satisfaction (moderating variable) and employee performance (dependent variable). However, moderation analysis has proved the significant moderating effect of job satisfaction on the relationship between office ergonomics (furniture, equipment and lighting & noise) and employee performance in banking industry of twin cities in Pakistan. Based on the findings, it can be concluded that furniture, equipment and lighting & noise tends to have a significant positive impact on the employee performance in banking industry of twin cities in Pakistan. Whereas, it can also be said that change in job satisfaction brings a definite change within the relationship between office ergonomics (furniture, equipment and lighting & noise) and employee performance in banking industry of twin cities in Pakistan.

5.4 Limitations & Future Research

Limitation has always been recognized as a barrier that a researcher has to face while performing a research study. There have been numerous limitations experienced while conducting this study. As major limitations were limited time frame, limited sample size, pandemic situation etc. To cover the literature of impact of office ergonomics on employee performance with moderating effect of job satisfaction in banking industry of twin cities in Pakistan, lot of time was required. However, time frame available for completion of this study was not sufficient because for

gathering responses from employees working in banking industry of twin cities in Pakistan, there was a need of extended time frame and due to this current Covid situation people were not coming to offices so responses were distributed and gathered online and it took a lot of time. Time frame with additional time must be provided to conduct an appropriate research covering responses from banking industry of twin cities in Pakistan. For a study to be of wide scope, increased time span is required.

Additionally, sample size was another constraint. For covering the banking industry of twin cities in Pakistan, sample size of 250 was not enough. A broad sample size has been required for conducting a more detailed research that represents banking industry of twin cities in Pakistan. Majority of the aspects have been covered in this study. However, there is always room for improvement. Some improvements could be brought in this literature study while conducting a research in future. Improvements can be in the form of expanded time frame, different industry, changed variables, additional variables, expanded sample size, etc. In future, time frame could be extended to have 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 banking industry of twin cities in Pakistan. In addition, this study has been performed over banking industry of twin cities in Pakistan, as it can also be conducted on any industry other than banking industry. Furthermore, this study has only used three types of variables (such as dependent, moderating and independent), and not used a mediating variable. Hence, a mediating variable could be added in the study to have detailed analysis of relationship between variables of this study. Finally, sample size could be increased to conduct this study in a better way.

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APPENDIX A

Research Questionnaire

This questionnaire has been designed for the sole purpose of collecting data regarding ‘The impact of office ergonomics on productivity and wellbeing of employees in banking industry of Pakistan’. The data collected will be treated with very high degree confidentiality and it is meant for academic purpose only. You are kindly asked to fill out this questionnaire by circling appropriate answers.

Regards:

Museera

Section A: General Information

Gender:

- Male
- Female

Age

- Less than 30 years
- 30 – 45 years
- More than 45 years

Designation:

- Branch Manager
- Operations Manager
- Support Staff

Experience:

- Less than 5 years
- 5 to 10 years
- More than 10 years

Section B: Office Ergonomics

Please read the following statements and choose the responses (*i.e.* 1= *Strongly Disagree* to 5= *Strongly Agree*) that apply most accurately to you by ticking the relevant columns.

Furniture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Physical work place in my organization allows me to work distraction free when I need to	1	2	3	4	5
I am satisfied with the level of comfort in my physical work place (keyboard, screen setup, chair, tables and lights)	1	2	3	4	5
My workplace allows sufficient space for physical activity (sports events, gym, etc.)	1	2	3	4	5
I feel my posture, long working hours, and my office environment is improving my productivity	1	2	3	4	5
I do not feel that my work station needs to be changed	1	2	3	4	5
My organization must not change office setup or workstations according to new trend	1	2	3	4	5

Equipment	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
I have access to the material and resources I need to do my work	1	2	3	4	5

properly (equipment / supplies etc.)					
I feel stress when working on my computer for long hours	1	2	3	4	5
I am satisfied with the resources or equipment I have in my work station	1	2	3	4	5
I feel my work environment allows me to interact with nature	1	2	3	4	5
I am highly motivated by the tools or equipment that are available at my work place	1	2	3	4	5
Tools or equipment available at my work place are significant helping me in performing my duties in an appropriate manner	1	2	3	4	5

Lighting & Noise	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
The brightness of lighting in the work place is appropriate	1	2	3	4	5
The interior of the work place is attractive and visually appealing	1	2	3	4	5
The colors used at the work place created a welcoming atmosphere	1	2	3	4	5

Inside surroundings of my work place are favorable for my job	1	2	3	4	5
Inside surroundings of my work place are not having any disturbance due to noise	1	2	3	4	5
I am satisfied with the work place atmosphere because of its effective lighting and lack of noise	1	2	3	4	5

Section C: Job Satisfaction

Please read the following statements and choose the responses (*i.e.* 1= *Strongly Disagree* to 5= *Strongly Agree*) that apply most accurately to you by ticking the relevant columns.

Job Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have the tools and resources I need to do my job	1	2	3	4	5
The amount of work expected of me is reasonable	1	2	3	4	5
I am satisfied with the monetary benefits offered by my company	1	2	3	4	5
I am satisfied with the non-monetary benefits offered by my company	1	2	3	4	5
I am satisfied with the career progression at my company thus far	1	2	3	4	5

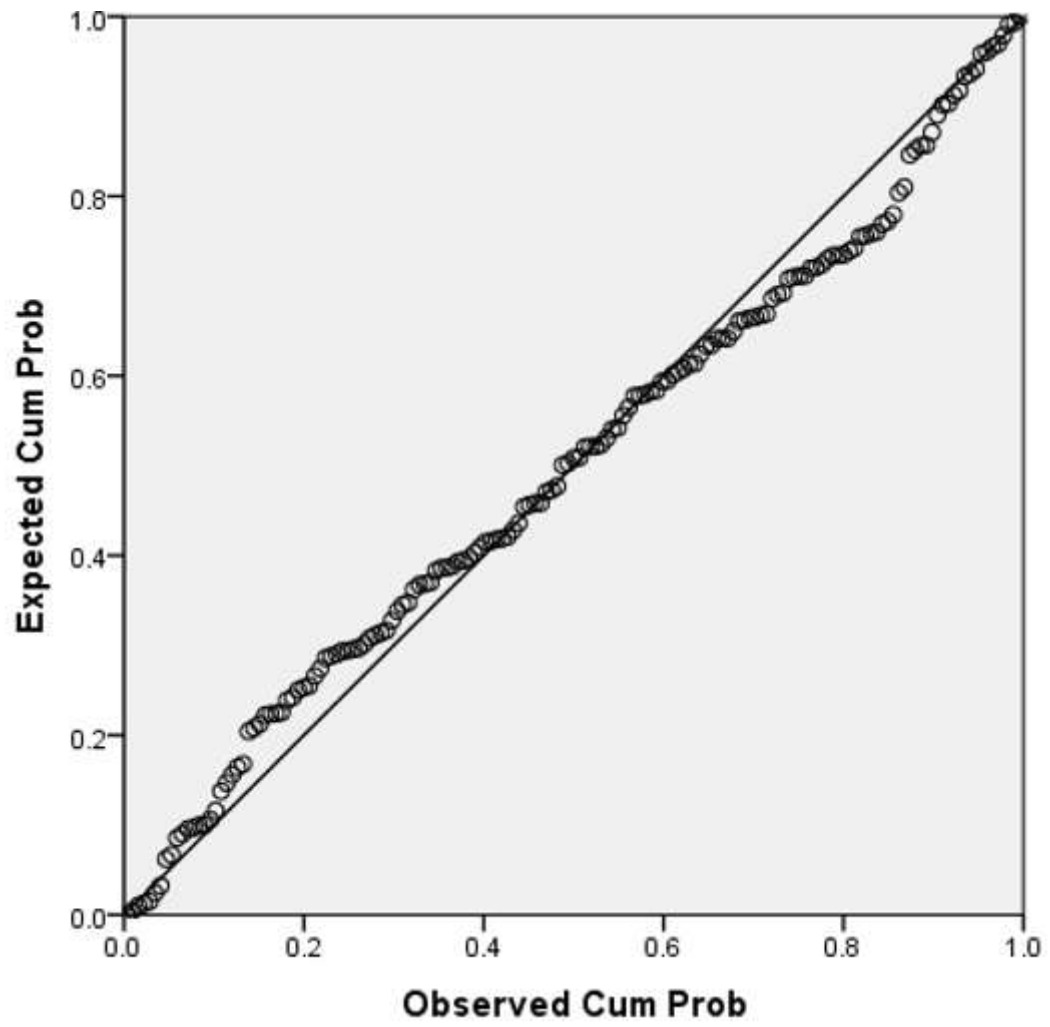
While doing this job, my morale is very high	1	2	3	4	5
--	---	---	---	---	---

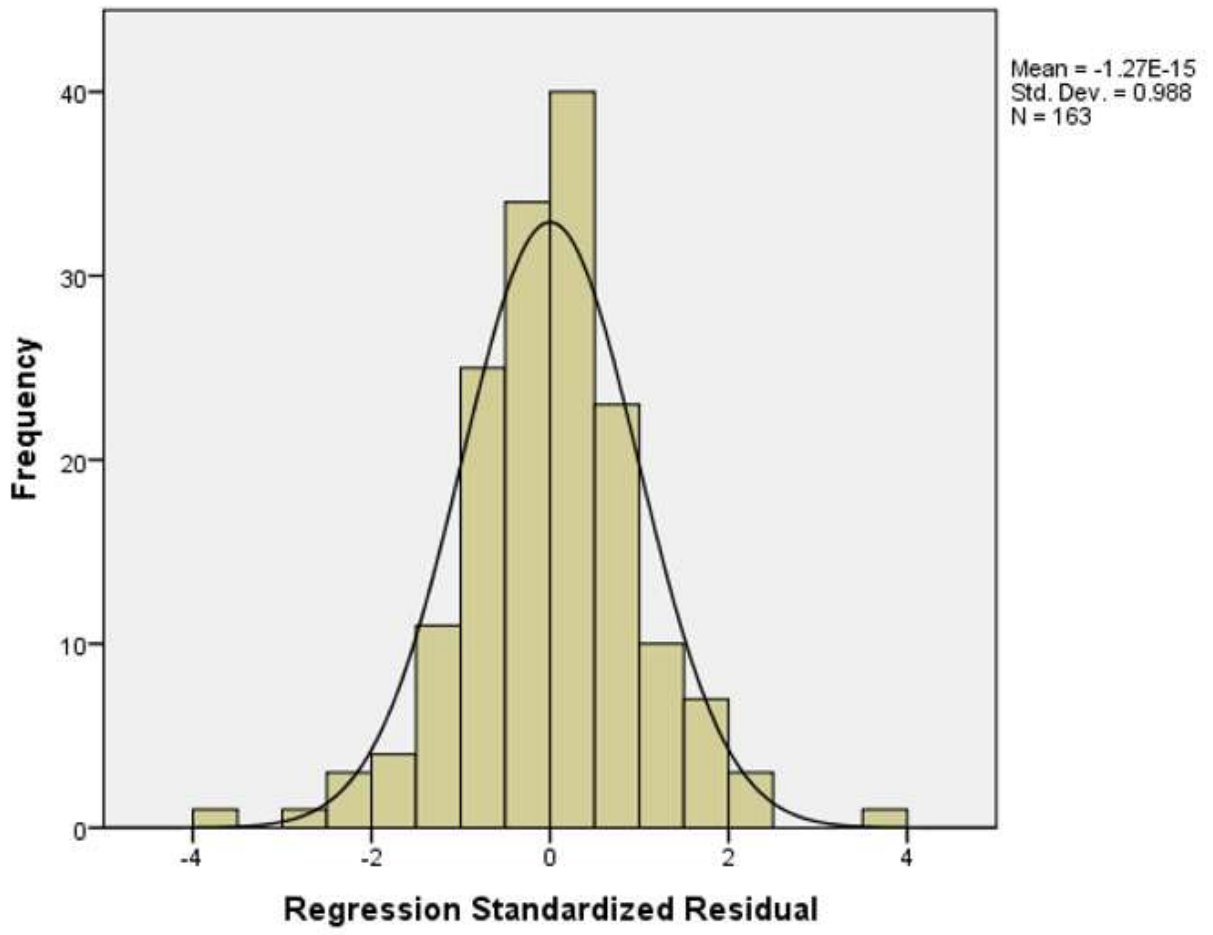
Section D: Employee Performance

Please read the following statements and choose the responses (*i.e.* 1= *Strongly Disagree* to 5= *Strongly Agree*) that apply most accurately to you by ticking the relevant columns.

Employee Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organization asks me to mention any medical condition on regular basis	1	2	3	4	5
My organization gives trainings related to work environment	1	2	3	4	5
I experience personal growth financially in this company	1	2	3	4	5
My organization gives rewards or company-based incentives like gifts, meal coupons or trips	1	2	3	4	5
I feel safe sharing my plans, programs and policies with my management	1	2	3	4	5
The company does an excellent job in keeping employees informed about matters affecting us	1	2	3	4	5

APPENDIX B







THESIS PROPOSAL FORM

Submission Date: 10/06/2020

Word Count: 1000-1500 words

Get an MS Word version of this from the Research Cell.

Part 1: Some Personal Information	
Your Name:	Syeda Museera Hasan
Your email address:	<i>(museera_hasan@yahoo.com)</i>
A phone number:	<i>0324-5002274</i>

Part 2: Topic area, key literature and conceptual development
Office ergonomics impacts on the performance of banking people that how they change their behaviour due to their efficient work environment
2a: What is the proposed title of your research? <i>Impact of office ergonomics on the productivity and wellbeing of employees in banking industry of Pakistan</i>
2b: What general areas of research does your topic cover? <i>The research topic is all about the work environment, it covers all the aspects psychological, physiological and environmental aspects, thus researcher has used process, equity theory and Maslow hierarchy needs</i>
2c: What are the key readings for your research? Have used the study of Salahuddin, Sulaiman and many researches on office environment.

Part 3: Research questions

What are your research questions likely to be?

1. *What is the impact of furniture on employee performance in banking industry of twin cities in Pakistan?*
2. *What is the impact of equipment on employee performance in banking industry of twin cities in Pakistan?*
3. *What is the impact of lighting & noise on employee performance in banking industry of twin cities in Pakistan?*
4. *Does job satisfaction moderates the relationship between furniture and employee performance in banking industry of twin cities in Pakistan?*
5. *Does job satisfaction moderates the relationship between equipment and employee performance in banking industry of twin cities in Pakistan?*
6. *Does job satisfaction moderates the relationship between lighting & noise and employee performance in banking industry of twin cities in Pakistan?*

Part 4: Research design

4a: Methodology

It was quantitative study that is based on questionnaire data, collected and distributed online due to current pandemic situation

4b: Subjects, respondents, key informants

(people were almost 500 from twin cities in which researcher used 250 of population)

4c: Instruments, resources and research tools

(researcher have used google docs and monkey survey to distribute survey questions and went to head offices for some questionnaires.)

4d: Research procedure

<i>Distributed online and with the help of some supervisors.</i>
<p>4e: Ethical implications</p> <p><i>(to protect the right and secrecy of every employee, as it was difficult to gather this much data from different people at different locations. This study proves practical in helping banking institutions of Pakistan, stakeholders associated with banking industry of Pakistan, and employees of Pakistani banks, as this study will assist in developing their awareness about the contribution that office ergonomics make towards improving employee performance)</i></p>
<p>4f: Analysis</p> <p><i>(I have used spss for collecting and calculating the data and it was totally acceptable, all hypothesis is accepted and true. Statistical tools, such as regression and correlation analysis, have been used to identify the relationship between office ergonomics, job satisfaction and employee performance.)</i></p>
<p>4g: What are the key readings for your research design?</p> <p><i>(research of Sulaiman is mostly used in the research, the key readings of my research design is hypothesis, research questions and how I conducted this research and why. Once you read the thesis you will come to know that how much this aspect of ergonomics is important for today's corporate world)</i></p>

<p>Part 5: Time management and location</p> <p><i>It took almost 7 to 8 months to make this thesis. I have spent a lot of effort for this thesis. Location was my home, HBLUBL branches and RHQs of both the banks.</i></p>
<p>5a: Location</p> <p><i>(online sessions for questionnaires, personal meeting with head of HR in HBL and UBL)</i></p>
<p>5b: Schedule and time planning</p> <p><i>February – research title was given to supervisor.</i></p> <p><i>March – library verification and discussed the brief of my proposal with supervisor.</i></p> <p><i>April – Due to pandemic couldn't come to university and discussed everything over the phone, shared the introduction of my research with supervisor. Got approval and started with chapter one.</i></p> <p><i>May – Chapter number 1 and 2 was sent to supervisor, he checked and highlighted all the mistakes.</i></p> <p><i>June – in first week changes being done in chapter 1 and 2 and also I have completed chapter 3 and 4, week 2 sent the chapters he checked and asked to make changes in chapter 3 and 4, week 3 and 4 I have completed all the chapters.</i></p> <p><i>July – first week sent all the thesis he checked and plagiarism checked.</i></p>

1st Half Semester Progress Report

Enrollment No.	01-321191-026
Thesis/Project Title	IMPACT OF OFFICE ERGONOMICS ON THE PRODUCTIVITY AND WELLBEING OF EMPLOYEES IN BANKING INDUSTRY OF PAKISTAN

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	20/2/20	Bahria University, Islamabad	Research proposal and agenda	
2	5/3/20	Bahria University, Islamabad	Library verification and discussion with supervisor about how to conduct this study.	
3	21 st April	Phone	How I am doing my research and where am I in the research, discussed and shared the introduction with supervisor. Shared chapter one.	
4	15 th May	Emails and phone	Chapter 1 and 2 shared and made changes in chapter 1 as asked by supervisor.	

Progress Satisfactory Progress Unsatisfactory

Remarks: _____

Signature of Supervisor: _____ Date: _____

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

2nd Half Semester Progress Report & Thesis Approval Statement

Enrollment No.	01-321191-026
Thesis/Project Title	IMPACT OF OFFICE ERGONOMICS ON THE PRODUCTIVITY AND WELLBEING OF EMPLOYEES IN BANKING INDUSTRY OF PAKISTAN

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	21 st May	Phone and email	Chapter 2 changes were made and chapter 3 also submitted	
6	15 th June	Phone and email	Chapter 4 submitted and chapter 5 discussed and submitted on 20 th June.	
7	25 th June	Phone and Email	All the chapters were submitted to supervisor and he asked me to make some changes, on 5 th July he asked me to send the report for plagiarism. On 9 th July 2020 all the thesis and plagiarism was checked.	

APPROVAL FOR EXAMINATION

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at _____ that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor: _____ Date: _____