
Impact of Work Environment on Employee Performance

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Abstract

This study is to assess the impact of work environment on employee performance on wasteful investment on the provision of conducive work environment, recognition, career support and prompt promotion without the expected corresponding improvement in employee work performance and aggregate output. Objective of this study is to analyse other intrinsic work environmental factors that influence workers performance. Descriptive research design was used for the study by analyzing 90 sampled research instruments with regression model and frequency distribution. The study discovered that apart from the job security that does not pose a threat to employee performance, work load, salary and bonuses are major intrinsic determinants to employee performance. Team work, Sense of Coherence, general employee support and flexible work schedule were recommended to reduce work pressure, simplify work processes and creating an enthusiastic work environment that will enhance the employee job performance.

Keywords: Work Load, Salary and Reward, Job Security, Employee Performance.

Performance of employees is affected by numerous factors at work place. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. There are lots of factors that affect the performance of employees. Organizational culture, personal problems, job content and financial rewards, job security and time pressure are among variables that affect employee performance.

Change is a constant phenomenon and it is a function of the evolvement in the way the work is being carried out. Technological factors and other complex work environment have resulted in the variability of the job processes. These factors, to a large extent influence the employee demand for an improved welfare that will impact on their performance. With changing work environment and standard of living, organisations are trying their best to improve performance drivers in response to the new

job processes, requirement, involvement and job performance of their employees in order to improve the overall organisational performance.

For these reasons, employer must constantly respond to the employee yearning so as to provide the necessary incentive and motivation that will encourage the employee to constantly work maximally and improve the overall organization performance.

Statement of the Problem

Despite the management huge investment on employee motivation such as creation of conducive work environment, recognition, career support and prompt promotion for extra work load, most employee do not still meet work target rather they perform below expectation. Therefore, management finds it imperative to understand other internal work environmental factor(s) that can impact on the employee job performance so that necessary measures can be taken to improve the individual job performance in order to improve overall management performance.

Research Questions

- i What is the effect of job demand on employee performance?
- ii What is the effect of benefit on employee performance?
- iii What is the effect of salary on employee performance?
- iv What is the effect of job security on employee performance?

Objective of the Study

The overall objective of the study is to make an attempt at determining the effect on the impact of work environment on employee performance in NTA Property and Investment Company. Some other objectives of the study are to demonstrate the effect of:

- i Job demand on employees performance.
- ii Benefit on employee performance.
- iii Salary on employee performance.
- iv Job security on employee performance.

Statement of Hypothesis

Following the research questions and objectives, the following hypothesis were formulated:

H01: Job demand has no significant impact on employee's performance.

H02: Employee benefit has no significant impact on employee performance.

H03: Salary has no significant impact on employee performance.

H04: Job security has no significant impact on employee performance.

Scope of the study

This study is limited to the middle level staff between level 7 and 13 across functional department in NTA property and Investment Company and TV Enterprise Abuja.

Literature Review

Conceptual Framework

Performance: It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. There are lots of factors that affect the performance of employees. Armstrong (2006) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieve but how they achieve it. Performance is defined by Sultana et., al. (2012) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. Organizational culture, personal problems, job content and financial rewards, job security and time pressure are among variables that affect employee performance.

Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations (Qureshi & Ramay, 2006). A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa (Armstrong, 2009). The problems arise for the organizations when they start perceiving that their organizations are already performing at their level best and with great efficiency. Furthermore, there is no need for further improvement in their organizations (Summers & Hyman, 2005).

According to Murphy (1989) cited by Khaled& Haneen (2017), “Job performance can be defined as behaviours or activities that are performed towards accomplishing the organization’s objectives”. Therefore, the job performance of an individual plays a vital role in an organization’s growth. This is because it highly influences the overall firm’s performance and also functions as the key variable in work and organizational psychology (Sonnetag &Frese, 2002; Zacher &Frese 2010). This work will adopt Khaled& Haneen’s (2017)cited definition of performance as a set of behaviours relevant to the goals of the organisation or its unit in which a person works.

Empirical Review

The concept of job demands has been defined and measured in various ways. Consequent on this therefore, there is a plethora of potential indicators of the concept, always with the possibility that in investigations of job demands the outcomes may change as the indicators used are also changed. The indicators which have often been constructed and used in explaining the concept of job demand have their origins in diverse questions posed in several surveys which relate to employment conditions referred to as “working hard” (i.e. “work intensity”). Illustrative examples of these questions include: about “the speed of work”; and “the necessity to work to tight deadlines”, Green& McIntosh (2001); about “working hard”; “working at high speed”; and “working under tension” (Green (2001: 2004a: 2004b) and Gallie et., al (2014); and about “working under a great deal of pressure”; working but “never seem(ing) to have enough time to get everything done”; and “having to work extra”(Gallie et., al, 2014). According to Johnson & Hall (2018), job demand is limited to social environment. It is constantly, physical and mental efforts that are associated with certain physiological and physical cost.

In a study presented by Stringer et., al. (2011) examined the implications of a pay-for performance system on Intrinsic and Extrinsic motivation factors and job satisfaction of front-line employees at a retailer in Australasia. They concluded that, pay and benefits have strongest association with job satisfactions. In Malaysian context, a research carried out by Ibrahim & Boerhaneoddin (2010) suggested that factor of compensation has a significant effect on job satisfactions. Another research by Islam & Ismail (2008) which surveyed on more than 500 workers scattered over 96 various Malaysian organizations also reported that factor of pay was found to be effective in motivating their respondents. Moreover, Asri et.,al. (2007) have studied employees' organisational commitment in SMEs as well as the relationship between commitment and job satisfaction in the manufacturing sector. Based on a case study of 236 employees in Small and Medium Enterprises in Kuala Terengganu, they found that employees' organizational commitments have a significant correlation with their perception of pay.

The factor of job security towards employees' job satisfactions has been tested by Danish & Usman (2010). In a study where 220 respondents from Pakistan participated, they confirmed a positive relationship between factor of job security and employees' job satisfactions. Another Malaysian research carried out by Rafikul & Ahmad (2008) also concluded that the factor of job security has positive effect in motivating their respondents. All of the findings above have similarities with research results generated by Saraswathi (2011) in India, where Job security was also concluded to have significant effect on non-IT employees' motivation factors.

A research in Malaysian retail sectors conducted by Tan & Amna (2011) on a total of 152 sales personnel from women's clothing stores in shopping mall of Bandar Sunway; their regression analysis demonstrated that the respondents valued their working conditions to be the most significant for their job satisfactions. Also, a research contributed by Rafikul & Ahmad (2008) concluded a positive relationship between good working condition and motivation. Surveying respondents with various educational backgrounds (bachelor, master degree, PhD and certificate holders), all respondents in their study ranked the factor of working condition as the most important among other motivational factors. Lastly, a study conducted by Jaafar et.,al (2006) justified the importance of hygiene factors among Malaysia employees' job satisfactions. Respondents from the research agreed that the factor of working condition has influencing effect in their satisfaction towards their organizations.

According to Casper & Harris (2008), the balance between employees' working hours and personal time will improve employees' organizational commitments and reduce turnover intentions. From a research by Saraswathi (2011), the factor of Personal Life was found to be the most important in motivating non-IT employees in India. The results although found incompatible with Herzberg' Two-Factors theory where Hygiene factor only play as mediator to prevent dissatisfaction, however, the researcher has explained that this results may be due to difference in the need of employees, work contexts and types of organizations.

Workplace Environmental Factors

Work environment can be thought of simply as the environment in which people work (Briner, 2002) 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).

Intrinsic or Internal Work Environment

Workplace environment comprises of various factors that are imperative determinants of employee performance (Lambert, 2001). These factors may positively or negatively contribute to achieving maximum employee performance.

Intrinsic Factors are the factors that contribute to employees’ level of job satisfactions. It is widely regarded as job content factors which aim to provide employees meaningful works that able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated, experience learned, and achievements harvested (Robbins & Judge, 2008). Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees’ performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will propel employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improved.

According to the study by Fauziah et.,al (2013) on Herzberg’s two-factor theory on work motivation, they deduced the relationship and similarity between the components of Herzberg internal motivational factors and other motivational theorist as thus; Responsibilities, Achievements, Growth, Promotion, Recognition and Work Itself categorised under Herzberg’s motivation factors have found similar with Maslow’s Self Actualization and Self Esteem, and Alderfer’s Growth need, as well as McClelland’s Need of Achievements. Relationship with Peers, Personal Life, and Supervision categorised under Herzberg’s hygiene factors consistent with Maslow’s Belongingness, Alderfer’s Relatedness need, and McClelland’s need of Affiliation. Factor of Status under hygiene factors is similar with Need for Power under McClelland’s Theory of Need. Lastly, Pay and Benefit, Work Condition, Job Security and Company Policy and Administration are also found consistent with Maslow’s Safety and Physiological Need and Alderfer’s Existence need.

Comparativeness of Herzberg and other internal work factor theorist

	Herzberg internal environment	Maslow Theory	McClelland’s Theory	Alderfer’s Theory
1	Responsibilities, Achievements, Growth, Promotion, Recognition and Work	Self-Actualization and Self Esteem,	Need of Achievements	
2	Relationship with Peers, Personal Life , Supervision	Belongingness	Need of Affiliation.	Relatedness need
3	Factor of Status		Need for Power	
4	Pay and Benefit , Work Condition, Job Security and Company Policy and Administration	Safety and Physiological Need		Existence need

Internal Work Factors

Following the Herzberg intrinsic work environment, the prevailing and the most relevant environment to this study are as follows;

Work/Job demand: A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines (Townley, 2000).

Benefit: Benefits are rewards granted an individual employee, and can include salary, fringe benefits, and so on (Kreitner, 2005). Organizations that reward their members in accordance with performance typically experience fewer problems than organizations that do not. Muczyk et.,al (2004), cited by Mbarak et., al, (2015), posit that:“Bonuses, as extrinsic rewards, can be a good tool to motivate workers for better performance”. They argue that, when management ties workers performance with their bonuses, “they take it as a challenge to generate greater performance for receiving bigger financial reward”.

Empirical evidence has shown that rewards for performance is a strong management tool that can be used to create a high-performing organization as it motivates individuals to perform better as their contribution and efforts are being recognized, valued and appreciated. Research has shown that monetary rewards and incentives play an important role in attracting and retaining top-performing employees. Trahant &Yearout (2006) suggested that employers have to ensure that meaningful financial rewards are set aside for outstanding performance of employees. This is because employees will not take seriously the rewards and incentives system and principles if financial rewards are not provided in a meaningful way. However, rewards and incentives are not a guarantee for attracting and retaining high-performing employees or improving the organizational performance and productivity.

Rewards are distributed to employees in three different ways: money i.e adequate salary, esteem i.e. respect and support and security i.e. Job security, promotions and status consistency. Money is important, but it is not the ultimate tool for performance. For a lot of people, the feeling of being recognized and valued appears more important than money (Laurie, 2007). The combination of high effort and low reward at work has been found to be a risk factor (Tsutsumi & Kawakami, 2004). For this study, Bonuses, allowances and other forms of rewards such as career support are the determinant of reward.

Salary

Money is an extrinsic reward and it can be used to influence employees' behaviors (Darmon, 2004). It is effective in motivating workers (Islam & Ismail, 2008). Also employees' organizational commitments have a significant correlation with their perception of pay (Asri *et., al.* 2007). Nowadays, performance-related income is a common type of pay system in many organizations. According to established human resource management (HRM) models; performance-related pay is an original pay system which performs key roles in human resource strategies together with the performance appraisal system. It is different from traditional pay systems in that it is often carried out in a collective basis. Helm *et., al.* (2007) stated that although many organizations are implementing programmes of pay-for-performance, very few organizations identify and indicate the goals of their performance management system, the goals alignment towards

the organizational strategic plans, or even evaluate the conditions or process of accomplishing the goals to see whether or not the goals are achieved.

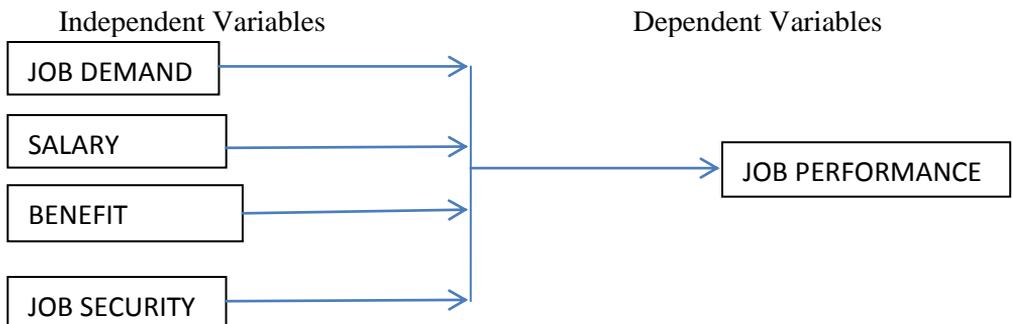
Chang & Hahn (2006) stated that when an organization practices fair or equitable performance related pay based on an employee's performance or input-output ratio, it will enhance the employee's perception of distributive justice towards the organization. According to Mujtaba & Shuaib (2010), the pay-for-performance system would be useful and effective for the manufacturing environment. This system enables employees to do self-evaluation based on their units of production. It also provides immediate feedback to employees so that it can highly motivate employees to enhance their performance and productivity as immediate feedback is considered one of the top motivation factors for employees.

Job security

Job security is defined as employees' desire to be retained in their current job till their retirement. Human dignity is directly related to job security as it affects the ability of employees to satisfy the basic physiological and security needs. Psychologists have recognized job insecurity as an imperative cause of stress which involves anxiety and panic. (Salami et., al., 2010).

Employees want to feel confident about their organization's future and they want stability and steady work so they can meet their financial obligations. An employee's sense of job security is related to whether or not they trust the leaders in the organization. To engender trust, leaders need to show consideration for the morale, welfare and well-being of their team. Leadership behavior is extremely important because there is a direct link between the perceptions that employees have of their leaders and the performance of the organization.

Lack of job security and job changes is source of pressures due to fear of skill redundancy and future job change. Undoubtedly uncertain job security and the fear of layoff is also an important source of psychological stress for some, especially during times of economic contraction. Danish and Usman (2010) assert that a positive relationship exist between factor of job security and employees' job satisfactions. According to Rafikul and Ahmad (2008), job security has positive effect in workers motivation. The assertions by these scholars also find support from Saraswathi (2011) whose study found that Job security has a significant effect on non-IT employees' motivation factors in India.



Theoretical Framework

The theoretical framework on which the study was based on is the Herzberg Two Factor Theory advanced by Frederick Herzberg since 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins & Judge, 2008). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et., al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Empirical studies have further proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

The Herzberg two-motivational factor is consistent with Maslow's hierarchy of needs and other motivational theorists. Motivation and hygiene factor introduced by Herzberg have found similarities among other motivation theories under content theories as each theory carries various employees' need for motivation in similar terms (Borkowski, 2011). In detail, Responsibilities, Achievements, Growth, Promotion, Recognition and Work Itself categorised under Herzberg's motivation factors have found similar with Maslow's Self Actualization and Self Esteem, and Alderfer's Growth need, as well as McClelland's Need of Achievements. Relationship with Peers, Personal Life, and Supervision categorised under Herzberg's hygiene factors is consistent with Maslow's Belongingness, Alderfer's Relatedness need, and McClelland's need of Affiliation. Factor of Status under hygiene factors is similar with Need for Power under McClelland's Theory of Need. Lastly, Pay and Benefit, Work Condition, Job Security and Company Policy and Administration are also found consistent with Maslow's Safety and Physiological Need and Alderfer's Existence need.

Compared to the other Motivational Theories, Two-Factor Theory provides more comprehensive sets of factors that cover basic individual internal and external needs to exert their additional efforts into jobs.

Research Design

Descriptive research design was used to carry out the study as thus.

Population of study

Population of study is the middle level staff across the functional departments in NTA property and Investment Company and TV Enterprise Abuja.

	Population	Sample
Finance Dept	33(26.61%)	25
Admin Dept	30(24.19%)	23
Marketing Dept	35(28.23%)	26

Engineering Dept	26(20.97%)	20
Total	124	94

Sample size determination

Sample size was determined using Taro Yamane formulae

$n = \frac{N}{(1+N(e)^2)}$, where n = Sample size, N=Population, e = random error (5%)

$n = 124 / (1 + 124 \times 0.05^2)$

$n = 124 / 1.31 = 94$

Research Instrument

Questionnaire were used in this study, all the variables were measured according to the relevant determinants with the use of Likert scale of 1 – 5 where 5 indicate the highest degree of agreement. The questionnaire of this study consists of 10 questions that are adapted and modified from the previous related studies in this field for quick response. The independent variables are the proxy of internal work environment such as work load, salary, reward, and job security while the dependent variable is job performance.

Sampling Technique

A simple random sampling technique was used to pick the sample of 94 from the population by self-administration and the help of my staff. The equivalent percent of population in each department was determined for the sample. The questionnaires were then administered randomly according to the staff availability.

The completed and returned questionnaires were 90 for analysis.

Validity

Validity of study was done by pilot study and the critique of the research instrument by another colleague in the department. It was discovered from the pilot study that most respondents misconceived job demand and this made the job demand variable changed to work load in the questionnaire.

Reliability

Test retest of research instrument was done to analyse the consistency of the response to the research question. This was confirmed by checking the final returned questionnaire with the one administered for pilot study.

Frequency distribution table was use to present the data and it was analysed with simple percentage.

Questionnaire Administration

Impact of internal work environment on employee performance

Kindly answer the questions below for research purpose.

Thank You

Section A: Demography

Please tick appropriately

- 1-Gender: 1. Male 2. Female
- 2-Marital Status 1. Married 2. Single 3. Divorce 4. Widow
- 3-Dept: 1. Finance 2. Marketing 3. Admin 4. Engeneering
- 4-Level: 1- 5 – 6 2- 7 – 10 3. 12-13 4- 14& above
- 5-No of children: 1. 0-1 2. 2-3 3. 4–6 4. 7& Above

Section B

- 6. My job performance is influenced by the quantity of work load at a time.
5. Strongly Agreed 4.Agreed 3.May be 2.Disagreed 1.Strongly disagreed
- 7. My job performance is influenced by the amount of salary I earn.
5. Strongly Agreed 4.Agreed 3.May be 2.Disagreed 1.Strongly disagreed
- 8. My job performance is influenced by the bonuses I earned to complete the job.
5. Strongly Agreed 4.Agreed 3.May be 2.Disagreed 1.Strongly disagreed
- 9. Job security influenced my job performance.
5. Strongly Agreed 4.Agreed 3.May be 2.Disagreed 1.Strongly disagreed
- 10. What other factors do you think will influence your job performance?
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Data Presentation and Analysis

Stata statistical soft-ware was used to process the raw data gathered through questionnaire to determine the relationship between the dependent variable and the independent variables. Spearman correlation coefficient technique was carried out.

A significant relationship only exists if the p-value is below 0.05. Multiple linear regressions were conducted in order to analyze the relationship between the independent variables as a whole towards the dependent variable. The p-value of each independent variable was used to reach a decision whereby the p-value of less than 0.05 of the independent variable showed a significant relationship with the dependent variable. Besides that, spearman correlation analysis has been used to study the correlation relationship between each variable too.

Spearman Correlation

	Job Performance	
	r - value	Sig. (2 – tailed)
Job Performance	0.465	0.000
Work load	0.457	0.000
salary	0.413	0.000
Bonus	0.443	0.000
Job security	0.410	0.000

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Based on spearman’s Correlation coefficient shown above, based on spearman’s Correlation coefficient shown in Table 4, all the variables are statistically correlated at 0.01 alpha level. As the correlation values among the independent variables are less than 0.70, thus we can conclude that there isn’t any multi linearity. The result shows that to certain extent, the four variables will affect the individual job performance. With the highest r-value (0.457) among all variables, work load has strong association with individual job performance. Job security found to have the weak correlation with individual job performance with its lowest r-value of 0.410

Multiple Linear Regressions

Multiple regression analysis for the model

	R ²	F – value	Sig.
Model	0.408	22.468	0.000

Based on the result as shown in multiple regression tables above, R – square is equal to 0.408. This means that 40.8% of the change in the degree of job performance of a person can be explained by the factors of work load, salary, rewards and incentives and job security related factors that are included in the regression equation. On the other hand, table has shown that the p-value (Sig.) is 0.000, which is less than 0.05. This indicates that at least one of the four variables can be used to analyze the level of job performance of a person.

Respondents Summary Table

SN	Question	Strongly Agreed	Agreed	May be	Disagreed	Strongly disagreed	Total
1	Job performance is influenced by the quantity of work load at a time.	25	20	05	15	25	90
		27.7%	22.22%	5.55%	16.66%	27.7%	100
2	Job performance is influenced by bonus I earned	30	10	10	13	27	90
		33.33%	11.11%	11.11%	14.44	30	100
3	Job performance is influenced by the amount of salary earned	39	16	10	10	15	90
		43.33%	17.77%	11.11%	11.11%	16.66%	100
4	Job security influenced the job performance	28	10	15	07	30	90
		31.11%	11.11%	16.66%	7.77%	33.33%	100

Data Interpretation and Analysis

Job performance is influenced by the quantity of work load at a time.

49.92% of the respondents agreed that quantity of work load impact on their job performance. This means that amount of work load contribute to job performance in the organization.

ii - Job performance is influenced by the bonus earned.

33.33% majority agreed that bonus impact on their job performance. This is also the cause of the poor performance among most of the staff. cursory look at the response, the number of respondent that disagree with that statement is almost the same as agreed while some respondents are indifferent in their response.

What this means is that not all the employee enjoy bonus. Notwithstanding they still believe that in impact on their performance

iii - Job performance is influenced by the amount of salary earned.

43.33% of the respondent agreed that amount of salary they earn impacted on their job performance. This is in contrary to the claim in the research problem that most employees are well remunerated and should be motivated with salary to impact positively on their performance. It can as well be deduced from the response that some respondent (11.11%) were indifferent in their response.

It can be deduced that while some employee enjoy fringe benefit or incentive 43% majority only rely on their salary alone. This is one of the major causes of poor performance among staff.

iv - Job security influenced the job performance

33.33% majority disagreed that job security impact on their job performance. Therefore, their performance is not impacted by the job security.

Conclusion, Findings and Recommendation

The study of the impact of internal work environment on employee performance became necessary as a result of wasteful investment on the provision employee welfare, job satisfaction and conducive work environment without the expected corresponding improvement in employee work performance and aggregate output. This study was anchored on the Herzberg two factor (motivator and hygiene) theory that explains the relationship between workplace environment and employee performance. He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees performance. Quantity of work load, salary, Bonuses and Job security were identified as among those independent variables that determine employee performance in the work place. 90 returned research instrument were analyzed and the following were discovered;

Findings

Majority of the respondent affirmed that work-load, salary and bonuses have a significant influence on the job performance. However, it was initially presumed that employees were adequately remunerated and performance is still poor. The result of this

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study discovered that salary still has a great impact on the employee performance. But management can-not influence the salary structure in a short period of time.

We can also deduce that few category of employee enjoy some other benefits (Allowances, reward, support etc.) apart from salary and the performance were not really impacted by salary.

ii- It was also found out that job security do not impact on employee performance.

Therefore, Job security is not a determinant of employee work performance in this study.

Recommendations

Work Load Pressure

Team work and Sense of coherence (SOC) should be encouraged by managers in task implementation by employee as recommended by Kayoko & Kazuhito (2009) in the journal; “Sense of Coherence (SOC) may reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers”.

Team work spirit should be encouraged among employee in the task implementation as well as flexible work arrangement and work day flexibility. This will simplify the herculean task, make the job more interesting and create time for other personal activities.

Salary & Bonuses

Management should publicise a policy that will include majority of employee in other payments benefit apart from salary. Professional career support, Marriage and New born baby support, performance reward and emergency support on the death of employees relatives can be implemented by management to calm the financial tension among employee and can make them perform better.

A life insurance policy can as well be subscribed for workers in the middle and managerial level.

Research for Further studies

While this work concentrates on some physiological and safety intrinsic internal work environment, that impact on employee performance, determinants of love and belongingness, and esteem motivational predictor are neglected. Work relationship, Personal factor, Family issue, etc. are various environmental factors that can impact on the employee performance. Further studies can be carried out in these areas.

The study only classify respondents by their department, gender classification is another factor that can influence the respondents response. Further work can be done to analyse the gender characteristics of respondent and the impact on work performance.

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