

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

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6

7 **Abstract**

8 The work environment which encompasses several factors impacts on the way the employees
9 perform their work. Comfortable and all inclusive working environment will boost the
10 employees' performance hence boosting the organizational performance. The objective of the
11 study was to investigate the effect of working environment on employee performance in the
12 Ethio-Telecom in Ambo branch. The target population was all the employees at Ethio-Telecom.
13 The total number was 102 and the study was included all the employees by using census
14 study. Descriptive research design was adopted for the study. The study used primary data
15 which was collected by used of semi structured and structured questionnaire. The findings of
16 the study concluded that work environmental factors that influenced employee performance
17 were organizational work environment factors, workplace relationship and organization
18 cultural factors The study found out that employees' performance was positively influenced
19 by several work environment factors. The researcher found out that employees were satisfied
20 with their organizational work environment aspects like furniture, spatial layouts, lighting and
21 noise levels. These aspects of the organizational work environment help improve employees'
22 performance. Through this study it revealed that employees' performance depended much on
23 the presence of good workplace relationship at the organization.

24

25 ***Index terms***— working environment, employee performance, working condition.

26 **1 I.**

27 INTRODUCTION orking environment has impact on employees' performance either negative or the positive
28 outcomes (Chandrasekar 2011). In the world, there are international organizations who debate the rights
29 of employees. The workplace environment also impact on employee's motivational level and their quality of
30 performance ??Health, 2006). When employees have W the desire, physically and emotionally to work, then their
31 performance shall be increased (Boles et al., 2004). They also states that Having proper workplace environment
32 also helps in reducing the number of absenteeism and increase the performance in today's competitive and dynamic
33 business world. The workplace environment that is a set in place impact employee morale, productivity and
34 engagement both negatively and positively (Chandrasekar, 2011). Better outcomes and increased productivity
35 is assumed to be the result of better workplace environment. Better physical environment of office will boosts
36 the employees and ultimately improve their productivity. The factors of work environment has changed due
37 to the changes in several factors such as the social environment, information technology and the flexible ways
38 of organizing work processes (Hasun & Makhbul, 2005). When employees' are physically and emotionally fit
39 will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace
40 environment helps in reducing the number of absenteeism and thus can increase the employees' performance
41 which leads to increased productivity at the workplace ??Boles et al.2004). According to Tripathi (2014) the
42 work environment can be defined as the environment in which people work that include physical setting, job

7 A) STATEMENT OF THE PROBLEM

43 profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance
44 and productivity. It is the quality of the employees' workplace environment that most impacts on their level of
45 motivation subsequently performance. Work environment can be thought of simply as the environment in which
46 people work (Briner, 2000) as such; it is a very broad category that encompasses the physical setting (e.g. heat,
47 equipment), characteristics of the job itself (e.g. workload, task complexity). He adds that it also encompasses
48 broader organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g.
49 local labor market conditions, industry sector, work life balance). Employees will always be contended when they
50 feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Chandrasekar
51 (2011)

2 c) Significance of the Study

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

3 II.

4 Literature REVIEW a) Concept of Working Environment

62 Working environment is the sum of the interrelationship that exists within the employees and the environment
63 in which the employees work. Opperman (2002) defines working environment is a composite of three major sub-
64 environments: the technical environment, the human environment and the organizational environment. Technical
65 environment refers to tools, equipment, technological infrastructure and other physical or technical elements.
66 The technical environment creates elements that enable employees perform their respective responsibilities and
67 activities. The human environment refers to peers, others with whom employees relates, team and work groups,
68 interactional issues, the leadership and management. This environment is designed in such a way that encourages
69 informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could
70 be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems,
71 procedures, practices, values and philosophies.

72 Management has control over organizational environment. Measurement system where people are rewarded
73 on quantity, hence workers will have little interest in helping those workers who are trying to improve quality.
74 Thus, issues of organizational environment influence employee's productivity.

5 b) Employee Performance

75 Sinha, (2001) stated that employees' performance is depending on the willingness and also the openness of the
76 employees itself on doing their job. He also stated that by having this willingness and openness of the employees
77 in doing their job, it could increase the employees' productivity which also leads to the performance. By having
78 the work or job done on track, employers could be able to monitor their employees and help them to improve their
79 performance. Furthermore, a reward system should be implemented based on the performance of the employees.
80 This is to Year 2019

6 Global Journal of Management and Business Research

83 Volume XIX Issue XI Version I () A asserts that the type of workplace environment in which employees operate
84 determines whether or not organizations will prosper. A better work environment boosts employees' performance.

7 a) Statement of the Problem

86 Employee's morale is often interrelated when it comes to productivity in the work environment (Amir, F. 2008).
87 Noble (2009) states that more attention should be paid in identifying and dealing with working environment when
88 employee have negative perception to their environment they sometimes suffer from chronic stress. Opperman
89 (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the
90 workplace that impact favorably or unfavorably individual performance.

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

98 This was designed to examine the impact of working environment on employee's performance at the Ethio-
99 Telecom in Ambo branch. This is the public institution which operates at the center of ambo town with about
100 109 employees. Employees use about 50 percent of their existence within work environments, which extremely
101 affect their status of mind, aptitudes, and actions in addition to their performance ??Sundstrom, 2002). A
102 well designed office signals the values and objectives of the organization and the use of design in office interior
103 communicates an organization values and identity (Cavanaugh, 2004). Office design therefore should be one of
104 the factors in affecting employee's productivity.

105 **8 b) Objective of the study**

106 The general objective of this study was assessing the impact of working environment on employee's performance
107 of Ethio -Telecom in Ambo Branch. motivate the employees in order to perform more on their task. (Franco. et
108 al, 2002) defined performance that relies on internal motivation but presence of internal factors such as necessary
109 skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are
110 supposed to provide appropriate working conditions in order to make sure the performance of employees meet the
111 required standards. Modern employees' motivation management methods have evolved over time. All employees
112 that have job satisfaction are high performers in their respective workplaces. He said that if employees receive
113 the same wage irrespective of their individual contribution to the goal, they will work less and that employees
114 think working at a higher rate means fewer employees may be needed which discourages employees to work more
115 (Gardner and Lambert 2003).

116 Based on those explanations, this study indicates that the success of any organization largely depends on the
117 motivation of its employees.

118 **9 c) Working Environment Factors**

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

122 **10 d) Supervisor Support**

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

134 **11 e) Performance Feedback**

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

141 **12 f) Workplace Incentives**

142 The organization determines what motivates its employees and sets up formal and informal structures for
143 rewarding employees behaving in the way required. Rewards may consist of a mix of internal rewards, such as
144 challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar,
145 2011). Performance of professional employees is poor not only due to working environment factors but also
146 due to lack of human resource management aspect such as recognition of employees who performs well, poor
147 working condition, absence of performance appraisal system and poor feedback on performance outcome Therefore
148 significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn
149 increases pro

19 B) SATISFACTION OF EMPLOYEES ON ORGANIZATIONAL WORKING ENVIRONMENT

13 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).

14 Role congruity:

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

15 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 III.

16 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.

17 DATA ANALYSIS AND DISCUSSION

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

18 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.

19 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. 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.

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

21 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. 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 26.97% 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.

22 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. 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 were responded closed communication. This shows that closed communication policy negatively affect employee's performance.

V.

23 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 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. ^{1 2 3}

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objectives



Figure 1: i. Specific objectives ?

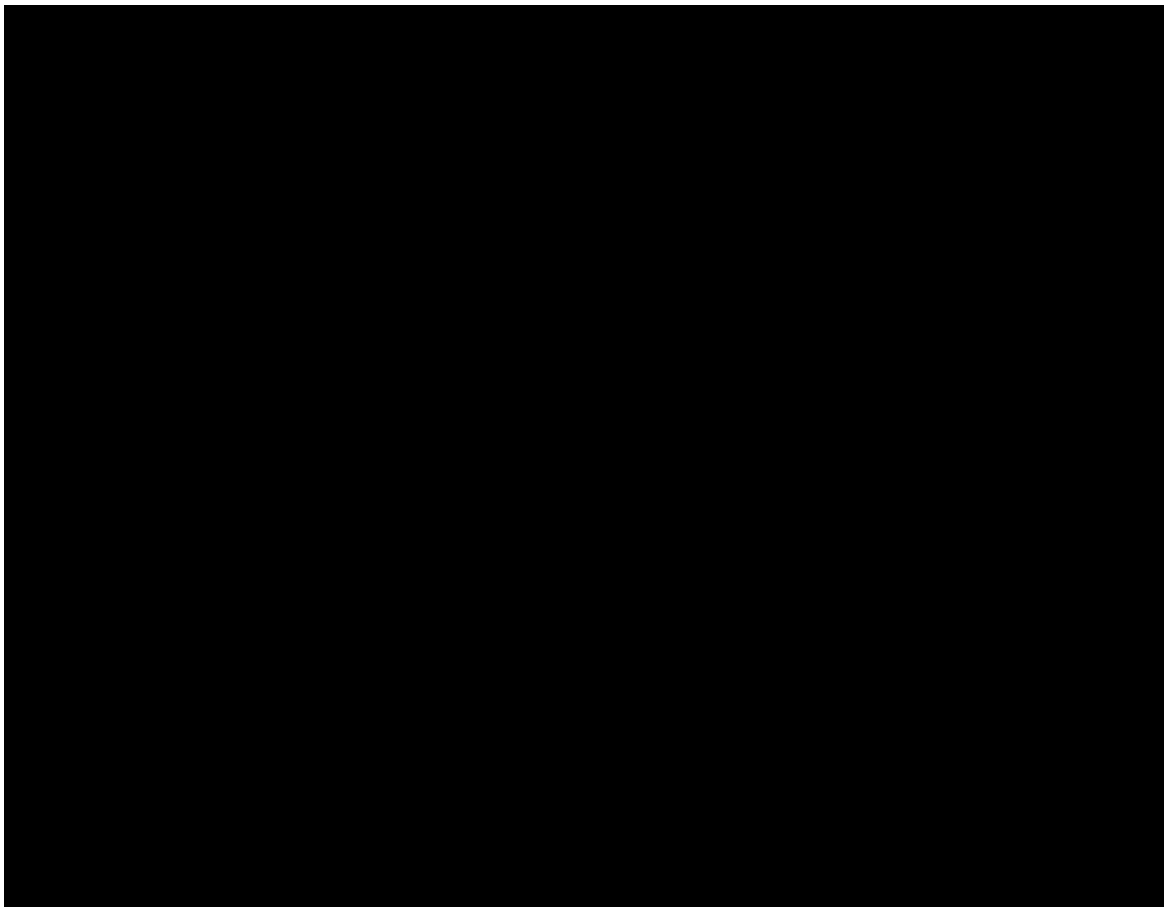


Figure 2:

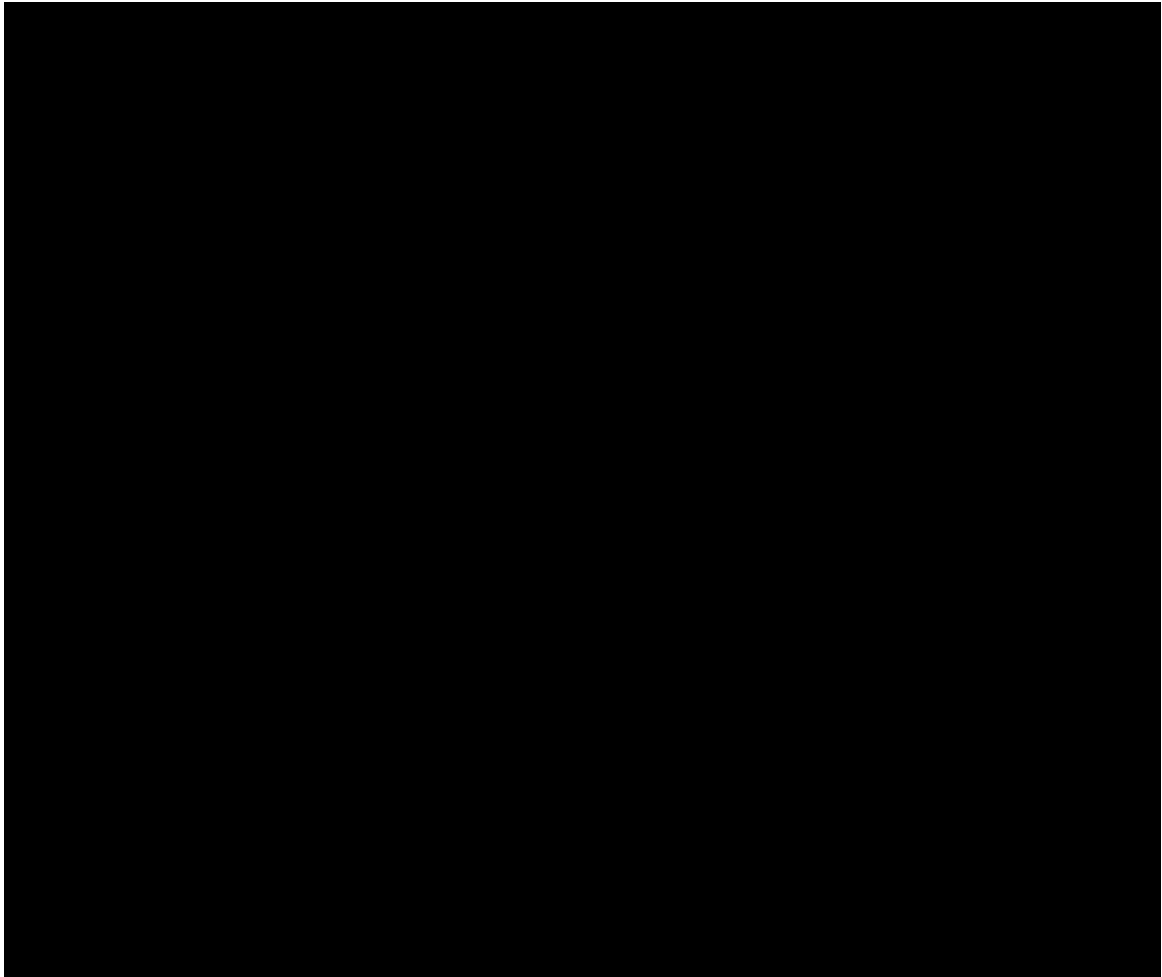


Figure 3:



Figure 4:

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