

THE IMPACT OF OFFICE PHYSICAL ENVIRONMENT TOWARD
EMPLOYEE PERFORMANCE

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THE IMPACT OF OFFICE PHYSICAL ENVIRONMENT TOWARD
EMPLOYEE PERFORMANCE

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requirements for the award of the degree of Management (Technology)

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DECLARATION

I declare that this thesis entitled “*Emotional Intelligence Towards Employee’s Engagement: The Case of Industrial Manufacturing Company of Sulaymaniyah.*” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.

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DEDICATION

I dedicate this study to my family members who were the main support of my achievements in my personal and professional life. Also, I dedicate this thesis to my friends who were the source of my continuous efforts in finishing this study and appreciate their support always.

ACKNOWLEDGEMENT

First and foremost, I would like to express my sincere gratitude to my beloved supervisor Ms. ROZHAN MAHMOOD for her patience, motivation, constructive feedback, advice, and assistance throughout the journey. Without her support, the goals might not be achieved. Most importantly, her words of support encouraged inspired me to put my efforts into this study. It is great to be supervised by her.

Along with that, I am very happy to have my family, friends, and co-workers support and I thank UTM for the rich insight and experience it gave me in my study career and made me realize who I am today.

ABSTRACT

This study aims to investigate the theoretical underpinnings of the physical office environment and how it affects employee performance. Sound, temperature, air, light and color, and space are the five elements of the work environment that have been defined by early academics as having an impact on job performance. Even though they are mostly still in conflict, these findings are nonetheless very important in determining how well employees perform at their jobs. As a result, by outlining a new type of work center, acoustic privacy, and general type of work setting, a recommendation for a better and more sympathetic physical environmental design has been made. In order to ensure employee productivity and prevent unneeded stress on the staff, which could impair their work performances, a happy work atmosphere is essential. The working environment was one of the elements that influenced job satisfaction. Therefore, the purpose of this study was to examine the connection between the working environment and employee performance using the working environment's five aspects. In this study, a quantitative survey design was used, and questionnaires were used to gather data. Administrators from several departments in a Kuching-based local municipality served as the study's respondents. The association between the variables was determined by utilizing Pearson's Correlation Analysis to analyze the data. The results demonstrate a considerable association between employee performance and the workplace. It was discovered that the dominating factor in ensuring a positive working environment was supervisor support.

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LIST OF ABBREVIATIONS

EE	-	Office Physical Environment
EI	-	Employee Performance

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Because the conditions under which office workers must perform their duties have an impact on their productivity, which has an impact on worker performances, this study will focus on the effect of facility management in the office on employee performance of office workers in an organization. It is typical to start out with a certain level of discomfort while assessing the thermal indoor environment of offices. A particular percentage of unhappiness that is tolerated within the annual working hours is the criterion used for this reason. The requirement for a classification of buildings and installation concepts based on comfort level, in which the permissible transgression or the proportion of discontent per category increases, has been demonstrated in practice. We will now interchange the phrases category and (climate or comfort) class. The working environment is also a point that might impact employee performance in addition to work discipline. A pleasant workplace environment will make employees feel comfortable. There is no doubt that convenience will increase worker productivity. As a result, it is impossible to define an office without understanding its surroundings. An office setting is a work environment where socioeconomic or commercial operations are carried out with the intention of achieving organizational goals. Every business system should be understood to be a part of an environment that helps all organizations increase employee engagement and job satisfaction. As a preventative measure for boosting productivity and as a factor in determining how much employees enjoy their jobs and are motivated to work, organizational management should consider work motivation and a supportive atmosphere. The office layout, furniture, lighting, ventilation, color scheme, sound

system, and physical conditioning are all components of the workplace environment that are intended to keep employees safe.

The environment, which can take either physical or non-physical forms and affects humans, is referred to as such. The circumstances in which individuals labor to accomplish the objectives of the organization are the precise definition of the term "work environment." This comprises all elements that have an impact on how well employees perform, including tools, systems, structures, and processes; these elements can have a good or negative impact (Satyvendra, 2019). A study by Bushiri (2017) discusses the workplace setting where a team of people collaborates to complete a task. The physical environment of the workplace is influenced by the workplace's location and surroundings, as well as its physical assets including ventilation, noise levels, workplace air quality, parking, in-kind supplies like lunch, tea, and coffee, and office architecture and layout (Mathew, 2015).

1.2 Background of the Study

The workplace has a significant impact on employee performance. The workplace is said to have a significant impact on employee performance, either positively or negatively (Chandrasekar2001). Employee rights are a hot topic in the universe among international organizations. The fact that most people spend half of their lives indoors has a significant impact on their mental health, behavior, abilities, and performance (Dorgan, 1994). Employees who are happier are thought to produce better work and be more productive. Improved physical working conditions will boost productivity and employee morale. According to several publications on the research of multiple offices and office buildings, the main causes of employee productivity loss are discontent, crowded workspaces, and the physical environment (Carnevale 1992, Clements- Croome 1997). The office environment evolved in the 1990s as a result of changes in a variety of areas, including the social environment, information technology, and flexible methods of organizing work processes (Hasun & Makhbul, 2005). Employees who are emotionally

and physically stable will be more motivated to work and achieve better results. Furthermore, a positive work environment reduces absenteeism and can improve employee performance, which increases company output (Boles et al.2004).

1.3 Problem Statement

Humans are one of the most valuable resources an organization has at its disposal, and they are susceptible to pressures and influences like noise, poor lighting, and inappropriate tools for the job because these things always make the workplace uncomfortable and tend to encourage workers to look for more comfortable surroundings outside of their workstations. Physical and mental exhaustion, or inefficiency, is the result of these conditions, which are bad for their health and morality. The employees or workers have a negative temper toward their occupations, which is shown through their blatant irresponsibility, high absenteeism rate, and indiscipline. There is insufficient communication between management and employees. When compared to the nation's economic situation, either workers' welfare is not provided for or their compensation is paltry. Looking at these issues, one will immediately note that environmental elements play a role in how well employees perform on the job and organizational risks that could result in worker harm or death. The workplace environment will significantly stimulate the employees to improve their performance. In an effort to improve employee performance, boost productivity, and recruit more workers, many firms have been experimenting with innovative designs and methodologies. Numerous authors have emphasized that efficient management techniques and the physical layout of the workspace significantly affect how productive employees are and how successful the business is. Other elements like (air factor, noise, flexibility, comfort, communication, lighting, temperature, and space) are also important. In this study, the physical and behavioral elements of the office environment are being looked at.

Air Component

The impacts of venting contaminants in offices, which may result in an unpleasant working environment and ultimately affect employee performance, have recently received a great deal of attention. The air in the workplace, in particular its constituents, can have a significant impact on how individuals behave at work and how successfully they perform their tasks. Does breathing affect a person's ability to do their job? The answer relies on the air's constituents, such as carbon monoxide and air ionization, and even though it has no odor, it can occasionally be poisonous to some people. The comfort, health, and productivity of employees are significantly impacted by the quality of indoor air. Individual workers may spend up to 90% of their time indoors alone, and indoor pollution levels frequently exceed outside ones. The most potentially deadly indoor contaminants include radon, asbestos, inorganics, environmental tobacco smoke, organics, biological, and non-ionizing radiation. Other pollutants, like as scents and dust, can greatly impair performance and productivity by making people feel very uncomfortable and unwelcome (Ossama, and Amal, 2006). One study found that unpleasant scents had an impact on complicated task performance but not on how well people performed simple tasks (Gifford, 1996). Furthermore, the amount of oxygen that can be carried by our blood will be constrained due to the frequent exposure we receive to airborne pollutants like carbon monoxide. It is accurate to say that when work necessitates sustained attentiveness but normally involves mild stimulation, moderate carbon monoxide exposure may have an impact on an individual's performance. On the other hand, there were two distinct findings regarding the impact of air ionization on work performance. The workers' reaction and motor coordination were substantially quicker when exposed to an ion concentration exceeding 4,000 per cubic centimeter (Gifford, 1996). As a result, airborne pollutants like carbon monoxide and disagreeable scents may make it difficult to execute your job. Extremely low negative ion concentrations may affect basic cognitive processes, but chronic air pollution exposure, variations in physiological sensitivity, and psychological mediators may all assist to explain why some people are more vulnerable than others (1996, Gifford). Particularly its constituent parts, the air in the work environment can have a significant impact on how an employee

behaves at work and how well they do their duties. The comfort, health, and productivity of employees were significantly impacted by indoor air quality. Workers sometimes spend up to 90% of their time alone inside, where indoor pollution levels are frequently higher than those outside. The most potentially deadly indoor air contaminants are radon, asbestos, inorganics, organics, biological agents, nonionizing radiation, and environmental tobacco smoke. Other contaminants, such as scents and dust, can be quite unpleasant and resentful, which can reduce output and effectiveness at work (Osama, Gamal, and Amal 2006).

Temperature Factor

The business atmosphere is significantly impacted by a suitable room temperature, which boosts output and reduces employee stress. Employee performance can be impacted by high temperatures, particularly in jobs requiring cognitive, physical, and perceptual abilities. According to both (Badayai, 2012) and (Chandrasekar, 2011), hot weather can be harmful to one's health and cause stress and heat fatigue. Given the effort put in by the body to maintain a healthy temperature, the impact of temperature on the workplace is significant. A theory of effective temperature proposed the four elements of air, temperature, humidity, airflow, and temperature of ambient objects. It shows how we actually feel when it's hot or freezing outside (Aamodt, 2004). Table 1 below shows that the air temperature feels warmer when there is more humidity present, hence the effective temperature is higher when there is more humidity. Heat radiation from other objects in the working environment has an impact on the effective temperature as well. For instance, sitting next to someone will make you feel hotter than sitting by yourself. The body's radiation and evaporation system are also impacted by humidity and ambient temperature. When the outside temperature is higher than our body temperature, our body cannot radiate heat, and when the humidity is high, it loses its capacity to release heat through evaporation. According to the discussion above, the effects of temperature on each of the

three main types of job performance—cognitive, physical, and perceptual—can be explicitly defined.

According to research, hot weather can impair workers' performance, particularly when it comes to mental, physical, and perceptual duties. Beshir, El-Sabagh, and El-(1981) Nawawi's study revealed that exposure to heat will impair workers' ability to perform perceptual tracking tasks.

Color and Light Factors

The light may be the main driver of daily operations at work, making it essential. Lack of suitable and sufficient lighting in the workplace may affect key aspects of job performance and quality. Research on light has mostly revealed, according to Gifford (1996), the impacts of light on job performance. It only concerns itself with four elements: Sunlight, incandescent, fluorescent, and sodium vapor are examples of the sources. Ceiling, desk, and floor lamps are examples of fixtures. It is still necessary to provide an objective justification regardless of whether exposure to more or less light had an effect on job performance. Studies show that task-specific lighting, or the quantity of light required in the workplace, greatly varies, whether they are indoor or outdoor and taking place in a building, even at night or throughout the day. As a result, it needs varied lighting, which could improve or worsen performance. The lack of natural light in the office, high glare, dim lighting, and other uncomfortable working circumstances have all been linked to decreased productivity in the workplace, according to research (2006) Schultz & Schultz. On the other hand, it has been claimed that color can enhance performance and productivity, reduce accidents, increase employee morale, and contribute to the workplace by merely making a more pleasant working atmosphere and supporting safety protocols. Some equipment has a certain color painted on it as a coding method. For example, fire trucks are red, danger zones are yellow, and first aid centers are green. This seems to be true because different hues reflect light differently. However, there is no empirical support for this claim, thus it is invalid. Schultz and Schultz claim

that (2006). Researchers, little is known about how color affects employee behavior, specifically job performance, especially among organizational and industrial psychologists. Daylight is acknowledged as the most desirable natural characteristic in the workplace, regardless of the fit-out style or kind of building, as studies regularly show that exposure to natural light in an office space affects employees' quality of life. Depending on whether a task is being accomplished inside, outside, during the day, or at night, the quantity of light required at the workstation will vary. As a result, the performance will either improve or deteriorate. Tension from uncomfortable lighting might reduce productivity. This could be brought on by an unfavorable work environment, such as one with high glare, a gloomy workstation, or insufficient natural light (Schultz & Schultz 2006). Attentiveness, alertness, and task performance are all impacted by the lighting intensity in the office. The working environment and productivity can be considerably improved by changing the type and quality of light (Sehgal 2012).

Color has also been demonstrated to raise staff morale and enhance performance and productivity. In essence, it promotes a pleasant environment at work. Ching Binggeli and (2012). Natural light is the most coveted natural aspect in offices, regardless of the architecture of the structure. Employees' quality of life is impacted by exposure to natural light in the workplace. Depending on whether the task is being done indoors or outside, different levels of lighting are required in the workspace. The performance will therefore either get better or go worse as a result. Uncomfortable lighting can cause tension, which impairs productivity. Insufficient working conditions, such as those with harsh glare, poor lighting, or a lack of natural light in the office, tend to affect employees' performance (Gitahi & Maina, 2015). Office lighting intensity has an impact on employees' attention, alertness, and task performance. The working environment and productivity can be considerably improved by altering the type and quality of light (Sehgal 2012). In order to preserve workplace safety and make it possible to complete all tasks effectively and on time, illumination is required in the workplace, whether it be an industrial setting or an office one (Ali 2015). Distinct work environments have different lighting needs, and various illumination kinds are required for various tasks. In addition, there are a few factors related to the actual working environment that may have an impact on how well individuals perform (Boyce 2003, Naharuddin 2013). For instance, take into account

office lighting. Overly dark or overly bright workspaces can result in headaches, irritability, and, inevitably, lower productivity (Sarode, Shirsath 2014). Light sources, especially the sun, can cast unwanted shadows, glare, and reflections in the workplace that can be distracting and uncomfortable and prevent workers from completing their visual tasks. A poor lighting configuration may also have an impact on worker performance and productivity. This is because people who read a lot at work may have vision problems, which can cause fatigue or eyestrain. Employees who work in better lighting, however, are more likely to complete tasks faster and with fewer errors than those who do not. Basically, the four forms of lighting that are typically used in offices are natural light, fluorescent lighting, incandescent lighting, and high-intensity discharge lights (Quible, 2005). How complex the task is, how reflective and contrasting it is, how old and healthy your eyes are, and how important it is that the task be accomplished quickly and precisely all factor into the dispute over how much light is required at work (Reese, 2004). The amount or amount of light required depends on the task's importance and difficulty because different jobs call for varying amounts or levels of lighting. For instance, reading a notice posted on a bulletin board would require less light than studying a computer printout at your workstation. Next, visual comfort, ambient pleasantness, and to a considerable extent task visibility are all influenced by the quality of the light. Good quality light diffuses evenly throughout the viewing area and is largely free from glare. Shadows should also be kept to a minimum. In conclusion, generally speaking, work is easier to do the more light that is available (Tedesco, Mitchel 1984,).

Sound Component

According to Wikipedia, noise is defined as an unwelcome sound and is the most frequently reported problem at work. Numerous studies suggest that subjecting workers to noise levels can impair the quality of their work. It has been established that exposure to high levels of sound may result in a range of illnesses including cardiovascular disease, endocrine, and digestive reactions when performed in complex tasks as opposed to

employment needing little to no physical or cognitive skills. Construction sites, factories, mines, airports, and other industrial settings with heavy gear or equipment may all be noisy environments, and exposing workers to them can have an impact on how well they accomplish their jobs. Berry (1998) asserts that sound is a perceptual phenomenon brought on by wave-like variations in air pressure. Pitch is the term used by human sensory systems to describe the frequency, or cycles per second, of wave motion. The two main functions of sound, including music, are euphony, which is desired sound, and noise, which is undesirable sound (Gifford, 1996). Depending on the employee and the scenario, sound may be considered to be euphony or noise. Since not all noise at work may be considered to be pleasant or euphonic by all employees. However, noise is a psychological concept that goes beyond simple sound perception. Decibels are units that are used to measure how loud or intense a sound is (dB) (Berry, 1998). However, studies have shown that any employee can become stressed out by noise (2001, Melamed, Fried, Froom, McLean). They demonstrate that exposure to high levels of sound may result in cardiovascular disease as well as endocrine, digestive, and other issues, especially while performing complex tasks as opposed to simple ones. In comparison to a control group that worked in a more serene setting, subjects exposed to loud noise (93 dB) showed increased vasoconstriction and higher degrees of physiological arousal (Millar, Steels, 1990). Consequently, Cohen and Weinstein's study from 1981 found that working at noisy industrial sites has a negative impact on one's health, notably cardiovascular disease. Naturally, these have a significant impact on how well a person does their everyday job. When a person's health is put in danger by the noise at work, he eventually misses work or takes an extended medical absence, which may have an impact on how well the worker performs his or her job. This is especially true for jobs like sales officer that place a strong emphasis on how much product is generated at any given moment. The two main goals of the stressor in the workplace can be understood if noise is the sole stressor that has an impact on it. First of all, intermittent noise is more irritating than continuous noise. This suggests that the erratic sound can serve as a source of distraction as daily duties are carried out. Discontinuous exposure to foreign and unfamiliar types of sound is the main cause of workers' incapacity to pay attention and focus on a task at work (noise). Second, the impact of continuous noise depends on both the job and its intensity (Berry, 1998). A

certain amount of noise tends to enhance performance, yet noise can also interfere with tasks. Cohen and Weinstein (1981) provide a convincing argument for why low-level noise will help with tasks like monitoring while high-level noise will hinder performance. This is evident from the table outlining sound intensity in decibels up above (dB). Additionally, the impacts of noise only on difficult tasks are more pervasive than those on simple jobs (Broadbent, 1971). Thus discusses the impact of both low- and high-level noise on work production and tasks using the "inverted U" arousal concept. This explains how noise makes it difficult to do your job. Figure 2 can be used to illustrate this impact. Workers would likely perform better on the job if exposed to moderate levels of noise, but high levels of noise would likely have the opposite effect. To further understand the link and its effects, identified seven factors: task difficulty, continuity of noise level, continuity of noise, frequency of sound, predictability of noise, the requirement of noise, and sensitivity to noise. Whether noise has a significant impact on a person's ability to execute their job or vice versa is still debatable because everyone reacts to noise differently. Personality differences could have been another element taken into account in the study area. To comprehend the relationship and how it affects employee performance, this component needs to be thoroughly investigated (Aamodt, 2004).

Factors of Space

Workspace organization and density are related terms. On how well each employee performs, it may have a big impact. Long-term workers in acoustically secluded workstations performed no better in terms of productivity and performance than those who worked in open offices without cubicles for privacy (Brill, Weidemann, 2001). It indicates that tension and other psychological impacts are brought on by having a workstation that is too small and crowded. An individual employee could feel unmotivated, insecure, and free. This could have immediate effects and lead to a very tense environment that reduces the caliber of the job product. 1) The design and layout of a person's workspace, or 2) the arrangement of the components therein, are two key factors that can influence that person's

productivity (Brill, 2001). Studies that compare how a job is actually carried out in various work space arrangements are few and few between. A laboratory study's findings may indicate that a lack of space may impair the individual performance, particularly for tasks requiring physical movement and contact (Gifford, 1996). This is due to the fact that each worker can actually trip over one another while attempting to complete their tasks in that circumstance. crowded together, and enclosures are present, there are increased rates of turnover and withdrawal. Environmental studies have paid a lot of attention to office design and space planning. The advantages of an open-plan workplace are the main factor in the spatial arrangement. There are mixed results, with some workers reacting completely negatively to the open-plan workplace, while those that respond favorably either came from dark, claustrophobic prior offices or preferred social interaction at work over the enjoyment of the task itself. A similar issue was raised by (Gifford, 1996). who emphasized that staff with managerial and professional responsibilities dislike working in open-plan workplaces. Inadequate spatial arrangements cause workers to adapt to unfavorable situations or unfriendly work environments, or even fail to perceive that their surroundings could be improved. Researchers refer to this as environmental numbness: a regrettable sort of adaptation. In workspace issues that are ostensibly taken into account in light of their influence on employee performance, the size of the office, workstation, couch, or even plant is a vital consideration. Although the effects of this naturally occurring spatial configuration on performance are not well understood, it still has a significant impact on how well employee's work. In actuality, many open-plan offices increase undesirable communication while simultaneously reducing desired communication.

However, the experiences of junior and senior employees in the company must be thoroughly investigated because their perspectives may differ on how the workplace affects productivity. To maximize staff efficiency, a workplace's actual physical design is crucial. Modern work environments offer flexible workplaces that encourage easy communication and interpersonal access, as opposed to completely secluded offices. Compared to closed office environments, the move to open-plan offices has enhanced staff productivity (Becker, 2002). Tension, pressure, and other psychological impacts will result from an overcrowded and limited individual workstation. An individual employee

can experience instability and a lack of enthusiasm, which could, in the short term, result in a very stressful scenario and impair the caliber of job output. According to Gifford, employees who require confidentiality and professional support are unhappy in open-plan offices. Employees adapt to a hostile work environment when poor spatial arrangements are formed, and they are sometimes unaware that their surroundings may be altered. Office furniture, which includes desks, chairs, filing cabinets, shelves, and drawers, is important for both worker productivity and efficiency, as well as the efficient operation of any organization, according to claims. Another critical factor to consider is whether or not the office furniture is ergonomic. Every employee will feel at ease in his surroundings thanks to ergonomic office furniture, which includes seats, workstations, computer settings, and even ambient aspects (Sehgal, 2012).

1.4 Research Question

- 1) What is the level of office physical environment in Sulaymaniyah Iraq?
- 2) What is the level of impact of facility management in the office in Sulaymaniyah Iraq?
- 3) What is the relationship between the office physical environment in the office on employees' performance?

1.5 Research Objectives.

- 1) To determine the level of impact of the office physical environment in Sulaymaniyah Iraq.
- 2) To determine the level of impact of facility management in the office in Sulaymaniyah Iraq.
- 3) To determine the relationship between the office's physical environment in the office on employees' performance.

1.6 Scope of Study

The study's main focus was on the performance of office personnel in the manufacturing company's Sulaymaniyah offices. The research which is based on how bad office environments affect how well office workers perform on the job, will highlight the significance of physical office environments and reveal how environmental factors affect workers' quality of life. It will also look at the environmental factors that affect office workers' performance, such as poor lighting, ventilation, noise, insufficient furniture and fittings, and inappropriate work tools. These factors all contribute to discomfort at work, are detrimental to employees' morale, and can result in physical and mental exhaustion.

1.7 Conceptual Definition of the Physical Environment

the entirety of forces, actions, and other influencing factors that are currently or may in the future be at odds with the employee's performance and activities constitute the working environment. The working environment is comprised of the interactions that occur between employees and the environment in which they work (Kohun, 1992). The ability of firms to share information depends on how the working environment is designed to encourage According to (Brenner, 2004).

businesses should take advantage of the workplace as if it were a resource employer can benefit from common knowledge, which can boost organizational effectiveness. Furthermore, he argued that encouraging individuals to perform more productively through a work environment tailored to their needs and an open exchange of ideas is more effective than other approaches.

1.8 Conceptual Definition of Employee Performance

The eagerness and readiness of an employee to complete their duties determine their performance. He went on to say that having employees who are open and willing to do their jobs can boost productivity, which in turn boosts performance. (Sinha (2001). (2001). Employers must ensure that workers finish their jobs on time in order to achieve the organization's goal or target and maintain a standard of performance (Stup, 2003). Employers may be able to monitor their employees and help them improve their performance if the work is completed on time. Employee performance-based awards should also be implemented. This is done to encourage employees to work harder on their tasks. according to (Stup, 2003). A variety of factors influence the effectiveness of an employee's performance. The components include the workspace itself, tools, focused work, performance expectations, performance feedback, rewards for good or bad performance, standard operating procedures, knowledge, skills, and attitudes. Although the presence of internal components such as the necessary skills, mental capacity, and resources to carry out the work has an impact, performance is commonly described as being dependent on internal motivation. Employers must ensure that employees' performance meets the required standards by providing adequate working conditions, as stated by (Franco, 2002).

1.9 Summary

This chapter has covered the history and justifications for this research topic and has also given readers a clearer idea of the objectives of the study. The discussion of the literature review pertaining to the variables considered in this study—the physical office environment's influence on worker performance—will be covered in the following chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Office workers spend a lot of time indoors, where their physical environment has an impact on their health and a direct impact on how well they function and how productive they are. Employees who are happy with their surroundings are thought to perform better at work in general. The temperature, air quality, lighting, and noise levels in the office all have an effect on employee concentration and productivity. Several studies have found that the physical office environment influences employee behavior, perceptions, and productivity. The majority of previous researchers focused their research on a specific aspect that could affect an employee's performance at work however, no studies have looked into the relationships between various elements of the physical office environment and employee performance. As a result, this paper provides a literature review on a variety of environmental factors that either directly or indirectly affect employees' ability to do their jobs. The impact of workplace design, indoor temperature, color, noise, and interior plants on employee well-being and productivity, among other environmental factors, has been discussed.

2.2 Office Physical Environment

The physical environment of the workplace can have a direct impact on employees' performance, focus, comfort, safety, satisfaction, morale, health, and emotions

(BUSHIRI, 2017). Age, layout, ventilation, space, noise, air quality, lighting, and radiation all have an impact on workers (Nur Shifaa Athirah Saidi, 2019). The setting of the workplace is crucial to take into account because the majority of activities and operations take place there, and this configuration has the potential to negatively impact any employee's performance and productivity (N. Kamarulzaman, 2011). Employee productivity and quality are influenced by their physical working environment. When an organization's physical structure is badly planned, it may lead to employee inefficiencies, unhappiness, and decreased production. If such circumstances persist for an extended period of time, they have an impact on employees' health and welfare and cause objectives and corporate goals not to be met on time (Mathew, 2015).

Numerous studies demonstrate the different ways that poor workplace conditions might impact employees' performance. The majority of researchers agreed that there are various factors that, when taken together, might influence whether employees have a positive or negative perception of a company in terms of efficiency and effectiveness (Kum, 2014). These variables influence performance and influence how motivated or unmotivated a person is to work. If employees are not given access to basic office supplies, the equipment in the workplace may also interfere with their ability to function. This factor has a particular impact on service sector workers. The slightest disarray could be the cause, for example, if the office is painted a drab, dark hue that conveys darkness. This could affect the workers' moods and cause them to feel drab, sleepy, and exhausted, which would then have an impact on how well they perform at work (Jena, 2016). As a result, even minor things in an organization might irritate its staff and should be paid attention to. When given support, an appropriate atmosphere, and physical and mental consideration, employees can accomplish more. When they are provided a good environment, and thoughtful attention If their needs are met, they will feel comfortable and will work as hard as they can., producing the desired outcomes.

The term "office physical environment" refers to everything related to the work that must be done in order for it to be completed, including how it is done, where it is done, when it was done, and all the necessary components (Jena, 2016). Any employee's career growth can be enhanced by pursuing good possibilities in a productive and happy

workplace that supports the achievement of Through the alignment of its core values, an organization can achieve both personal and collective success. The physical settings or conditions, social qualities, or both, are considered the work environment, and any other variables that are influencing an employee's performance at work either directly or indirectly. It also includes the entire organization as a whole. the state of being of a person, relationships through coworkers at the business, cooperation and effectiveness, employee health, and other factors are only a few of the many ways that these workplace factors may have an impact (Awan, 2015). The work environment at any corporation is characterized by factors such as company culture, the environment in which work is performed, and physical working conditions (Ali, 2016). Employees who are in good mental health and are working in favorable environments are more motivated to achieve the goals of the business, and they are more likely to perform above and above expectations. An employee's continued motivation is regarded as a key factor in reaching desired goals in a way that is positive and satisfying (BUSHIRI C. P., 2014). Measures of individual and group performance are used to assess how well the objectives and targets are being met. Contribution processes are also used to determine the persistence, intensity, and direction needed to reach goals and objectives. The workplace environment is simply the physical setting in which an employee performs their regular duties (Genzorová, 2017). The location could be as intimate and private as a home office or as open and large as any major business or industry. The workplace is a significant social space where a variety of actions and events that are crucial to the development of an organization and even an individual's future career take place on a regular basis (Satyvendra, 2019). As a result of technological advancement and the development of newer, more integrated communication networks, there is a type of workplace that does not exist physically but in which many activities take place. The typical and traditional workplace environment includes things like the design, air quality, noise levels, temperature, and other amenities like coffee shops, parking spots, childcare facilities, and more When employees perceive their workplace to be a second home to them, they are working in an ideal or nearly ideal setting where they are safe, secure, stress-free, engaged, motivated, and fulfilled. The individual has adequate time to spend with his or her family and enjoys coming to work every day a pleasant work environment is characterized by "absorption, dedication, and

vitality" that takes into account both job and non-work responsibilities. Employees who work in a supportive and orderly environment feel confident in their work and that it does not demand more of them than is necessary additionally they feel that they are not sacrificing their time with their families or other worthwhile extracurricular activities in order to accomplish their professional goals. (Natalia Stalmaeková, 2017). They sense goodness and conduction of positivity, live, and lines, and are positively and emotionally engaged in their work, which is marked by pleasant and positive feelings and vibes. They successfully balance their personal and professional lives, feel appreciated, and have a good fit between their skills and the demands of the job. A work environment is anything that is present and that an individual can easily impact while they are working (Ali, 2016). The office environment is understood to be both the external and internal factors influencing employee work attitudes and ultimately their performance. An appropriate work environment is one that allows employees to carry out their duties in a safe, optimal, comfortable, and stress-free manner. held the opinion that an organization's physical conditions, in particular, its layout and design, have an impact on an employee's conduct at work (Genzorová, 2017). The financial system is crucial to the economy (Ugurlu,2019). Access to clean, fresh water for drinking and using, cleanliness, color, lighting, music, safety, temperature, and ventilation are all factors that influence working conditions. According to a number of workplace studies, employees express their satisfaction with their working environment. (Natalia Stalmaeková, 2017) states.

2.3 Employee Performance

The effectiveness of the workforce in producing the intended results is one of the primary problems facing present-day enterprises. Prior research has looked at how well employees perform through a variety of Human resources (HR) and organizational behavior (OB)related variables (Nur Shifaa Athirah Saidi1, 2019). In order for a business to achieve the intended outcomes and success, having effective human resource management involves having an effective staff with enhanced work performance. In

contrast, an employee's performance is the task's major completion following the execution of the employee's work-related activities. Employee productivity is crucial for the success of an organization (Genzorová, 2017). According to prior studies, implementing profitable incentive programs to encourage individuals to contribute meaningfully and effectively at work will produce outstanding outcomes (Utin Nina Hermina¹, 2019). Parallel to this, a small number of well-known and fragmented sources provided proof showing employees' performance levels are raised by financial incentives and offers. More evidence suggests that incentives like promotions, participation, and evaluations encourage workers to put out their best effort. According to the level of competitiveness, the business market environment has grown in an unanticipated way (Mohamed, 2016). In order to fulfill the current market norms, companies are challenged to keep up with the industry's rapid changes. Therefore, staff on their toes and keeping them informed of current market trends and updated standards while also increasing their work performances would be the best way to accept and address these issues. (Awan, 2015). An organization would experience a number of worrying issues if the new challenges were not solved, which might endanger the organization (Ali, 2016). Determination could help the organization attain its goals (A. Firmansyah, 2020). Up till the employees' performance is not correctly allocated to attaining corporate goals and objectives with reaching targets on time, the organizational resources and precious assets in abundance are useless (BUSHIRI C. P., 2014). The quality of the work that employees produce and the accomplishment of the goals in line with the responsibilities that they have been given make up an employee's performance. Successful employee performance is defined as meeting work standards, predetermined criteria, targets, and objectives within a specific time frame while also achieving the desired results both individually and as a team. According to (Genzorová 2017). The level of performance of an employee is simply determined by how they handle their assigned responsibilities (Nur Shifaa Athirah Saidi¹, 2019). The activities carried out by top management to enhance individual employee performances, to achieve organizational goals collectively, comprising individual work and group works of an organization, are referred to as performance management. 2017 Genzorová. According to (Franklin Dang Kum, 2014), a worker's activity or actions in carrying out work to achieve organizational goals. Employees'

performance is a mix of their traits, talents, and abilities used when and when necessary to carry out tasks in a manner that leads to the achievement of objectives and the desired results. (2015) Matthew. Analysis of interpersonal relationships, contextual elements, performance, productivity, and other characteristics is necessary for a thorough knowledge of the jobs. According to Natalia Stalmaekova (2017), one of the important variables impacting an organization's profitability is job performance. The effectiveness of employees is a key component of commercial success (Utin Nina Herminal, 2019). The level of each employee's effectiveness in completing tasks is advantageous for the company as a whole, but it also raises their own sense of pleasure among coworkers (N. Kamarulzaman, 2011)

2.4 Office Physical Environment and Employee Performance

An employee's performance may be impacted by their immediate surroundings at work, which includes the air quality, temperature, noise level, lighting, and office layout. all of those disruptions could lead to workers' developing health issues, which would lower their level of productivity According to (Temessek, 2009). The office environment's functional design and décor ultimately enhanced employee experiences and demanded higher performance. According to Haynes (2008), a concrete component that affected how effectively workers could relate to their jobs was the actual workspace. Additionally, It was thought that the physical work environment had an impact on how well people behaved and performed their duties, as well as their mental, physical, and emotional states, the physical working environment influenced how employees interacted with and behaved at work. Additional research has revealed (Haynes, 2008; Seghal, 2012; Oyetunji, 2014). A positive physical workplace environment has been found to lower absenteeism and improve employee performance (Chandrasekar, 2011; Hammed and Amjad, 2009). Therefore, in order to retain worker performance, the company's physical working environment needed to be upgraded. A pleasant work environment encourages employees to give their all. As a result, in order to meet the demands of the position, the

organization must modernize the physical working space (Charles, Reardon, Magee, 2005).

2.5 Research Framework

IV: Office Physical Environment

DV: Employee Performance



Figure 2.1 Research Framework

2.6 Underpinning Theory

This section will be further discussed the Conservation of Resource Theory and how this theory will be used to support the research framework. The association between variables was constructed and assessed using various methodologies to achieve the research study's aims.

2.7 Summary

This chapter has discussed a review of the literature on the physical environment of the office and employee performance. Also included are the research framework and theory. Chapter three will go over the study's procedures, data analysis, sample size, and data collection in.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

One of the key components of every research project is the methodology section, where researchers describe the steps involved in data collection, data analysis, review diagram population, test size, and other key components of the methods. This phrase refers to the fundamental structure of research by researchers to ensure significant and reliable findings that address the objectives and points of the review (Jansen, 2020). This research utilizes a causal approach to research in order to examine how the physical workspace affects worker's productivity. In this study, there are two variables: a dependent variable and an independent variable which both have an impact. This study was carried out to ascertain the relationship between employee performance as a dependent variable and the physical work environment as an independent variable.

3.2 Research design

The most important component of statistics collection, dimensioning, and evaluation that depends on the study's predetermined study questions is the research design. This investigation is quantitative. The nature (kind) of the study, an assessment unit, the population of the study, a pattern, and the sampling methodology will all be discussed in this phase. 2016 Jankowicz. The research design is also a tactical plan that aims to gather the information and data required to address the study's research objectives.

Making sure that all the data collected are accurate and aid in providing a clear response to the research questions is the aim of the study design. The study will attempt to determine the relationship between the impact of the office environment and employee performance in accordance with the research questions. As a result, a questionnaire will be employed as part of a good research design that uses the quantitative approach to determine the association between employee benefits and productivity.

3.3 Population and Sampling

The population is the total number of people, events, or interesting objects that the researcher wishes to study (Sekaran & Bougie, 2010). The population is made up of employees from the Nawzad construction company in Sulaymaniyah. The study will be conducted among the company's employees in Sulaimanyah for sampling.

3.4 Research Instruments

Part A and Part B of the questionnaire will be measured by the Five Likert Scale (1= Strongly Disagree to 5= Strongly Agree). The details on the adapted questionnaire for both the physical office environment and Employee performance that will be adapted for this study are further elaborated in Table 3.5. and Table 3.6.

3.5 Data Collection Procedures

Primary data were gathered from responses to surveys given to regular NCS business office employees. Secondary data were gathered from firm archives, books,

journals, and libraries, as well as collections of relevant material on the internet. As the primary method for gathering data for the study's title, primary records were chosen. Because of the tool of the observer, one of the most important records series approaches used by the researcher in the survey approach employs a questionnaire. The methods used to gather statistics or resources pertaining to the elements of the observation that will be subjected to analysis are known as data gathering. To provide statistics for a study, a variety of record series techniques are used. This observation employed a quantitative strategy for compiling data. This strategy makes a specialty of compiling data from top sources. Before this research is put into action, management, the university, and linked businesses will all provide their consent in accordance with conventional operating procedures. Additionally, all questionnaire responses will be kept private and secure.

Table 3.5 Office Physical Environment

Sr.	variables	1	2	3	4	5
1	My furniture is flexible to adjust, rearrange or reorganize my workspace					
2	My furniture is comfortable enough so that I can work without getting tired during long hours					
3	I have adequate and comfortable in my office.					
4	My work environment is quiet.					
5	I am able to have quiet and understand time alone.					
6	My workspace has many noise distractions.					
7	My workplace is dusty and not cleared properly.					
8	Sweeper also cleans the office during office hours without disturbing any work of employees.					
9	My workspace is provided with efficient lighting.					

10	Do you control over the lighting on your desk (i.e adjustable desk light on the desk)?					
11	Ample amount of Natural light comes into my office.					
12	A number of windows in my work area complete my fresh air and light need.					
13	My office branch is open enough to see my colleagues working.					
14	My work area is sufficiently equipped for my typical needs (normal, storage, movements, etc).					
15	I am satisfied with the amount of space for storage and displaying important materials.					
16	My workspace serves multi-purpose functions for informal and instant meetings.					
17	My job tends to directly affect my health.					
18	I work under a great deal of tensions.					

3.6 Data Analysis

For the purpose of providing findings for this study, the Statistical Package for Social Science (SPSS) software was utilized to evaluate and transform the acquired raw data into trustworthy and valid information. It is also simpler to put together responses to previously provided study topics when using this strategy. As a result, descriptive and inferential approaches were used to examine the relationship between the independent and dependent variables.

Table 3.6 Employee Performance

Sr.	Variables	1	2	3	4	5
1	I managed to plan my work so that it was done on time.					
2	My planning was optimal.					
3	I kept in mind the results that I had to achieve in my work					
4	I was able to separate main issues from side issues at work.					
5	I was able to perform my work well with minimal time and effort					
6	I took on extra responsibilities.					
7	I started new tasks myself when my old ones were finished.					
8	I took on challenging work tasks, when available					
9	I worked at keeping my job knowledge up-to-date.					
10	I worked at keeping my job skills up-to-date					
11	I came up with creative solutions to new problems.					
12	I kept looking for new challenges in my job.					
13	I actively practiced in work meetings.					

3.7 Summary

The accuracy and success of this part of the research are extremely important since it will determine the validity of the study and the analysis that will be used in the following chapter.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter's mission is to evaluate the gathered data and interpret the results in order to meet the study's objectives and respond to its central question. Frequency analysis tables are created using the SPSS Statistics Software. Demographic information, a reliability test, an examination of the mean scores for employee engagement and emotional intelligence, as well as correlation analysis, are used to determine the relationship between the study's independent and dependent variables.

4.2 Demographic Analysis

In this section, we will show the demography of our respondents which includes, (Age, Faculty, current marital status, Education Degree, and Gender. Each section that was mentioned will be shown in figures later on so that the respondent's rate can be seen and evaluated throughout the figures. This research was based on a population of 120 and there the samples were made ready for all the population throughout the questionnaire the respondent rate at the end was 110 out of the population mentioned which means that good analysis can be conducted to get good results for our research. The valid response rate of this research is 57.6% which is above the acceptable level of response rate of 30% (Sekaran & Bougie, 2019). Also supported by Kumar (2018), in some situations, the response rate may be as low as 20%. The demographic analysis is one of the important

sections in the data analysis chapter. This is because the demographic data can bring different results for researchers as the responder's age, gender, education level, marital status, and department change. In this type of analysis, frequency tables will be used to explain and show the result.

4.2.1 Respondent's Age

From the age respondent's frequency in Figure 4.1, 68.2%% of the responders were aged between 20-30, 22.7% were between 31-40, 6.5% were between 41-50 2.7% were between 50 and above, 0.9% were between 24-26.

4.2.2 Respondents Gender

From the Gender respondent frequency in Figure 32.1% of the responders were females while 67.9% of the responders were male which is close in terms of percentage.

4.2.3 Respondent's Marital Status

From the marital status frequency figure 4.3, 54.5% of the responders answered to be single while the remaining 45.5% answered to be married.

4.2.4 Faculty

From the faculty frequency figure 4.4, 30% chose the human resource department, 20% of the responders were R%D, 20.9% marketing, 13.6% finance.

4.3 Descriptive Statistics (Mean Score Analysis)

Descriptive Statistics is performed to in addition give an explanation for the acquired records and help summarize the outcomes of this study. Aiming to fulfill research objectives 1 and 2, mean score analysis is performed. Full info concerning the findings can be proven in the subsequent subsection. The use of descriptive statistics, in particular mean score analysis, is highly relevant to our study goals. By using this statistical strategy, we want to address two important research questions. In order to comprehend the usual score, we may first select and generate a representative number by computing the mean of our sample. In order to achieve research objective 1, where we aim to acquire insights into the broad patterns and trends within the data, this analysis is essential.

Second, the mean score analysis enables useful comparisons between other groups or variables, which helps us achieve our objective 2 in this case. We can spot probable discrepancies or relationships by looking at mean scores, which enables us to draw reliable inferences and make defensible decisions.

4.3.1 Objective 1: To Determine the Level of THE IMPACT OF OFFICE PHYSICAL ENVIRONMENT in Sulaymaniyah, Iraq.

The independent variable, the emotional intelligence mean score is (55486) which is considered to be high according to Zikmund, Babin, Carr & Griffin (2013). So, it

concludes that emotional intelligence among employees of the industrial in Sulaymaniyah is moderate. The level of perception regarding the physical office environment in the sulaymaniah business was moderated based on the examination of the data gathered by the research respondents in chapter four. For a few reasons, the outcome for the independent variable (office physical environment) was tempered. This was moderated since it's crucial to understand the advantages of the job and whether the working environment is pleasant for the employees. The research was done to examine the outcomes of that organization's benefits because having good and robust employee benefits will be effective for your business.

Table 4.1 Mean Score Statistic of Office Physical Environment

	N	Minimum	Maximum	Mean	Std. Deviation
PE1	110	1	5	3.64	1.318
PE2	110	1	5	3.45	1.063
PE3	110	1	5	3.37	1.021
PE4	110	1	5	3.65	.982
PE5	110	1	5	3.64	.984
PE6	110	1	5	3.22	1.160
PE7	110	1	5	3.18	1.198
PE8	110	1	5	3.68	.995
PE9	110	1	5	3.68	.918
PE10	110	1	5	3.52	1.002
PE11	110	1	5	3.45	1.178
PE12	110	1	5	3.33	1.126
PE13	110	1	5	3.29	1.144
PE14	110	1	5	3.58	.990
PE15	110	1	5	3.23	1.122
PE16	110	1	5	3.57	1.137
PE17	110	1	5	3.86	1.113
PE18	110	1	5	3.74	1.283
PE19	110	1	5	3.65	1.303
PE20	110	1	5	3.61	1.220
PE21	110	1	5	3.34	1.191
PE22	110	1	5	3.25	1.143
PE23	110	1	5	3.31	1.064
Valid N (listwise)	110				

► Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
MeanPE	110	1.43	5.00	383.61	3.4874	.55486
Valid N (listwise)	110					

4.3.2 Objective 2: To Determine the Level of THE IMPACT OF EMPLOYEE PERFORMANCE in Sulaymaniyah, Iraq.

The level of perception of employee performance at Mass Company was graded moderate based on the research and questionnaire we provided. Performance standards are crucial at a company like Sulamanyah Industrial. The evaluation was carried out since it is crucial to perform and be effective at work. According to Zikmund, Babin, Carr, & Griffin (2013), the dependent variable's mean score for employee engagement is (54558), which is regarded as moderate. It follows that there is a moderate level of employee engagement among Sulaymaniyah's industrial workers.

Table 4.2 Mean Score Statistic of Employee Performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EP1	110	1	5	3.55	.973
EP2	110	1	5	3.62	1.004
EP3	110	1	5	3.72	.920
EP4	110	1	5	3.76	.877
EP5	110	1	5	3.73	.966
EP6	110	1	5	3.71	.932
EP7	110	1	5	3.79	.836
EP8	110	1	5	3.89	.828
EP9	110	1	5	3.86	.840
EP10	110	1	5	3.92	.836
EP11	110	1	5	3.60	1.015
EP12	110	1	5	3.78	.902
EP13	110	1	5	3.72	1.042
Valid N (listwise)	110				

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
MeanEP	110	1.77	5.00	411.62	3.7420	.54558
Valid N (listwise)	110					

4.4 Pearson Correlation and Regression Analysis

Pearson correlation and regression analyses have been conducted aiming to know the correlation between both variables which are office physical environment and employee performance in industry in Sulaymaniyah, also enabling the researcher to identify the impact of the office physical environment in affected the employee's performance. Both analyses will support in fulfilling research objective three (3) in this research. Details will be shown in Table 4.3.

4.4.1 Objective 3: TO DETERMINE THE IMPACT OF OFFICE PHYSICAL ENVIRONMENT ON EMPLOYEE PERFORMANCE in Sulaymaniyah, Iraq.

This section has looked at how the physical environment of an office affects workers' productivity. This study was done to determine how these two factors related to one another. The relationship between these two factors is crucial because, without benefits, performance would suffer from unhappy personnel. As a result, it is clear that there is a significant relationship between these two factors since there would be no employee performance in the absence of perks. As a result of the findings, we can conclude that there is a strong relationship between the variables and that this relationship exists because both variables support one another. We can also conclude that this strong relationship has an effect that will increase performance

→ Correlations

Correlations		MeanPE	MeanEP
MeanPE	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	110	110
MeanEP	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	110	110

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

Table 4.3. The findings indicate a substantial positive office physical environment and employee performance ($r=110$, $p.703^{**}$). Furthermore, Pallant (2016)

4.5 Summary

The data analysis has been carried out in this chapter to explain and display the data gathered from the questionnaires. Descriptive frequency analysis, reliability testing, mean score analysis, and Pearson correlation analyses were performed with the goal of achieving the study objectives that were established earlier in the research. The following is a summary of the findings:

Summary of Findings

Research Objectives	Findings	Interpretation
To determine the level of office physical environment among employees in the industrial sulaymaniah.	The mean score is (55486) which is high	The level of office physical environment among employees in industrial sulaymaniah is high.
To determine the level of employee performance among employees in industrial sulaymaniah.	The mean score is (54558) which is high	The level of employee performance among employees in industrial sulaymaniah is high.



Research objectives	Findings	Interpretation
To determine the relationship between office physical environment and employee performance in industry sulaimanyah	Correlation R=110 P= .703** High correlation	There's a high correlation between the office's physical environment and employee performance

CHAPTER 5

RECOMMENDATION & CONCLUSION

5.1 Introduction

This section contains the major findings that came out of the study and the conclusion drawn. It covers the conclusion and recommendations areas for further study. The major goal of this chapter is to explain the study's result as well as make recommendations for future research on the physical office environment and employee performance in the manufacturing industry in Sulaymaniyah.

5.2 Summary of Findings

The purpose of this research is to explain the connection between the physical office environment and employee performance among manufacturing employees in Sulaymaniyah. By answering showing these results and explaining them, it's expected to meet the objectives of this research will be gained and answer all the research questions.

5.3 Recommendations

This section will briefly explain the recommendations for future research and for the manufacturing industry in Sulaymaniyah, in general. According to responses, the study found that the organization's workplace had an effect on its members. According to the study, in order to encourage workers, the organization needs to improve the physical working environment. stay in the office, feel at ease while working, and complete their tasks. The survey also showed that employees occasionally do not feel like they are valued as individuals, i.e., there is no connection between them and the organization, and this might occasionally make them feel demoralized because they are unable to express their opinions. Through this study, it became clear that the availability of employment assistance within the company had a significant impact on employees' performance. This means that having job help will enable employees to work effectively and plan for future growth. This will allow for the best possible performance. Additionally, it was discovered that the company treats its employees properly when it comes to recognizing them for their hard work. The study also showed that if management addresses the issues found during the research, employee performance will increase. The issues are the lack of flexibility in the workplace, noise distraction at work, the way in which supervisors interact with their subordinates, the existence of job aids, the usage of performance evaluation, and the need to strengthen work incentives inside the company in order to encourage people to execute their duties. Because there is a direct link between employee performance and the workplace environment, organizations must maintain a better atmosphere to increase employee productivity. Employee productivity, both physical and behavioral, is actually Employee health is a relationship between environment and environment (Hafeez et al. 2019). Making a nice physical workplace environment a focus can improve employee performance.

By making improvements to the working environment, the business should make sure that the work environment is conducive to supporting employee performance. Employee performance will rise when the workplace is improved. When the supports for the working environment are good, employees are better able to perform the tasks that are

expected of them. They succeed in achieving organizational goals as a result. Since the work environment has a major impact on how well employees perform, these firms should exert significant effort to make sure that the work environment promotes employee success. The results of this study will give the organization the knowledge it needs to deal with employee and workplace concerns as they arise and to think about office design as a key element in boosting worker productivity. The physical workplace has a big impact on keeping employees doing well. Organizations must take into account their physical working environment if they want to improve employee performance and accomplish their objectives. In the workplace, it is frequently considered that workers who are happier with their immediate surroundings would perform better overall. It will operate as a guide for figuring out the precise workplace conditions required and how they affect workers' productivity. This study will also help the organization on how to ensure that the employees are satisfied with their workplace environment and ensure all the needs are fulfilled. Long periods of time spent working in poor illumination might lead to eye strain. The organization's lighting practices are standardized, so all employees utilize the same lighting, despite the fact that some departments clearly require the use of different illumination in order to carry out their duties.

Draws a lot of things. Since the majority of respondents cited lighting as the element of the workplace environment that has the greatest physical impact on their performance, the researcher advised the business to pay closer attention to how the offices are lit. The company must give adequate workspace for its employees to do their jobs. For instance, the company should supply the filing area with appropriate cabinets to organize the files and guarantee their accessibility. It prevents document loss and ensures that all documents are kept secure and away from prying eyes. This is also essential since straightforward work processes may improve workers' output. Office layout is yet another element on which organization should concentrate. Different workstations are needed for each of the employees' tasks and duties. According to Binyaasen (2009), areas with lower involvement can be seen in traditional cellular offices where employees are given single or multiple occupancy rooms depending on their rank. As a result, there are less opportunities for collaboration with other workers. Due to the unique personal traits that

each employee possesses, some employees prefer to work in closed-off workstations while others do not.

Additionally, open-ended workstations may have a drawback that allows employees to converse with one another about topics unrelated to their jobs while at work. who do not enjoy the circumstances could find it difficult to complete their jobs. In a nutshell, the company must carefully consider what styles of office layout are appropriate for usage inside the company and that are also appropriate for workers to execute tasks.

5.4 Implications of the Findings

Before making decisions, managers can talk to the staff to get their feedback on how to enhance performance. In order to correct this, management must encourage staff members to test out novel approaches and original ideas, which will improve their performance. For employees to perform better, management must plan additional training and development opportunities. The majority of employees are not happy with their financial benefits; therefore, management needs to take this seriously and try to increase compensation in line with years of experience while also making physical improvements to the workplace. The management must investigate the employee complaints and grievances on observable events that are influenced by feelings or personal prejudices. Promotions must be granted in accordance with their performance and experience. The management must actively define the workplace's physical environment and make it friendly for employees, as well as change the management style to suit the workers. This refers to improving interpersonal relationships, ethics, behavior, commitment, professionalism, and drive-in employees. Instead of micromanaging, managers must show that they have faith in the skills of their staff and are confident in their capacity to complete tasks effectively. There is no reason why a supervisor's subordinates shouldn't act like professionals if he treats them as such. Such a mindset creates more teamwork among the workers and fosters loyalty and trust among them. Additionally, they grow a sense of loyalty to the company. For an organization, company, or small business to experience

improved earnings, a productive work environment is crucial. Personal motivation and the architecture of the work environment, which have an impact on employees' performance, are the two main areas of attention for management principles that specify how to maximize employee productivity.

5.5 Conclusion

One of the most crucial factors that affect employee performance in an organizational setting is the working environment. For employees to perform better in the competitive corporate environment of today, monetary benefits alone are insufficient. However, a combination of monetary and non-monetary benefits is more successful in raising employee performance levels, which helps the firm reach its objectives. To perform at a higher level, employees at software companies require an inviting, serene, and collaborative work environment. A satisfied, productive employee is essential for the IT industry, and enough lighting, a tidy, noise-free office, and comfortable sitting are the physical environment aspects taken into account in the current study. All of these characteristics are crucial in determining employee health, according to a study. Friendly workplace atmospheres and involuntary overtime were considered to be behavioral environmental influences. It has been discovered that these elements contribute to employee health improvement, and that improved employee performance results from a healthy body and mind. Organizations must maintain a better physical environment in order to increase employee productivity since workplace conditions directly affect employee performance, and employee health is a link between physical and behavioral environments and employee productivity. Employee performance will increase if physical and behavioral characteristics are improved since healthier workers are more productive and can complete their responsibilities more quickly and effectively. The workplace has a major impact on how motivated individuals are to carry out their given tasks. Promoting workplace performance necessary in today's cutthroat corporate climate cannot solely be done with money. In today's competitive organizational environments,

the capacity to attract, retain, and motivate high-performance employees is becoming increasingly crucial. The study also showed that if management addresses the issues found during the research, employee performance will increase. At the conclusion of the study, it was determined that a worker's working environment has a significant impact on their productivity. Therefore, it is the organization's duty to create a welcoming work atmosphere that will encourage people to feel comfortable working and doing their jobs.

5.6 Recommendations

The following suggestions for implementation in the future are based on the findings. Employees can be motivated through regular meetings where they can voice their complaints to management. Additionally, managers should receive advice on how to interact with their subordinates. Work-life balance should be a priority for the firm since it can greatly influence employee motivation and retention. To assist employees feel comfortable at work and boost organizational productivity, management should make every effort to create a work environment that draws in, keeps, and motivates its staff. All employees should have access to adjustable and flexible furniture so that they can all be more comfortable. In the long run, this protects the workers' health.

To improve employee morale and increase productivity, employers should set up favorable working conditions for their staff. Making their benefit plans suitable for employees is one example. In order to fulfill the organization's mission and vision, management must discover effective ways to share its objectives and strategies with all levels of staff.

5.7 Limitations of the Study

In order to examine the relationship between the office's physical environment towards employee performance, this study focused on employees at the industry in Sulaymaniah

. However, the restrictions could be viewed as a chance for further research on the relationship between the office's physical environment and employee performance of individuals in various units.

5.8 Suggested Area for Further Study

Only the effect of the work environment on employees' performance was examined by the study at the industry in Sulaymaniyah. As a result, other researchers should undertake research at other businesses, even those that are located farther away from the city. Additionally, future research should evaluate the benefits that businesses might gain from enhancing the working environment.

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APPENDIX A

RESEARCH QUESTIONNAIRE



THE EFFECT OF EMPLOYEE BENEFITS TOWARDS EMPLOYEE PRODUCTIVITY: THE CASE AT MASS COMPANY.

This Survey is conducted to examine the Effect of Employee Benefits Towards Employee Productivity.

Your cooperation in answering those studies questions is virtually favored as this could assist the crowning glory of the study. All records given might be saved firmly personal and for the reason of this study only.

وهلامهكانى تو يارمهتى ئەم تويزينهويه دهداثبو سهركهوتنى تويزينهوكه. گشت تۆمارهكان بهپاريزراوى دهمينيت و تهنيا بو
ئەم تويزينهويه بهكار ديت

Your Faithfully,

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University International Qaiwan, UTM Franchise
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ئيرۆن ئە يوب يوسف
خويندكارى بهريوبردنى تهكنولوجيا
زانكوى قايوانى نئودهولتهتى،يو تى ئيم

پرسیارنامەى تويزينهوه

SECTION A: PERSONAL INFORMATION

زانیاری تاکه کەسی

Please read the following statements and TICK (✓)

تکایه زانیاریهکانی خۆرموه بخوێنهرموه و وه لامي بدهرموه

1. Age

تەمەن

20-24 ☐

25-29 ☐

30-34 ☐

35-39 ☐

40-44 ☐

45-49 ☐

50 and Above ☐

2. Gender

رەگەز

Male ☐

Female ☐

3. Education degree

پروانامه‌ی پەرۆمردە

Diploma ☐

Bachelor degree ☐

Master degree ☐

Doctorate degree ☐

4. Current Marital Status

باری خێزانداری

Married ☐

Single ☐

5. Department

بەش

Management

☐

Human Resource Development

☐

Computer Science & Engineering

☐

Others Department

☐

SECTION B: EMPLOYEE BENEFITS

سووده‌کافی کارمندان

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیوون یان نارازیوونی خوت لیره‌دا دربخه ، به‌پیتی نهم داتایه‌ی خواره‌وه و به دانانی هیمای (X) له خانه‌ی گونجاو:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
به‌ته‌واوی هاورانیم	هاورانیم	ناساییه	هاورام	به‌ته‌واوی هاورام
1	2	3	4	5

Statements related to Employee benefits لیدوانه‌کافی په‌یوه‌ست به سووده‌کافی کارمندان	Strongly Disagree به‌ته‌واوی هاورانیم	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongl y Agree به‌ته‌واوی هاورام
	1	2	3	4	5
1. I am satisfied with what I am told about my benefits. من رازیم له‌وه‌ی که پیم دموتریت دمرباره‌ی سوودمکانم					
2. I am satisfied with the effectiveness of the system that provides my benefits. من له کاریگیری نه‌و سیستمه‌ی رازیم که سوودمکانم بۆ دابین دهکات					

Statements related to Employee benefits لیدوانه‌کانی په‌یوه‌ست به سووده‌کانی کارمندان	Strongly Disagree په‌ته‌واوی هاوړانیم	Disagree هاوړانیم	Neutral ناساییه	Agree هاوړام	Strongl y Agree په‌ته‌واوی هاوړام
	1	2	3	4	5
3. I am satisfied with the arrangements my organization has made for the delivery of my benefits. من له مو ریک‌خستنه رازیم که ریک‌خراوه‌کم بو گه‌یاندنی یارم‌تیه‌کانم کردوویعتی					
4. I am satisfied with how benefits are provided. من له چونیعتی دابینکردنی یارم‌تیه‌کان رازیم					
5. I am satisfied with the pay differences between my job and jobs one level above mine in the pay hierarchy من له جیاوازی موچه‌ی نیوان کارمکم و کارمکانم که ناستیک له سه‌رووی هی منوهیه له پله‌بندی موچه‌دا رازیم					
6. I am satisfied with my take home pay. من له موچه‌ی بردنه مال‌وه رازیم					
7. I am satisfied with my current salary. من له موچه‌ی نیستم رازیم					
8. I am satisfied with my overall level of pay. من له ناستی گشتی موچه‌کم رازیم					
9. I am satisfied with my benefit package من له پاکجی یارم‌تیه‌کانم رازیم					
11. I am satisfied with the value of my benefits. من له به‌های سووده‌کانم رازیم					

Statements related to Employee benefits لیدوانهکائی په یوه ست به سوو دهکائی کارمندان	Strongly Disagree په تهاوی هاوړانیم	Disagree هاوړانیم	Neutral ناساییه	Agree هاوړام	Strongl y Agree په تهاوی هاوړام
	1	2	3	4	5
12. I am satisfied with the number of benefits I receive. من له ژماره ی ئی یارمعتیانهی که وهریده گرم رازیم					

SECTION C: EMPLOYEE PRODUCTIVITY

بهرهمینانی فرمانبر

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیوون یان نارازیوونی خوت لیرمدا دمریخه ، بهینی ئهم داتیاهی خوارموه و به دانانی هیمای (X) له خانهی گونجاو:

Strongly Disagree	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongly Agree بهتهواوی هاورام
1	2	3	4	5

Statements related to Employee Productivity لیدوانهکانی پیوست به بهرهمینانی فرمانبر	Strongly Disagree بهتهواوی هاورانیم	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongly Agree بهتهواوی هاورام
	1	2	3	4	5
1. I usually complete my work at time بهزوری له کاتی خویدا کارهکانم تهراو دمکم					
2. I can find creative solutions to my work-related problems. دهتوانم چارهمسری داهینمه رانه بۆ کیشهکانی پیوست به کارهکم بنۆزمهوه					

3. I am satisfied with the quantity of output that I produce من له برى ئهو بىر ھەمەى كە بىر ھەمەى دەھننم رازىم					
4. The goal of my organization is achievable for me نامانجى رىكخراو مەم بۇ من دەتوانرئىت بەدى بەئىنرئىت					
5. I do my work without wastage of time or material كار مەكانم بەئى بەفیرۆدانى كات و ماددە نەنجام دەدەم					
6. I prefer to work attentively without gossiping with others من پىم باشە بە وردى كار بىكەم بەئى ئەمەى لەگەل كەسانى تردا قسە و باس بىكەم					
7. I am satisfied with the quality of my work output من له كوالبىتى بىر ھەمەى كارەكانم رازىم					
8. I can meet the requirements of the work process من دەتوانم پىداوېستىيەكانى پروسەى كار بەدى بەئىنم					

Any suggestion or comments, please indicate below.

هەر پێشنیار و تێبینیهکت ههیه تکایه لاخوارهوه بێنوسه:

.....

.....

.....

.....

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS

GREATLY APPRECIATED.

زۆر سوپاس بۆ کاتهکەت و هاوکاری کردنت، هاوکاریکردنت جیگای رێز و دهستخۆشییه.

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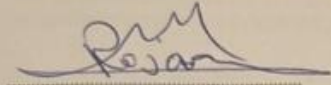
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Department:	Management (Technology)
I have examined the thesis of Mr. /Mrs. /Ms.:	Hanya

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

28-7-2024

(Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

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STUDENT'S DECLARATION

Section 4 (To be completed by Student)

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I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Hanya Shah Faisal

Signature of Student: [Signature]

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Date: 28.7.2024