Volume 19 Issue 33
Originally issued as A11



Global Journal of Management and Business Research: A Administration and Management
Volume 19 Issue 11 Version 1.0 Year 2019
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Boosting Employee Performance; Impact of Working Environment on Employees Performance: Case study on Ethio-Telecom at Ambo Branch

By Bekan Serbessa Waktola
Ambo University

Abstract- The work environment which encompasses several factors impacts on the way the employees perform their work. Comfortable and all inclusive working environment will boost the employees' performance hence boosting the organizational performance. The objective of the study was to investigate the effect of working environment on employee performance in the Etho-Telecom in Ambo branch. The target population was all the employees at Etho-Telecom. The total number was 102 and the study was included all the employees by using census study. Descriptive research design was adopted for the study. The study used primary data which was collected by used of semi structured and structured questionnaire. The findings of the study concluded that work environmental factors that influenced employee performance were organizational work environment factors, workplace relationship and organization cultural factors The study found out that employees' performance was positively influenced by several work environment factors.

Keywords: *working environment, employee performance, working condition.*

GJMBR-A Classification: *JEL Code: J54*



Strictly as per the compliance and regulations of:



© 2019. Bekan Serbessa Waktola. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Boosting Employee Performance; Impact of Working Environment on Employees Performance: Case Study on Ethio-Telecom at Ambo Branch

Bekan Serbessa Waktola

Abstract- The work environment which encompasses several factors impacts on the way the employees perform their work. Comfortable and all inclusive working environment will boost the employees' performance hence boosting the organizational performance. The objective of the study was to investigate the effect of working environment on employee performance in the Etho-Telecom in Ambo branch. The target population was all the employees at Etho-Telecom. The total number was 102 and the study was included all the employees by using census study. Descriptive research design was adopted for the study. The study used primary data which was collected by used of semi structured and structured questionnaire. The findings of the study concluded that work environmental factors that influenced employee performance were organizational work environment factors, workplace relationship and organization cultural factors The study found out that employees' performance was positively influenced by several work environment factors. The researcher found out that employees were satisfied with their organizational work environment aspects like furniture, spatial layouts, lighting and noise levels. These aspects of the organizational work environment help improve employees' performance. Through this study it revealed that employees' performance depended much on the presence of good workplace relationship at the organization. This means by having good workplace relationship would support the employees to perform and plan for the development, so that it can be used as to obtain the optimal use for performance The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems are poor communication, closed communication policy, and variation of gender, which hinders motivation of employee to perform their job.

Keywords: working environment, employee performance, working condition.

I. Introdution

Working environment has impact on employees' performance either negative or the positive outcomes (Chandrasekar 2011). In the world, there are international organizations who debate the rights of employees. The workplace environment also impact on employee's motivational level and their quality of performance (Health, 2006). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles et al., 2004). They also states that Having proper workplace environment also helps in reducing the number of absenteeism and increase the performance in today`s competitive and dynamic business world. The workplace environment that is a set in place impact employee morale, productivity and engagement both negatively and positively (Chandrasekar, 2011). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boosts the employees and ultimately improve their productivity. The factors of work environment has changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005). When employees' are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004). According to Tripathi (2014) the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity. It is the quality of the employees' workplace environment that most impacts on their level of motivation subsequently performance. Work environment can be thought of simply as the environment in which people work (Briner, 2000) as such; it is a very broad category that encompasses the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity). He adds that it also encompasses broader organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g. local labor market conditions, industry sector, work life balance). Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Chandrasekar (2011)

Author: Ambo University, Department of Management, Ethiopia.
e-mail: bekelesarbessa@yahoo.com

© 2019 Global Journals

asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper. A better work environment boosts employees' performance.

a) Statement of the Problem

Employee's morale is often interrelated when it comes to productivity in the work environment (Amir, F. 2008). Noble (2009) states that more attention should be paid in identifying and dealing with working environment when employee have negative perception to their environment they sometimes suffer from chronic stress. Opperman (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance.

The working environment also includes work condition, job aid, policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions. Most of researchers like Christabella p. Bushiri(2014),Cynthia Nanzushi(2015)Christian Addaimanu (2015) in the past few years were investigated with the impacts of working environment were focusing on policies, rules, resource that hinders employee performance. But in this research researcher was focusing on filling the gap such as organizational culture, office design, and organization environmental factors, such as office space and lighting.

This was designed to examine the impact of working environment on employee's performance at the Ethio- Telecom in Ambo branch. This is the public institution which operates at the center of ambo town with about 109 employees. Employees use about 50 percent of their existence within work environments, which extremely affect their status of mind, aptitudes, and actions in addition to their performance (Sundstrom, 2002). A well designed office signals the values and objectives of the organization and the use of design in office interior communicates an organization values and identity (Cavanaugh, 2004). Office design therefore should be one of the factors in affecting employee's productivity.

b) Objective of the study

The general objective of this study was assessing the impact of working environment on employee's performance of Ethio -Telecom in Ambo Branch.

i. *Specific objectives*

- To examine effects of organizational work environment on employee performance in ambo town.
- To examine effects of workplace relationship towards employees' performance.
- To determine the effects of organization cultural factors on employees' performance.

c) Significance of the Study

It is anticipated that the findings of the study was paving way for the company to accept the variable that affects employees' working environment and their performance at the organization. Such an acceptance can be utilized to improve on the working conditions of employees. It was visualizing that the findings of this study has been enabled the organization to know how to address issues concerning the employees and its working environment and to consider office design an important factor in increasing employees' performance. The study was providing knowledge and measures to improve the working environment of employees for researcher. It will be served as a reference material for future researches in this area.

II. Literature Review

a) Concept of Working Environment

Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Opperman (2002) defines working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

b) Employee Performance

Sinha, (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to

© 2019 Global Journals

motivate the employees in order to perform more on their task. (Franco. et al, 2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards. Modern employees' motivation management methods have evolved over time. All employees that have job satisfaction are high performers in their respective workplaces. He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 2003). Based on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

c) Working Environment Factors

An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Based on this study the factors are Explain bellows.

d) Supervisor Support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2004).Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure. A supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris et. al., 2000).

e) Performance Feedback

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

f) Workplace Incentives

The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekhar, 2011). Performance of professional employees is poor not only due to working environment factors but also due to lack of human resource management aspect such as recognition of employees who performs well, poor working condition, absence of performance appraisal system and poor feedback on performance outcome Therefore significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases pro

g) Organizational Workplace Factors Affecting Employee Performance

According to Chandrasekar (2011), the most important workplace environment factors may impact on performance. A close consideration of each of these factors is also very useful in ensuring that employees apply the skills they learn during training programs once they return to their workplace.

Goal-setting: Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process (Roelofsen, P. 2002).

Role congruity: The role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training.

Defined processes: The organization constrains the variability of how work is actually performed through documenting processes and communicating such expectations to employees.

Mentoring/coaching: Skilled and respected people are available to employees to help they perform better in their current role and to assist them develop further into a future role.

Opportunity to apply: Individual workloads and organizational systems and processes do not hinder

© 2019 Global Journals

employees from applying established skills or from practicing newly learned skills.

Environmental factors: Environmental factors such as temperature, lighting and ventilation can have a direct impact on health - for example very high temperatures can lead to heat stress and heat exhaustion.

Physical factors: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects (De-Croon et al, (2005).

III. Methodology

In this study the researcher was used descriptive type of research design because it was been described the phenomena's or situations in detail through quantitative and qualitative manner. Both primary and secondary data was used as source of data.

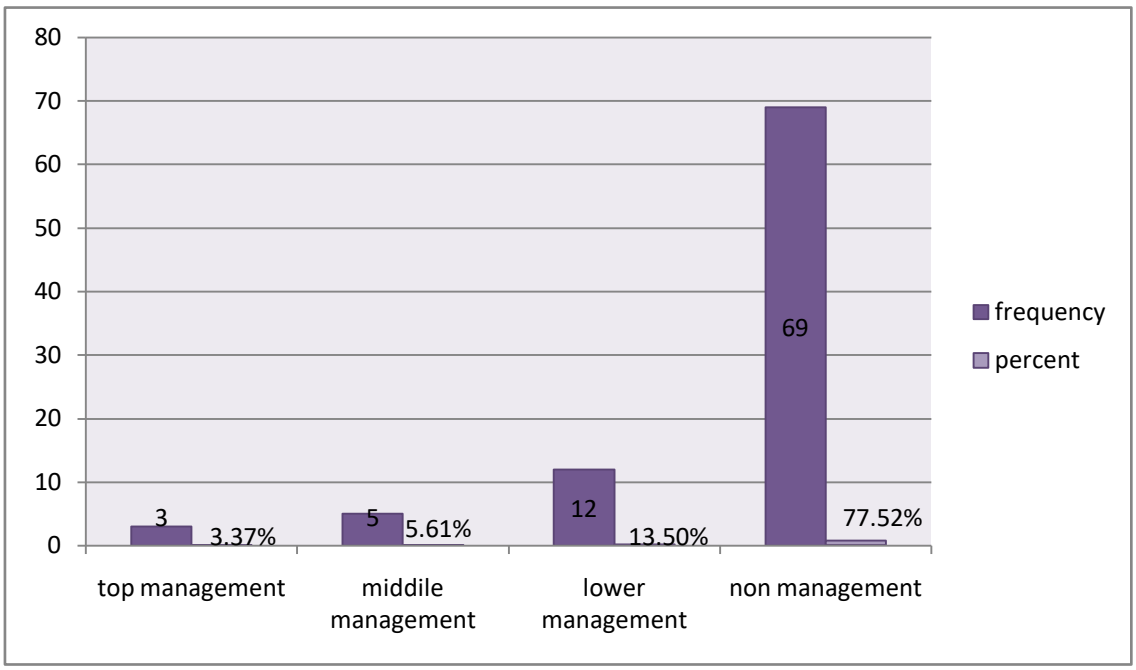
The target population of this study was all employees of Ethio-Telecom by their division such as, Human resources management, Operation management, Finance, Fleet and facility, Fixed access net work, Sales division, Legal division, and Supply chain. Data collected shows that the total number of employee in this branch's is (109) employees from the total number (78) of them are male and the remaining of (31) female. Therefore the researcher will use census study since data will be collected from all employees. According to the nature of the data collection the researcher uses both quantitative and qualitative methods for the analysis of the data presentation. The quantitative type of data is analyzes in the form of tabulation percentage, figure and the qualitative type of data analyses through employees opinion and response

IV. Data Analysis and Discussion

In this section the study present analysis and interpretation of the data collected through questionnaires from employee.

a) Level Employment

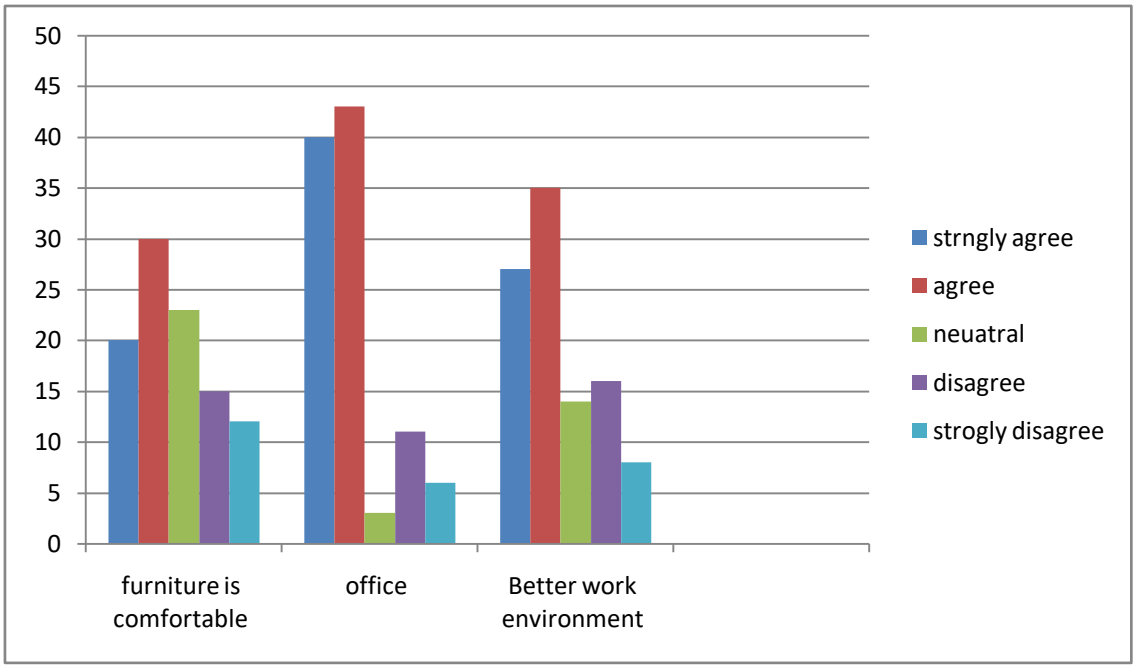
The study sought to establish the level of employment of the respondents at the work environment his can help establish a relationship between the role of the respondents and performance.



From the results in on the above graph was in top management; 5.61% in middle management and 13.5% in low level and 77.52% in non-managerial position. This is in line with the population distribution of the study which showed that majority of the population is in non-managerial position.

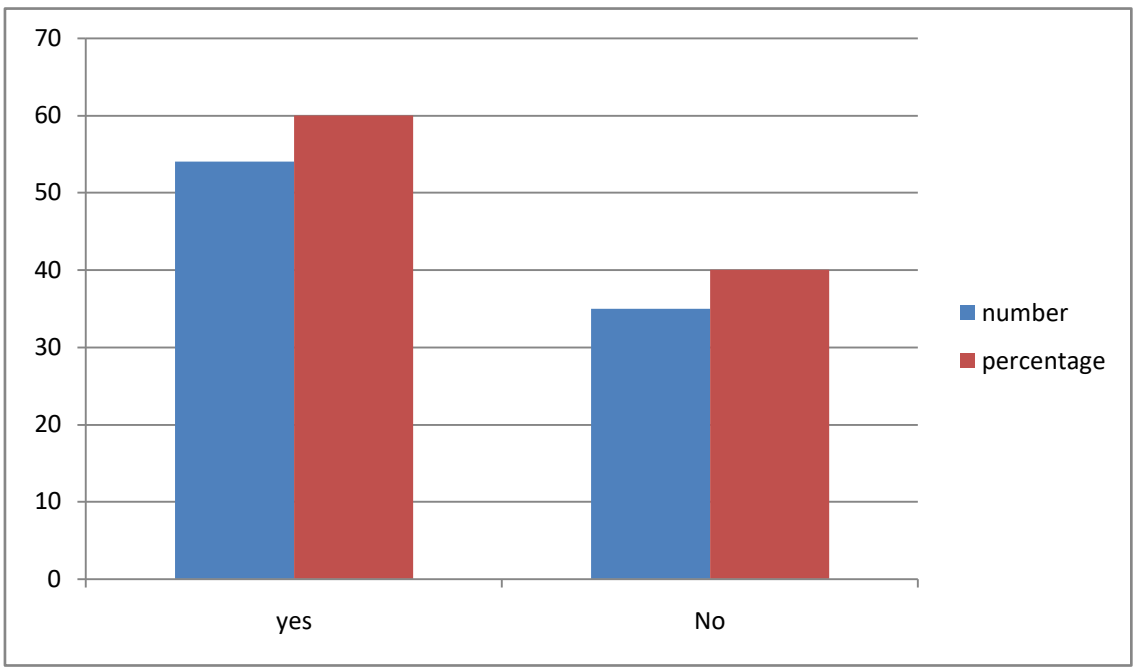
© 2019 Global Journals

b) *Satisfaction of Employees on Organizational Working Environment*



The results in on the above graph indicate that the respondents agreed that furniture was comfortable enough to enable them to perform their jobs 20%, agreed 30%, neutral 24%, disagree 15%, strongly disagree 11%. The study show majority of the respondents agree that a better work environment with enough space and lighting would make them better perform at their job strongly agree 26.9%, agree 34.83%, neutral 13.48%, disagree 16.85% and strongly disagree 8%.This study also shows that most of the respondent agreed to happy with their office space and arrangement, responses showed as follows, strongly agree 39.32%, agree 42.7%, neutral 2.3%, disagree 10.12%, and strongly disagree 5.7%.In all the cases it should be noted that the organization work environment can spur employees, performance.

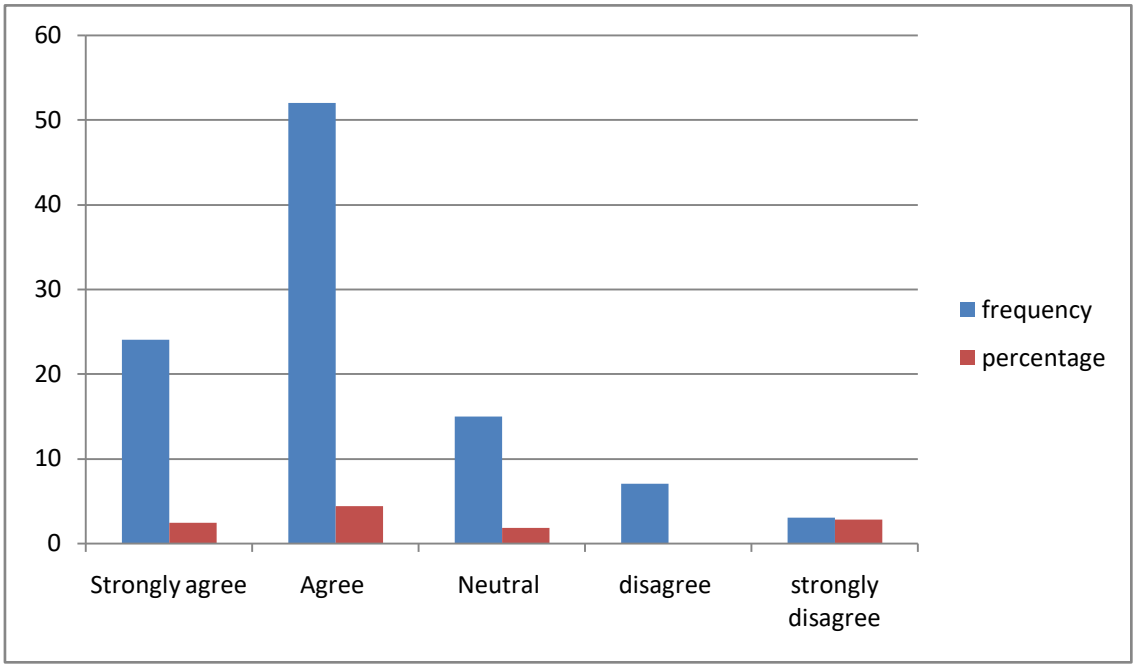
c) *Employee's response on Organizational workplace and its relation performance*



© 2019 Global Journals

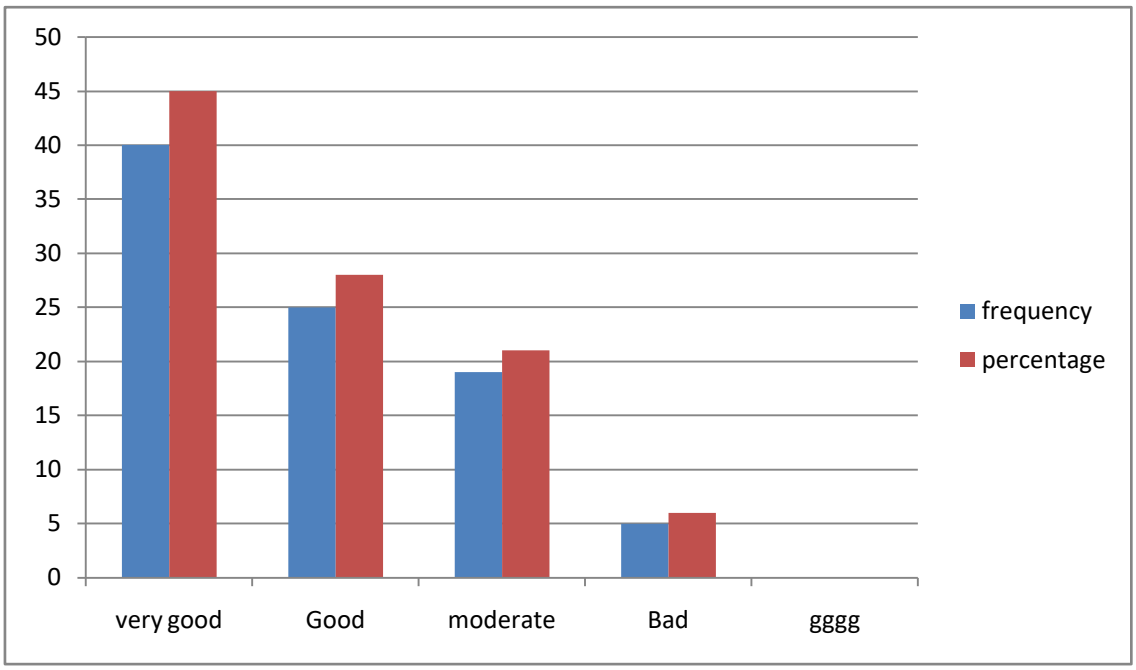
From the above graph 60.67% of the employees said to a good work relations had betters increases employee performance and 39.33% of employee said that work relation does not increases employee performance. Majority of employees agree that there exists a strong relation between working environment and motivation for them to perform. This shows that it is the responsibilities of the organization to enhance friendly working environment which will influence employees to work comfortable and perform their job.

d) Satisfaction of Employees on Workplace Relationships



From table above shows majority of respondent agree with 51.68% agree, 23.59% strongly agree, 14.7% neutral, 6.74%disagree and 3.3% with strongly disagree. Undisturbed work environment devoid of noise made the employees perform better at their job.

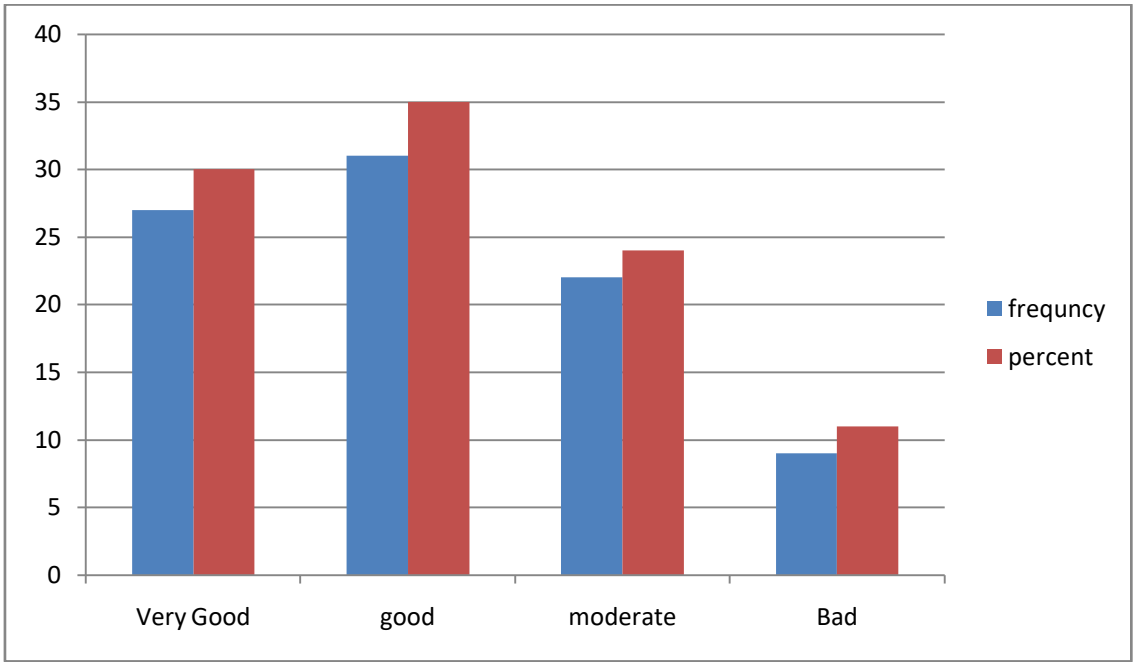
e) Level Employee to Employee Relation



© 2019 Global Journals

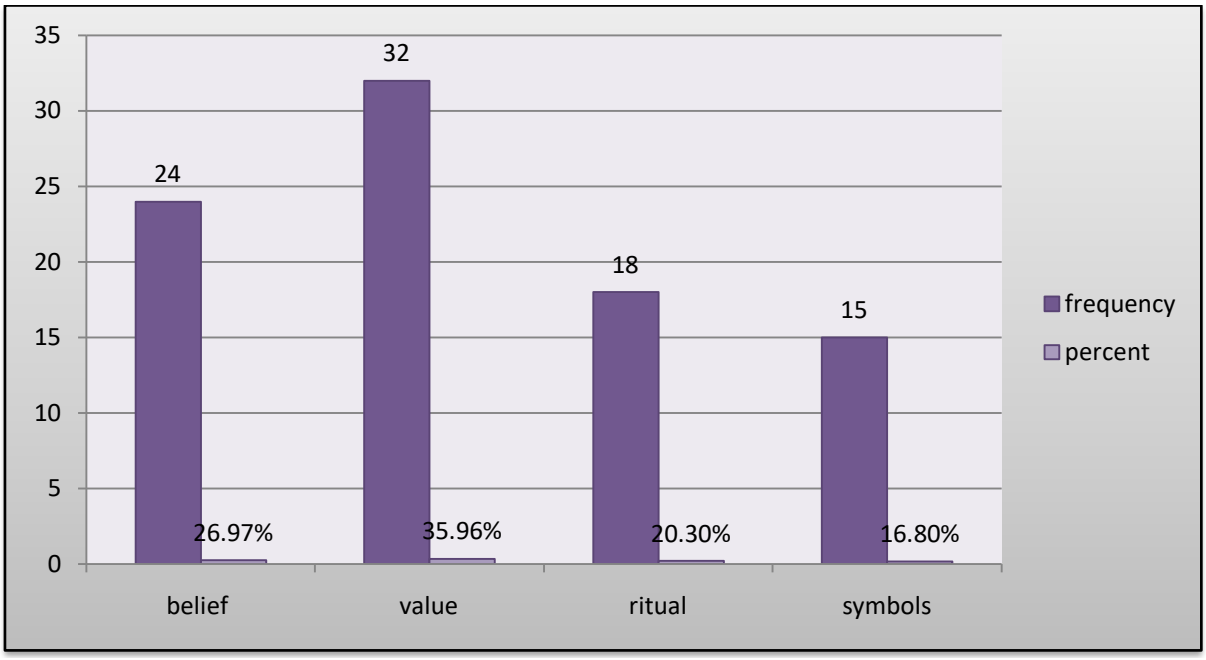
From graph 44.95% of respondent are replied that work relationship between fellow has very good. 28.08% of respondent replied that work relation with fellow were good. 21.35% of respondent were replied that moderate work relation with fellow.

f) Level of Employee to Supervisor's Relation



From the above graph the majority of employees who represent 34.84% describe to have good employee supervisor relation within the organization whereby 30.34% described their employee and supervisor relation in the organization as very good. 24.72% said their employee and supervisor relation the organization is moderate. The remaining 10.1%described their employee and supervisor relation in the organization as bad in their staying. Employee and supervisor relationship in the organization contributes on employee performance because it plays a vital role in attract, keep and motivate them to perform their assigned.

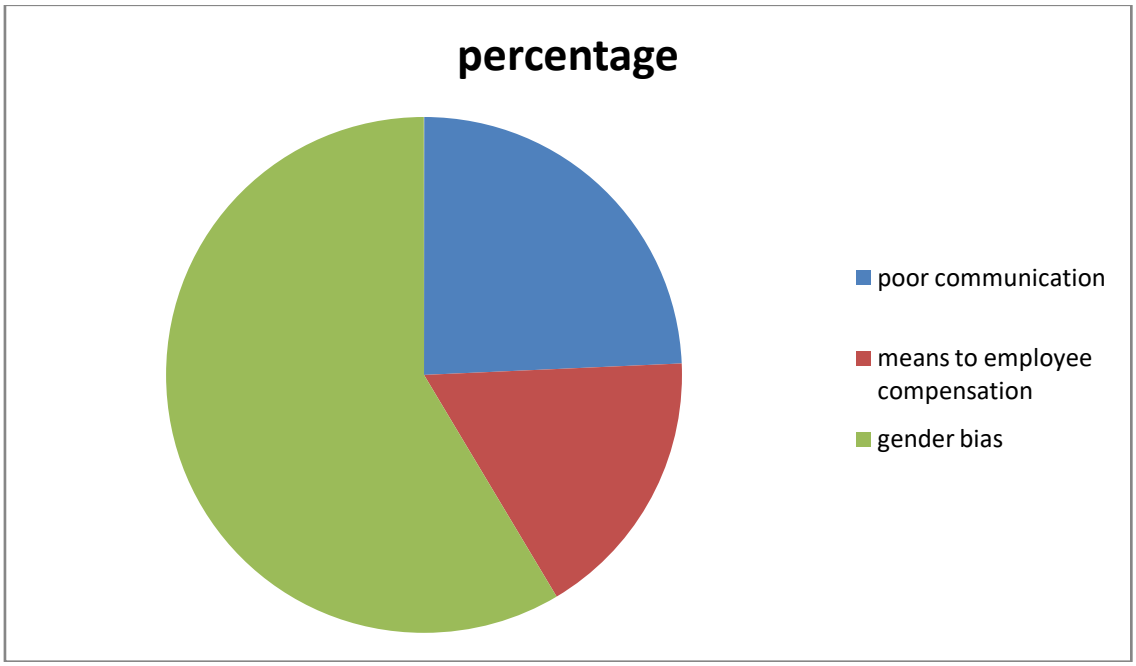
g) Organizational culture dimension and its effect on performance



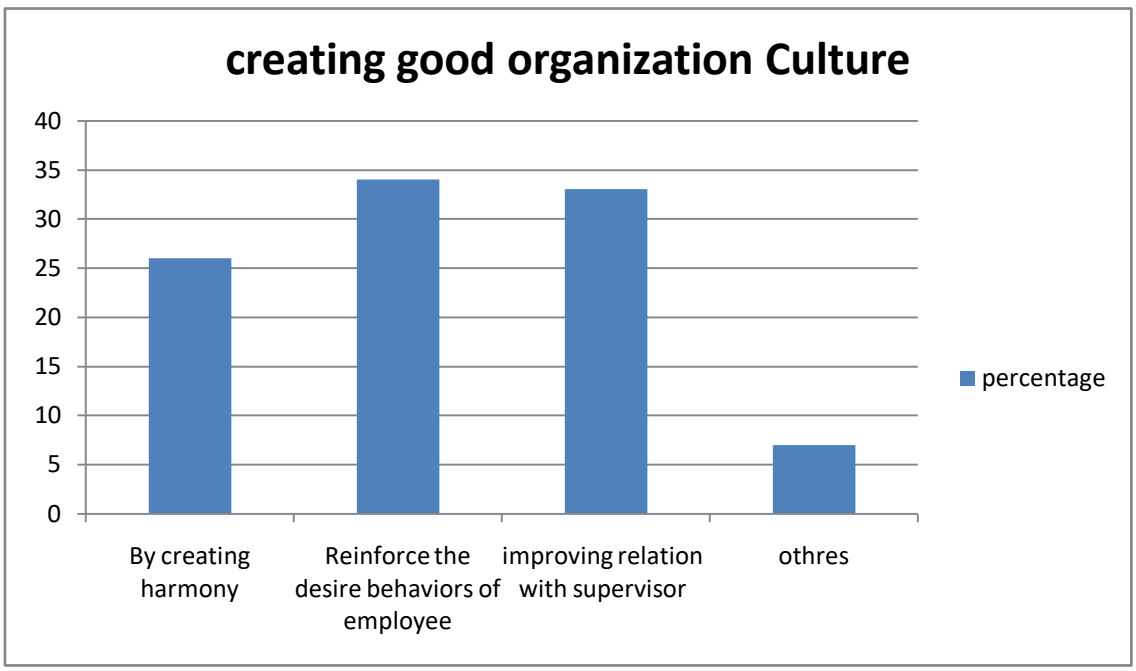
© 2019 Global Journals

Majority of the employees from graph 35.96% respondent replied that value of coworker in the organization affect employee performance negatively or positively. In the same way 26.975 of respondent replied belief affects employee performance and 20.3%of respondent replied that ritual affects employee performance. 16.8 % of respondent replied that symbol affect the performance of employee.

Other Cultural factor

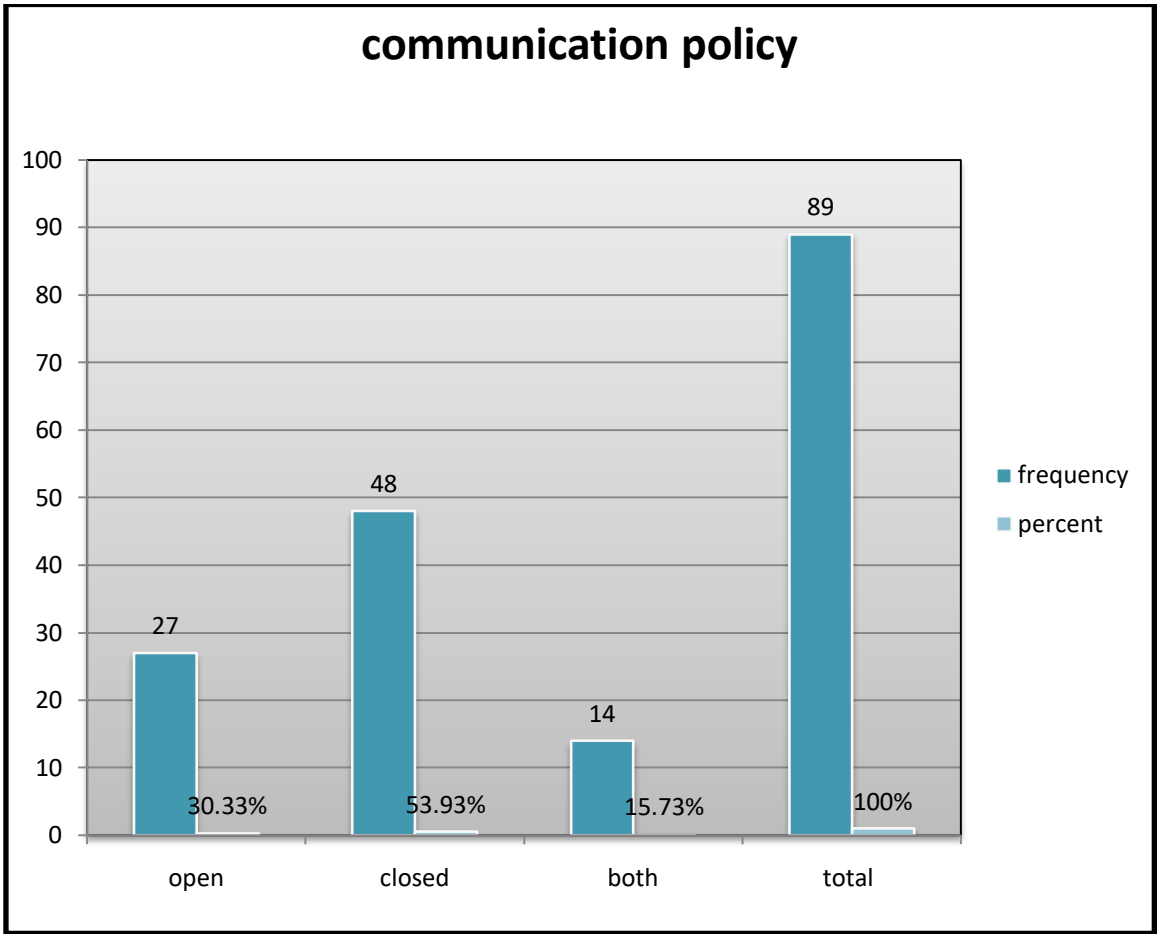


Majority of employee replied that poor communication between members of organization is one of other cultural factor affects employee performance at last(50.56%) and 35.9% of respondent replied that means of employee compensation with organization and 13.5% gender discrimination in organization is other factor affects employee performance.



© 2019 Global Journals

From the above graph 26% respondent replied that by creating harmony coordination of employee or worker in the organization were one of mechanism of creating good organization culture. 33.7% of respondent replied that reinforcing the desires behavior of employee create good culture in the organization.32.58% of respondent replied that good worker and supervisor relation create good organization culture and improve employee performance. 8% of respondent were there are many others factor used to increases employee performance.



From the above graph majority of the respondent replied 53.93% closed communication policy, 30. 33%closed communication policy and the remaining 15.73% both communication policy. The study showed that furniture comfort ability, undisturbed work environment devoid of noise and a spacious office with enough lighting would boost the employees' performance. Findings shows that there were exists strong relation between employees with supervisor and employee with employee for their performance. This shows that there was good relationship in the organization, which positively influences employee performance. By having a good environment, the employees could apply their energy and their full attention to perform work.

Findings on the organization cultural factors showed that organizational culture encouraged high performance. The study also revealed that poor communication in organization, no feeling exist between them, and this occasionally demoralize them as they cannot express their views. In regard with communication policy employee ware responded closed communication. This shows that closed communication policy negatively affect employee's performance.

V. Conclusion

From the study it can be concluded that good organizational work environment contributes a lot to employees' performance at work. Positive workplace relationship would motivate employees to work harder and improve their performance. Good organizational culture can highly influence employee's performance. Therefore it is the responsibilities of managers to maintain good organizational culture, to enhance friendly working environment which was influence employees to work comfortable and perform their job well. The most important resource for an organization is the human resources who are the employees. They make sufficient contribution to an organization; therefore attention should be paid to them. Organizations can only realize their goals and objectives through its

© 2019 Global Journals

employees' performance. Employees will strive to perform while they feel that their immediate environment state corresponds with their obligations. The type of work environment in which they operate will determine whether they perform or not, it's through their performance that organizational performance can be realized. The workplace conditions will determine the employees' comfort to work and boost their performance. Employees' performance is deemed as a function of ability and motivation.

References Références Referencias

1. Amir, F. (2008). *Measuring the impact of office environment on performance*
2. Boles, (2004).The relationship between health risks and work productivity.
3. Brenner, P. (2004). *Workers Physical surrounding. Impact bottom line accounting :*
4. Cavanaugh, T.B (2004). *The new spectrum of support: Reclassifying human*
5. Chandrasekar, K. (2011*). Workplace environment and its impact on organizational*
6. De Croon, E., Sluiter, J., Kuijer, P. P., & Frings-Dresen, M. (2005*). The effect of office concepts on worker health and performance: a systematic review of the literature. Ergonomics, 48(2), 119-134.*
7. Farh, C. C.; SeoTesluk (2012). *Emotional Intelligence, Teamwork Effectiveness, &* for employee retention within organizations. *The Journal of American Academy* Foresman, and Company.
8. Franco, (2002). *Health Worker Motivation in Jordan and Georgia*.
9. Gamble & Gibson, (1999). the personal management.
10. Gardner and Lambert (2003). Attitudes and Motivation in Second Language Learning.
11. Harris, (2000). *Re thinking the role of workplace trainer*.
12. Hasun, & Makhbul (2005). An overview of workplace environment and selected
13. Healthy .V. (2006).*Organization: Work Environment & its Impacts on Employee. International Business Review. level of employee*
14. Needle (2004). *New Delphiprinichon of India*.
15. Nijman, D.J .J. (2004*). Differential effects of supervisor support on transfer of*
16. Noble, (2009). Building health promotional work setting: identifying the relationship *of Business, Cambridge.*
17. Opperman (2002) *Tropical business issues. Partner Price Water House Coopers.*
18. Ramlall, S. (2004). A review of employee motivation theories and their implication.
19. Roelofsen, P. (2002). *The impact of office environments on employee performance: The design of the workplace as a strategy for productivity enhancement*. Journal of facilities Management, 1(3), 247-264.
20. Salaman, (2005). *Strategic Human Resource Management.Satisfaction, performance, environment and behavior. Academic journal,*
21. Sinha, E. S (2001). The skills and career Path of an effective project manager.
22. *Sundstrom, E, Town, J. P, Rice, R. W, Osborn, D. P. & Brill, M. (1994).Office noise,*
23. Taiwo, (2009).The *influence of work environment on workers' productivity*. *Training* Enscheda: university of Twente.
24. *Tripathi, A. (2014). Workplace Environment: Consequences on Employees. Retrieved.*

© 2019 Global Journals