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IMPACT OF OFFICE FACILITIES AND WORKPLACE MILIEU ON EMPLOYEES' PERFORMANCE: A CASE STUDY OF SARGODHA UNIVERSITY

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ABSTRACT

It was important to maintain a comfortable, safe, supportive physical environment to help workers stay motivated and productive. This study aims to explore the impact of office facilities and workplace milieu on employees' performance in a university of Sargodha. A sample of 150 respondents of male and female employees of both teaching and non-teaching category was selected. Chi-square and Gamma test were applied to interpret the findings of study.

Keywords: Office Facilities, Workplace, Employee Performance.

INTRODUCTION

Work environment comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work (Kohun, 1992). Infrastructure includes the physical facilities (roads, airports, utility supply systems, communication systems,

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water and waste disposal systems etc.), and the services (water, sanitation, transport, energy) flowing from those facilities (Sida, 1996). According to Cascio, (2006), performance refers to the degree of achievement of the mission at work place that builds up an employee job. Mostly researchers used the term performance to express the range of measurements of transactional efficiency and input and output efficiency (Stannack, 1996).

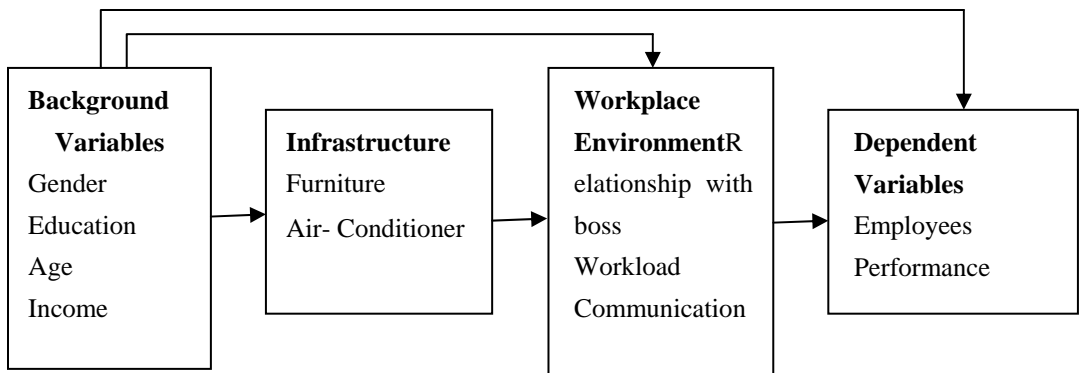
There are key factors in the employee’s workplace environment that impact greatly on their level of motivation and performance. In addition to motivation, workers need the skills and ability to do their job effectively (Chandrasekar, 2011).Mostly people spend fifty percent of their lives within indoor environments, which deeply influence their mental status, actions, abilities and also their performance (Sundstrom, 1994). Good results and increased output is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and finally improve their productivity (Carnevale, 1992).

The current study concentrates on the impact of workplace environment and infrastructure on employees’ performance. This study represents a significant contribution to understand workplace environment and infrastructure and its impacts on employee’s performance, because it positive enhance the working ability of employees. This study will contribute to see satisfaction of employees with their working environment.A poor work environment has proved to be associated with reduced job satisfaction, absenteeism, somatic complaints, burnout and depression phenomena (McCowan, 2001). According to (Ramlall, 2003) people are strive to work and to stay in those corporation that provide good and positive work environment, where employee feel that they are valued mostly and making difference. This study will give some suggestions to improve the workplace environment. So that employers increase their performance regarding their work.

Objectives:

- 1) To determine the impact of working environment on university employees’ performance.
- 2) To explore the level of satisfaction of university employees with their performance.
- 3) To check the impact of infrastructure on employees performance.
- 4) To find out level of satisfaction of female employees working with male employees.

Figure-1: Conceptual frame



Workplace environment

Lambert et al. (2001) found that environmental factors are important determinant of job satisfaction. The level of salary, promotion, appraisal system, climate management, and relation with co-workers are the very important factors. Huges, (2007) surveyed 2000 employees pertaining to various organizations and industries in multiple levels. The reported results of these survey showed that nine employees out of ten believed that a workspace quality affects the attitude of employees and increases their productivity. James, (1996) concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance. It is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. How employees perceive their work environment can affect employee's commitment, motivation, and performance and also helps organization to form a competitive edge over its rivals. Brown and Leigh, (1996) concluded that a motivational and empowered work climate can influence employee's attitudes toward work positively and can improve work performance. Work place survey conducted for steel case described that an effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do (Taiwo, 2009).

Creating better and higher performing workplace requires an awareness of how workplace impacts behavior and how behavior itself drives workplace performance. People work individually and interact with others and this requires different workplace solutions (Chandrasekar, 2011). How workplace is designed and occupied affects not only how people feel, but also their work performance, their commitment to their employer, and the creation of new knowledge in the organization. These are the cornerstones of the level of research known as the environmental psychology of workspace (Vischer, 2008). According to Abdulla et al. (2010) environmental factors represent the immediate job environment that contains skills required to perform a job, authority, autonomy, relationship with supervisors and co-workers and other working conditions.

EMPLOYEE'S PERFORMANCE

Cummings and Schwab, (1973) argue that performance is ultimately an individual phenomenon with environmental factors influencing performance mainly through their effect on the individual determinants of performance, ability and motivation. According to Collis and Montgomery, (1995) Employee performance has been shown to have a significant positive effect on organizational performance. According to Adams, (1965) people are motivated to seek social equity in the rewards they receive for high performance. He suggests that the outcome from job includes; pay recognition, promotion, social relationship and intrinsic reward. To get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He also suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high.

Identifying and selecting the best employees for particular jobs is an important task for organizations. High-performing workers are perfect since employee performance directly impacts the organization's bottom line. Poor performers can cost their employer money through the loss of production and in the costs of turnover and training (Cooper and Cartwright, 1994). According to Suhartini, (1995), employee performance is a combined result of effort, ability, and perception of tasks. High performance is a step towards the achievement of organizational goals and tasks. Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

INFRASTRUCTURE

Office Furniture

Administrative office managers should be knowledgeable about office furniture. The result of selecting improper office furniture may be carry out for a long time, as it is often difficult discarding the pre-owned furniture, which is commonly purchased rather than leased or rented. Another issue, which is important to consider in enhancing employee productivity, is by selecting and using proper furniture and equipment, the important physical factors in the office (Keeling and Kallaus, 1996; Quible et al. 1996). Selecting appropriate office furniture is an important consideration in which office managers need to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing employee productivity, adjustable office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day (Burke, 2000). The office design encourages employees to work a certain way by the way their workstations are built. In doing so, the company is answering the firm's business plan while making sure their employees have everything they need to work (Al-Anzi, 2009).

Temperature

Today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. However, certain factors should come into thought in establishing proper temperature level; for instance obese workers will work best with lower temperature levels, whereas the reverse is true for thin workers. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. A comfortable office environment is a building or room in which workers can generate their work properly as it clean, with proper range of temperature, enough ventilation, and a sufficient humidity. After the temperature level in an office has been set-up properly within the favorable level of humidity, the

air in the office still needs to be circulated; otherwise it can increase the temperature, which in turn may cause discomfort. Air flow is also important as it can avoid people inhaling inadequate air. Moreover, smoking must be illegal in the office. Some small offices still use electric fans to make sure that the air is circulated well (Quible, 1996; Keeling and Kallaus, 1996). In one experiment, Lan et al. (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees feel slightly uncomfortable in both the coolest and warmest of these climates, that they were less motivated and that they experienced their workload as more difficult, with a consequent turn down in productivity.

WORKPLACE ENVIRONMENT AND EMPLOYEES PERFORMANCE

Head of Department

Leadership can be defined as the exercise of influence by one member of a group over other members to help the group or organization to achieve its goals. Leadership is the process of influencing a group towards accomplishing its goals. Good leaders can encourage their employees to participate in work, and make decisions. Leadership is used as a means of motivating others. Both manager as well as employees must possess leadership traits. An effective leader must have a thorough knowledge of motivational factors for others. Motivating others is at the heart of leadership and organizational success (George and Jones, 2005). Organizations must groom leader to support the employees and to well build the work environment where workers want to stay. Providing the opportunities test their abilities and providing level of performance can enhance employees' capabilities and want to stay in the organization. Cummings and Schwab, (1973) claim that leadership is perhaps the most carefully investigated organizational variable that has a potential impact on employee performance. Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions and relationships. They also mention the connection between leadership traits or leadership behaviors and employee performance (Freyermuth, 2007).

It is generally accepted that the performance of any group of people is largely dependent on the quality of its leadership. Effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance (Maritz, 1995). Behling and McFillen, (1996) confirmed the link between high performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, fear and empowerment in his subordinates, resulting in exceptionally high effort, especially high commitment and motivation to take risks. Employee's productivity is determined by their relationship with their immediate supervisor (Al-Anzi, 2009). Leadership is a central feature of organizational performance. It is an essential part of organization activities of people and directing their efforts towards the goals and objectives of the organization. Leadership is the moral and intellectual ability to think about and work for what is best for the company and its employees. Good leadership helps to develop team work and the integration of individual and group goals.

Leaders have to sustain performance, sustaining current performance and growing for the future with the workers in the organization. The role of the leader in shaping performance is very important to the success of an organization (Oluseyi and Ayo, 2009).

Communication

Communication is highly functional for work and occurs often in a workplace. Principle of least collaborative effort, people base their conversations on as little combined effort as possible. According to (Kraut et al. 1990; Peponis, 2004), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and an individual's job satisfaction (Ali and Haider, 2010). Salacuse, (2007) indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers. Cassar, (1999) found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment. In that competent communicators must employ communicative resources such as language, gestures, and voice, and in order for supervisors to be perceived as capable communicators. They must share and respond to information in a timely manner, actively listen to other points of view, communicate clearly and concisely to all levels of the organization, and utilize differing communication channels (Stohl, 1984; Shaw, 2005).

Organizational communication does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks (Ali and Haider, 2010). Social interactions enable the development of common grounds for communication, which increases communication effectiveness and enhances the ability of individuals to work together. As well, through over-layered social ties, team members establish trust that carries over into feelings of safety in sharing ideas about the work process (Krauss and Fussell, 1990; Katzenbach and Smith, 1994). Kotter, (1988) unveiled that effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity. The focus on openness in communication between senior management and employees results in improved employee

productivity and engagement. Meetings with top executives help to build affinity and trust. Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as 'a subjectively experienced quality of the internal environment of an organization; the concept embraces a general cluster of inferred predispositions, identifiable through reports of members' perceptions of messages and message-related events occurring in the organization (Kitchen and Daly, 2002; Goldhaber, 1993).

Workload

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint (Robbins, 2011). Allen, (1996) defined workload as the total amount of time a faculty member devotes to activities like teaching, research, administration, and community services etc. A study conducted by Moy, (2006) opined that clerical and professional workers' association found that 65.5% of workers believed a five-day work week would help them better manage their private matters. Whereas half of respondents believed that this practice would allow them to spend more time with their families and improve their quality of life which helps in improving their productivity at work. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. In fact, modern times have been called as the "age of anxiety and stress" (Rehman et al. 2012). Excessive work interference with family is also associated with greater stress mostly, job burnout, increased absenteeism and higher turnover (Allen et al., 2000; Anderson et al., 2002). Jex and Beehr, (1991) reported that strains associated with being overworked have been found to be uniformly negative across behavioral, psychological, and physiological outcome domains. Kirchmeyer, (1995) indicated negative links in between experience of work/nonworking conflict and organizational commitment.

Workload is an opportunity for the employees to learn and prosper more quickly. As employees do their jobs they gain more work experience, which enhance their exposure. It is also viewed that employees who have enough work to do remains more active while work-less employees leftover lazy. Workload pressure can be positive leading to increased productivity. Under utilization of human skills or failing to reach the full potential of the employees is also one cause to increase stress. Employees who have the capabilities to perform a job enjoy workload. However, when this pressure becomes excessive it has negative impact (Shah et al. 2011). All types of stress including work overload have a definite impact on the individual and the organization. Both physical and mental illness renders the employee unfit for work, and combine both to decrease the satisfaction obtained from work and reduce job performance and productivity levels. A long - term heavy workload can affect an employee's physical or mental health, performance, or productivity. Heavy workloads have been shown to have a negative impact on turnover (Malik and Ahmad, 2011).

RESEARCH METHODOLOGY

In order to investigate the research goals, a total of 150 respondents of male and female employees of both teaching and non teaching category were selected. Selected participants answered a survey questionnaire. Wimmer and Dominick, (2006) wrote that “Surveys are now used in all areas of life. Businesses, consumer groups, politicians, and advertisers use them in their everyday decision-making process”. Babbie, (1992) explored that surveys may be used for descriptive, explanatory and exploratory purposes. They are chiefly used in studies that have individual people as the units of analysis. The universe is set of all units that the research covers, or to which it can be generalized (Neuman, 2006).The term “units” is employed because it is not necessarily people who are being sampled-the researcher may want to sample from a universe of nations, regions, schools, etc. (Bryman, 2001). The universe of this research comprised male and female employees of both teaching and non-teaching of employees of University of Sargodha. Sample was collected by convenience and selective methods. The reason for sampling rather than collecting data from the entire population, are self evident. In research investigations involving several hundreds or thousands of elements, it would be practically impossible to collect data from, or test, or examine every element. Even if it were possible, it would be prohibitive in terms of time, cost and other human resources. That’s why sampling to make a research feasible (Sekaran, 2010). The pre-test was taken in the selected population before collecting data. It gives the researcher an opportunity to see weaknesses. The reliability of statistics of the pre-testing was “Cronbach’s Alpha-.861”.

DATA ANALYSIS

Part-A(Univariate analysis)

Table-1: Distribution of respondents following socio-economic background

Gender	Frequency	Percentage
Male	75	50.0
Female	75	50.0
Age (in years)		
Up to 30 years	80	53.3
31 to 40 years	47	31.3
41 to 50 years	23	15.3
Income (Rs.)		
Up to 20,000	61	40.7
21,000 to 30,000	37	24.7
31,000 to 40,000	15	10.0
Above 40,000	37	24.7
Education level		
Matric	7	4.7
Intermediate	20	13.3
Graduation	44	29.3
Master or above	79	52.7

Table-1 shows that about a half (50.0%) of the respondents were males and other half of them were females. Table presents the age distribution of the respondents. More than a half i.e. 53.3 percent of the respondents had up to 30 years of age, little less than one-third i.e. 31.3% of them had 31-40 years of age and 15.3% of them had 41-50 years of age. So majority of the respondents belonged to young age group. Table also indicates that a major proportion i.e. 40.7% of the respondents had up to Rs. 20000 monthly income, while about one-fourth i.e. 24.7% of the respondents had 21000-30000 monthly income, 10% of them had 31000-40000 and another one-fourth i.e. 24.7% of them had above 40000 monthly income. Table-1 visibly presents the educational level of the respondents. Table shows that only 4.7% of the respondents were matriculated, while 13.3% of them were intermediate, 29.3% of them were graduated and a majority of the respondents i.e. 52.7% of them had mastered or above level of education. The findings show that majority of the respondents had graduation and above level of education.

Table-2:Distribution of respondents following their opinion about the infrastructure

Respondents' opinion about infrastructure	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F.	%	F.	%	F.	%	F.	%	F.	%
Do you think that your furniture is according to your need	16	10.7	66	44.0	21	14.0	39	26.0	8	5.3
Do you think that your furniture is comfortable enough so that you can work without getting tired	17	11.3	47	31.3	37	24.7	28	18.7	21	14.0
Do you think that office environment influences your performance	83	55.3	53	35.3	11	7.3	3	2.0	0	0.0

Table-2 presents the respondents' opinion about the infrastructure on their work place. Only 10.7% of the respondents were strongly agreed, a major proportion i.e. 44% of them were agreed with the thinking that their furniture is according to their need, while 14% of them were neutral, 26% of them were disagreed and remaining 5.3% of them were strongly disagreed with the furniture of their workplace. Just 11.3% of the respondents were strongly agreed, 31.3% of them were agreed with the thinking that their furniture is comfortable enough so that they can work without getting tired, while 24.7% of them were neutral, 18.7% of them were disagreed and remaining 14% of them were strongly disagreed with this opinion. A majority i.e. 55.3% of the respondents were strongly agreed, 35.3% of them were agreed with the thinking that office environment influences on their performance, while 7.3% of them were neutral and 2% of them were disagreed with this opinion.

Table-3: Distribution of respondents following their opinion about the room environment

Respondents' opinion about room environment	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F.	%	F.	%	F.	%	F.	%	F.	%
	Do you think that your room temperature is pleasant enough for work	17	11.3	38	25.3	21	14.0	50	33.3	24
Do you think that good room temperature increase your work performance	88	58.7	50	33.3	8	5.3	4	2.7	0	0.0
Do you think that overall temperature of your workspace is Pleasant to work easily	28	18.7	31	20.7	30	20.0	50	33.3	11	7.3

Table-3 shows the respondents' opinion about the room environment on their work place. Only 11.3% of the respondents were strongly agreed, about one-fourth i.e. 25.3% of them were agreed with the thinking that their room temperature is pleasant enough for work, while 14% of them were neutral, 33.3% of them were disagreed and 16% of them were strongly disagreed with this opinion. A majority i.e. 58.7% of the respondents were strongly agreed, about one-third i.e. 33.3% of them were agreed with the thinking that good room temperature increase their work performance, while 5.3% of them were neutral, 2.7% of them were disagreed with this opinion. About 18.7% of the respondents were strongly agreed, 20.7% of them were agreed with the thinking that overall temperature of their workspace is pleasant to work easily, while 20% of them were neutral, 33.3% of them were disagreed and 7.3% of them were strongly disagreed with this opinion. So the room temperature had a good impact on the employee's performance.

Table-4 presents the respondents' opinion about the attitude of head of the department. More than one-fourth i.e. 26% of the respondents were strongly agreed and 36.7% of them were agreed with the thinking that head of department behave friendly with employees, while 22.7% of them were neutral, 12% of them were disagreed and only 2.7% of them were strongly disagreed with this opinion. So majority of them were agreed that head of the department behave friendly with employees. About 19.3% of the respondents were strongly agreed and a major proportion i.e. 42.7% of them were agreed with the thinking that their head of department sets standards of performance for employees' working there, while 20.7% of them were neutral, 13.3% of them were disagreed and only 4% of them were strongly disagreed with this opinion. About 19.3% of the respondents were strongly agreed and most of them i.e. 39.3% were agreed with the thinking that their head of department provide opportunity to his/her employees to suggest solutions of problems, while 26% of them were neutral, 8.7% of them were disagreed and remaining 6.7% of them were strongly disagreed with this opinion.

Table-4: Distribution of respondents following their opinion about the attitude of HoD

Respondents' opinion about the attitude of head of the department	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F.	%	F.	%	F.	%	F.	%	F.	%
Do you think that head of department behave friendly with employees	39	26.0	55	36.7	34	22.7	18	12.0	4	2.7
Do you think that your head of department Sets standards of performance for employees' working there	29	19.3	64	42.7	31	20.7	20	13.3	6	4.0
Do you think that your head of department provide opportunity to his/her employees to suggest solutions of problems	29	19.3	59	39.3	39	26.0	13	8.7	10	6.7
Do you think that your head of department defines role & responsibilities for each member	38	25.3	71	47.3	20	13.3	17	11.3	4	2.7
Do you think that your head of Department gives work structure to employees to do work	30	20.0	71	47.3	25	16.7	17	11.3	7	4.7
Do you think that your head of department involves his/her subordinates in making decisions in meetings	30	20.0	62	41.3	33	22.0	19	12.7	6	4.0
Do you think that your head of department Encourages employees to do quality work	51	34.0	55	36.7	31	20.7	7	4.7	6	4.0
Do you think that head of department Communicates effectively	37	24.7	61	40.7	36	24.0	11	7.3	5	3.3
Do you think that overall behavior of your head of department helps you to perform your work effectively	37	24.7	55	36.7	35	23.3	15	10.0	8	5.3
Do you think your head of department is cooperative and supportive	31	20.7	62	41.3	40	26.7	12	8.0	5	3.3
Do you think Cooperative head of department is necessary for better performance of subordinates	92	61.3	47	31.3	7	4.7	1	0.7	3	2.0

About one-fourth i.e. 25.3% of the respondents were strongly agreed and a major proportion i.e. 47.3% were agreed with the thinking that their head of department defines role and responsibilities for each member, while 13.3% of them were neutral, 11.3% of them were disagreed and only 2.7% of them were strongly disagreed with this opinion. About one-fifth i.e. 20% of the respondents were strongly agreed and a major proportion i.e. 47.3% were agreed with the thinking that their head of department gives work structure to employees to do work, while 16.7% of them were neutral, 11.3% of them were disagreed and only 4.7% of them were strongly disagreed with this opinion. About one-fifth i.e. 20% of the respondents were strongly agreed and a major proportion i.e. 41.3% were agreed with the thinking that their head of department involves his/her subordinates in making decisions in meetings, while 22.0 percent of them were neutral, 12.7% of them were disagreed and only 4% of them were strongly disagreed with this opinion. About one-third i.e. 34% of the respondents were strongly agreed and 36.7% were agreed with the thinking that their head of department encourages employees to do quality work, while 20.7% of them were neutral, 4.7% of them were disagreed and only 4% of them were strongly disagreed with this opinion. About one-fourth i.e. 24.7% of the respondents were strongly agreed and a major proportion i.e. 40.7% were agreed with the thinking that their head of department communicate effectively, while 24% of them were neutral, 7.3% of them were disagreed and only 3.3% of them were strongly disagreed with this opinion. About one-fourth i.e. 24.7% of the respondents were strongly agreed and 36.7% were agreed with the thinking that overall behavior of their head of department helps them to perform their work effectively, while 23.3% of them were neutral, 10% of them were disagreed and remaining 5.3% of them were strongly disagreed with this opinion. About one-fifth i.e. 20.7% of the respondents were strongly agreed and a major proportion i.e. 41.3% were agreed with the thinking that their head of department is cooperative and supportive, while 26.7% of them were neutral, 8% of them were disagreed and remaining 3.3% of them were strongly disagreed with this opinion. A majority i.e. 61.3% of the respondents were strongly agreed and 31.3% were agreed with the thinking that cooperative head of department is necessary for better performance of subordinates, while 4.7 % of them were neutral, 0.7% of them were disagreed and only 2% of them were strongly disagreed with this opinion.

Table-5 explores the respondents' opinion about workload. A 24% of the respondents were strongly agreed and a major proportion i.e. 40% of them were agreed with the thinking that their workload disturbed their social life, while 12% of them were neutral, 16.7% of them were disagreed and 7.3% of them were strongly disagreed with this opinion. So majority of them had thinking that workload disturbed their social life. More than one-fourth i.e. 26.7% of the respondents were strongly agreed and 38% of them were agreed with the thinking that their workload is effects their health, while 12% of them were neutral, 16.7% of them were disagreed and 6.7% of them were strongly disagreed with this opinion.

Table-5: Distribution of respondents following their opinion about workload

Respondents' opinion about workload	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F.	%	F.	%	F.	%	F.	%	F.	%
Do you think your workload disturb your social life	36	24.0	60	40.0	18	12.0	25	16.7	11	7.3
Do you think that your workload is effects your health	40	26.7	57	38.0	18	12.0	25	16.7	10	6.7
Do you think that your workload force you to do over time work	30	20.0	49	32.7	31	20.7	28	18.7	12	8.0
Do you think too much workload creates stress	57	38.0	64	42.7	16	10.7	11	7.3	2	1.3
Do you think that too much workload negatively affect your performance	41	27.3	64	42.7	20	13.3	20	13.3	5	3.3
Do you think that comfortable environment can help you to complete your daily tasks easily	70	46.7	64	42.7	13	8.7	2	1.3	1	0.7
Do you think that challenging task improve your performance	63	42.0	62	41.3	18	12.0	6	4.0	1	0.7
Do you able to complete your work task in given time	57	38.0	66	44.0	18	12.0	6	4.0	3	2.0

More than one-fifth i.e. 20% of the respondents were strongly agreed and 32.7% of them were agreed with the thinking that their workload force them do over time work, while 20.7% of them were neutral, 18.7% of them were disagreed and 8% of them were strongly disagreed with this opinion. About 38% of the respondents were strongly agreed and 42.7% of them were agreed with the thinking that too much workload create stress, while 10.7% of them were neutral, 7.3% of them were disagreed and only 1.3% of them were strongly disagreed with this opinion. So a huge majority of the respondents had thinking that too much workload creates stress. About 27.3% of the respondents were strongly agreed and 42.7% of them were agreed with the thinking that too much workload negatively affect their performance, 13.3% of them were neutral and another 13.3% of them were disagreed and 3.3% of them were strongly disagreed with this opinion. A major proportion i.e. 46.7% of the respondents were strongly agreed and 42.7% of them were agreed with the thinking that comfortable environment can help them to complete their daily tasks easily, 8.7% of them were neutral and 1.3% of them were disagreed and 0.7% of them were strongly disagreed with this opinion. A major proportion i.e. 40% of the respondents were strongly agreed and 41.3% of them were agreed with the thinking that challenging task improve their performance, 12% of them were neutral, 4% of them were disagreed and 0.7% of them were strongly disagreed with this opinion. About 38% of the respondents were strongly agreed and 44% of them were agreed with

the thinking that challenging task improve their performance, 12% of them were neutral, 4% of them were disagreed and 0.7% of them were strongly disagreed with this opinion.

Table-6: Distribution of respondents following their opinion about communication

Respondents' opinion about communication	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F.	%	F.	%	F.	%	F.	%	F.	%
Do you think that there is well communicated environment among employees at workplace	42	28.0	61	40.7	29	19.3	17	11.3	1	0.7
Do you think that there is well communicated environment between sub-ordinate and head of department	33	22.0	44	29.3	48	32.0	20	13.3	5	3.3
Do you think that head of department share their opinion effectively with sub-ordinates	22	14.7	49	32.7	37	24.7	34	22.7	8	5.3
Do you think that good Communication environment at work place is necessary to improve performance	83	55.3	52	34.7	11	7.3	4	2.7	0	0.0
Do you share your views with your head of department without hesitation	40	26.7	62	41.3	28	18.7	15	10.0	5	3.3
Do you share your views with your colleagues without hesitation	61	40.7	52	34.7	25	16.7	6	4.0	6	4.0
Do you think that good communication skill may be helpful to solve problems	71	47.3	65	43.3	8	5.3	4	2.7	2	1.3
Do you participate in meetings and share ideas	41	27.3	50	33.3	20	13.3	24	16.0	15	10.0

Table-6 represents the respondents' opinion about communication. More than one-fourth i.e. 28% of the respondents were strongly agreed, while a major proportion i.e. 40.7% of them were agreed with the thinking that there is well communicated environment among employees at workplace, while 19.3% of them were neutral, 11.3% of them were disagreed and 0.7% of them were strongly disagreed with this opinion. So majority of them had thinking that there is well communicated environment among employees at workplace. More than one-fifth i.e. 22% of the respondents were strongly agreed, 29.3% of them were agreed with the thinking that there is well communicated environment among sub-ordinate and head of department, while 32% of them were neutral, 13.3% of them were disagreed and 3.3% of them were strongly disagreed with this opinion. About 14.7%

of the respondents were strongly agreed, 32.7% of them were agreed with the thinking that head of department share their opinion effectively with sub-ordinates, while 24.7% of them were neutral, 22.7% of them were disagreed and 5.3% of them were strongly disagreed with this opinion. A majority i.e. 55.3% of the respondents were strongly agreed, 34.7% of them were agreed with the thinking that good communication environment at work place is necessary to improve performance, while 7.3% of them were neutral, 2.7% of them were disagreed with this opinion. So a huge majority of the respondents had thinking that good communication environment at work place is necessary to improve performance. More than one-fourth i.e. 26.7% of the respondents were strongly agreed, a major proportion i.e. 41.3% of them were agreed with the thinking that share their views with their head of department without hesitation, while 18.7% of them were neutral, 10% of them were disagreed and 3.3% of them strongly disagreed with this opinion. A major proportion i.e. 40.7% of the respondents were strongly agreed, 34.7% of them were agreed with the thinking that share their views with their colleagues without hesitation, while 16.7% of them were neutral, 4% of them were disagreed and 4% of them strongly disagreed with this opinion. Little less than a half i.e. 47.3% of the respondents were strongly agreed, 43.3% of them were agreed with the thinking that good communication skill may be helpful to solve problems, while 5.3% of them were neutral, 2.7% of them were disagreed and 1.3% of them strongly disagreed with this opinion. About 27.3% of the respondents were strongly agreed, 33.3% of them were agreed with their participation in meetings and share ideas, while 13.3% of them were neutral, 16% of them were disagreed and 10% of them strongly disagreed with this opinion.

Table-7:Indexation

Variable	No. of items in Matrix Question	No. of categories in Index variable	Min. Score	Max. Score	Mean Score	SD	Alpha value
Employees performance	19	5	41	71	56.58	4.59	.7826
Infrastructure	2	5	2	10	5.56	2.23	.8704
Workplace environment	8	5	7	25	15.65	3.66	.7309
Workload	6	5	6	22	12.82	4.04	.7071
Communication	7	5	16	31	23.58	3.20	.6568
Attitude of head of the department	8	5	8	37	18.60	6.32	.8900

PART-B**(Bivariate Analysis)****Testing Of Hypotheses**

Hypothesis 1: It is more likely that better infrastructure have positive impact on employees' performance of university of Sargodha

Table-8: Infrastructure and employees performance nexus

Infrastructure	Employees performance			Total
	Low	Medium	High	
Low	11	33	13	57
	19.3%	57.9%	22.8%	100.0%
Medium	14	26	17	57
	24.6%	45.6%	29.8%	100.0%
High	4	22	10	36
	11.1%	61.1%	27.8%	100.0%
Total	29	81	40	150
	19.3%	54.0%	26.7%	100.0%

Chi-square = 8.85, d.f. = 4, significance = 0.426^{NS}, Gamma = 0.096, NS= Non-significant

Table-8 presents the association between infrastructure and employees performance. Chi-square value shows a non-significant association between infrastructure of work place and employee's performance. Gamma value also shows no relationship between the variables. It means infrastructure of work place had no impact on employee's performance. So the hypothesis "It is more likely that better infrastructure have positive impact on employees performance of university of Sargodha" is rejected.

Hypothesis-2: It is more likely that too much workload affects the employee's performance negatively

Table-9: Workload and employees performance nexus

Workload	Employees performance			Total
	Low	Medium	High	
Low	7	27	9	43
	16.3%	62.8%	20.9%	100.0%
Medium	18	36	23	77
	23.4%	46.8%	29.9%	100.0%
High	4	18	8	30
	13.3%	60.0%	26.7%	100.0%
Total	29	81	40	150
	19.3%	54.0%	26.7%	100.0%

Chi-square = 3.80, d.f. = 4, significance = 0.433^{NS}, Gamma = 0.063, NS= Non-significant

Table-9 indicates the association between workload and employees' performance. Chi-square value shows a non-significant association between workload and employee's performance. Gamma value also shows no relationship between the variables. It means workload also had no impact on employees' performance. So the hypothesis "It is more likely that too much workload affects the employees performance negatively" is rejected. Table-10 presents the association between

communication and employees’ performance. Chi-square value shows a non-significant association between communication and employee’s performance. Gamma value also shows no relationship between the variables. It means communication between employees also had no impact on employees’ performance. So the hypothesis “It is more likely that good communication at workplace is necessary for employees to give good performance” is rejected.

Hypothesis-3: It is more likely that good communication at workplace is necessary for employees to give good performance

Table-10: Communication and employees performance nexus

Communication	Employees performance			Total
	Low	Medium	High	
Low	4 12.5%	17 53.1%	11 34.4%	32 100.0%
Medium	16 17.4%	56 60.9%	20 21.7%	92 100.0%
High	9 34.6%	8 30.8%	9 34.6%	26 100.0%
Total	29 19.3%	81 54.0%	40 26.7%	150 100.0%

Chi-square = 3.80, d.f. = 4, significance = 0.433^{NS}, Gamma = 0.063, NS= Non-significant

Table-11 opines the association between attitude of head of the department and employees’ performance. Chi-square value shows a significant association between attitude of the head of the department and employee’s performance. Gamma value shows positive relationship between the variables. It means attitude of the head of the department had positive impact on employee’s performance. So the hypothesis “Attitude of the head of the department will be associated with the employees’ performance” is accepted.

Hypothesis 4: Attitude of the head of the department will be associated with the employees’ performance.

Table-11: Attitude of head of the department and employees performance nexus

Attitude of the head of the department	Harassment			Total
	Low	Medium	High	
Low	10 32.2%	35 56.5%	12 19.3%	62 100.0%
Medium	12 16.9%	40 56.3%	19 26.8%	71 100.0%
High	2 11.7%	6 35.3%	9 59.2%	17 100.0%
Total	29 19.3%	81 54.0%	40 26.7%	150 100.0%

Chi-square = 16.06, d.f. = 4, significance = 0.02*, Gamma = 0.328, *= significant

DISCUSSION

Findings show that almost (58.7%) of the respondents is strongly agreed with the thinking that good room temperature increase their work performance. The findings are supported by Roelofsen, (2002) who said that the most significant indoor environmental factor is room temperature. Heating and air conditioning system directly affect on employees' productivity. Chi-square value shows a significant association between attitude of the head of the department and employee's performance. Gamma value shows positive relationship between the variables. It means attitude of the head of the department had positive impact on employee's performance. So the hypothesis "Attitude of the head of the department will be associated with the employees' performance" is accepted. The results are supported by Cummings and Schwab, (1973) who mention the connection between leadership behavior and employees performance. It is further supported by Maritz, (1995) who reported that effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance. A finding shows that (40.7%) respondents is agreed with the thinking that their head of department communicate effectively which is supported by Salacuse, (2007) who indicates that leaders are now required to lead by negotiation, they need to communicate effectively by appealing to the interests of the followers. About (33.3%) respondents were agreed that they participation in meetings and share ideas. The findings are supported by Cassar, (1999) that employee participation and involvement in decision making have a positive association with positive work attitudes and employee commitment. A majority i.e. (55.3%) of the respondents are strongly agreed, (34.7%) of them were agreed with the statement that "good communication environment at work place is necessary to improve performance". Findings are supported by Chen et al. (2006) who found that there are positive relationships between organizational communication, organizational commitment and job performance. Kotter, (1988) noted that effective organizational communication promotes productivity. About (38.0%) of the respondents were strongly agreed and (42.7%) of them were agreed with the opinion that too much workload create stress. So a huge majority of the respondents had thinking that too much workload creates stress. It is further supported by Rehman et al. (2012) who found that job stress influences the employees' job satisfaction and their overall performance in their work. Findings show that majority of respondents had thinking that workload disturbed their social life i.e. (24%) respondents were strongly agreed and (40%) of them were agreed. Imam et al. (2010) concluded that employees facing workload have a moderate level of stress in which work to family conflict rises, it is further supported by Cummings, (2001) who found that workload harmed their marriage or significant relationship (48.8%), caused them to smoke or drink more alcohol (32.9%), and contributed to long-term health conditions (36.6%).

CONCLUSION

The research investigates the impact of workplace environment and infrastructure on employee's performance. Analysis and interpretation of the data have empirically demonstrated that infrastructure at workplace had no significant impact on employees performance. The results of impact of incentives at workplace had a positive impact on employee's performance of university of Sargodha. The results of too much workload on affects the employees performance negatively is rejected. The hypothesis "Attitude of the head of the department will be associated with the employees' performance" is accepted. One of the finding of the study is very impressive in which the results of the hypothesis "female employees have to face more harassment at workplace than male employees" is rejected. The finding shows that workplace environment is suitable for female employees.

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