

A Thesis
On
Impact of Workplace Environment on Employee Performance: A
Study on some Manufacturing Companies in Bangladesh

This paper is submitted to the Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur for the partial fulfilment of the degree of Master of Business Administration (MBA) in Human Resource Management



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Certificate of Supervisor

I declare that this thesis paper entitled “Impact of Workplace Environment on Employee Performance: A Study on some Manufacturing Companies in Bangladesh” is a study of the manufacturing sector in Bangladesh. This paper is an original work done by Shamima Akther, ID: 1703244, MBA in Human Resource Management, S-III, January-June, Exam-2022, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur -5200. She has completed the thesis under my supervision and submitted this paper for the partial fulfilment of the requirement of the degree of MBA in Human Resource Management.

I wish her every success in life

.....

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Certificate of Co-Supervisor

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Student declaration

I hereby declare that the entitled thesis “Impact of Workplace Environment on Employee Performance: A Study on some Manufacturing Companies in Bangladesh” embodies the result of my research works and efforts, prepared under the supervision of Mst. Rasna Sharmin, Lecturer, Department of Management and Co-Supervisor, Rafia Akhtar, Professor, Department of Management, Faculty of Business Studies, HSTU, Dinajpur.

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Abstract

This study evaluated the impact of the workplace environment on employee performance within some manufacturing companies in Bangladesh. Utilizing a survey methodology, primary data was collected via questionnaires distributed to 300 managers, supervisors, and non-managerial staff in manufacturing companies located in Bangladesh's northern region. Surveys were conducted both offline and online in order to reduce interpretation differences between participants and the researcher. In order to assure precise results, the study used the structural equation model (SEM), which is based on the Partial Least Square (PLS) software. Training and development have a favorable influence on performance, and the results show a considerable positive association between corporate culture and employee performance. Organizational culture is critical to worker productivity and organizational development, according to the study's findings. The performance of employees at work is also highly influenced by their well-being. It was discovered, however, that there was a substantial inverse association between job happiness and productivity. The study recommended that organizations integrate a job satisfaction approach into their systems. Furthermore, management should consistently focus on enhancing organizational culture and training programs to boost employee performance. The research findings are intended to guide the management of manufacturing firms operating in emerging economies.

Keyword: Organizational culture, Work performance, Training, PLS-SEM, Well-Being.

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Chapter 1

Introduction

1.1 Introduction

The workplace environment is pivotal in shaping employee performance and productivity. In the modern business context, the efficiency and effectiveness of employees are crucial for organizational success. This is particularly true in the manufacturing sector, where tasks are often physically demanding and repetitive. The workplace environment, as delineated by Briner (2000), profoundly influences employees' efficiency, satisfaction, and overall performance. Employees thrive when their psychological and physical well-being aligns with their job responsibilities. A strong connection to their immediate working environment positively influences productivity, creativity, error rates, punctuality, and ultimately, retention (Farh et al., 2012). Several factors within the work environment affect employee performance (Lambert et al., 2001). These include the physical layout of workstations, interpersonal relationships, leadership styles, and organizational culture. Investing in a supportive and positive work environment has been widely acknowledged as a catalyst for enhanced productivity, creativity, and overall business success. This thesis delves into the profound influence of workplace environments on employee performance, with a particular focus on the manufacturing sector in Bangladesh. Through a comprehensive analysis encompassing factors such as organizational culture, training and development initiatives, employee well-being, and job satisfaction, the study aims to offer valuable insights into how these elements shape employee output and ultimately contribute to the overarching success of the organization.

1.2 Background and Rationale

With a major impact on GDP and employment, Bangladesh's manufacturing sector is vital to the country's economic growth. This sector encompasses various fields, including leather goods, textiles, apparel, and pharmaceuticals. The industry has experienced substantial growth recently due to favorable trade agreements, government incentives, and low labor costs. However, it faces challenges such as inadequate infrastructure, limited financial resources, and issues with compliance. Despite these obstacles, Bangladesh has become a notable player in the global manufacturing scene, particularly in the textile and garment sectors. As the country continues to industrialize, understanding the factors that impact employee performance in this sector is essential. The manufacturing sector in Bangladesh is

marked by long working hours, strict production targets, and often subpar working conditions, leading to high stress levels, low job satisfaction, and reduced employee performance (Rahman & Hossain, 2010).

The industrial sector of Bangladesh has been the subject of previous study that examined the link between employee performance and work environment. However, little is known about the cultural factors that influence this outcome. Bangladesh's diverse societal norms, values, and traditions, shaped by its rich cultural heritage, significantly affect workplace relations. These cultural factors, such as hierarchical structures, collectivist values, and communication patterns, may interact uniquely with the physical and social perspective of the work environment, affecting employee performance differently than in other cultural contexts. This study will delve into these cultural aspects to provide a comprehensive understanding of their interaction with work environments and their impact on worker productivity in Bangladesh's manufacturing industry. According to Roelofsen (2002), improving the workplace enhances performance while reducing complaints and tardiness. A better physical work environment benefits employees and ultimately leads to increased output. This study aims to highlight how optimizing the workplace environment can improve employee performance, with a focus on Bangladesh's manufacturing sector. The goal is to offer organizations practical recommendations to enhance overall performance, competitiveness, and productivity. By addressing this issue, the study contributes to our understanding of how workplace environments in developing countries like Bangladesh influence organizational effectiveness. Various studies have emphasized the importance of a conducive workplace environment in improving employee performance. For example, Chandrasekar (2011) found that a well-designed workplace environment, including adequate lighting, proper ventilation, and ergonomic furniture, significantly boosts employee productivity and morale. Additionally, organizational culture and psychological climate, including leadership style, communication patterns, and employee recognition, profoundly impact employee motivation and performance (Cummings & Worley, 2014).

1.3 Objectives:

1. To measure the dimensional perspective of organizational environment and employee performance.
2. To provide the relationship between workplace environment and employee performance.

1.4 Research Gap:

The literature still lacks a great deal of information about how working conditions affect worker productivity in Bangladesh's manufacturing sector, despite the fact that the subject has been the subject of several research spanning a variety of industries and geographic regions. Although studies conducted in different circumstances have yielded insightful information, Bangladesh's distinct sociocultural and economic dynamics, along with the manufacturing industry's unique characteristics, refer to for a focused investigation into the ways in which workplace environments affect workers' performance in this specific context. It is vital to comprehend these characteristics in order to formulate customized approaches aimed at augmenting productivity, work contentment, and overall organizational efficacy in Bangladesh's manufacturing sector. However, no thorough investigation has been conducted to date on this important nexus, leaving a noticeable vacuum in the body of information for organizational management and policy as well as in the scholarly literature.

1.5 Problem Statement

Although the significance of the workplace environment is well-recognized, there is a notable lack of research dedicated to its impact specifically within the manufacturing sector in Bangladesh. Most existing studies tend to be generalized or concentrated on developed countries, where working conditions and organizational cultures are markedly different from those in developing nations like Bangladesh. A targeted study of the ways in which certain environmental elements affect worker performance in Bangladesh's industrial sector is imperative, as this vacuum in the research makes clear.

1.6 Significance of the Study

There are several reasons why this study is very significant. First of all, it enriches the body of empirical data about Bangladesh's manufacturing industry that has been previously collected. Secondly, it provides actionable insights for industry stakeholders, such as managers and policymakers, to improve working conditions and boost both employee performance and organizational productivity. Lastly, it underscores the strategic importance of investing in workplace enhancements to achieve sustainable growth in the manufacturing industry.

1.7 Conceptual Framework

Figure 1 defines and illustrates the association between employee performance and the workplace environment based on the literature assessment.

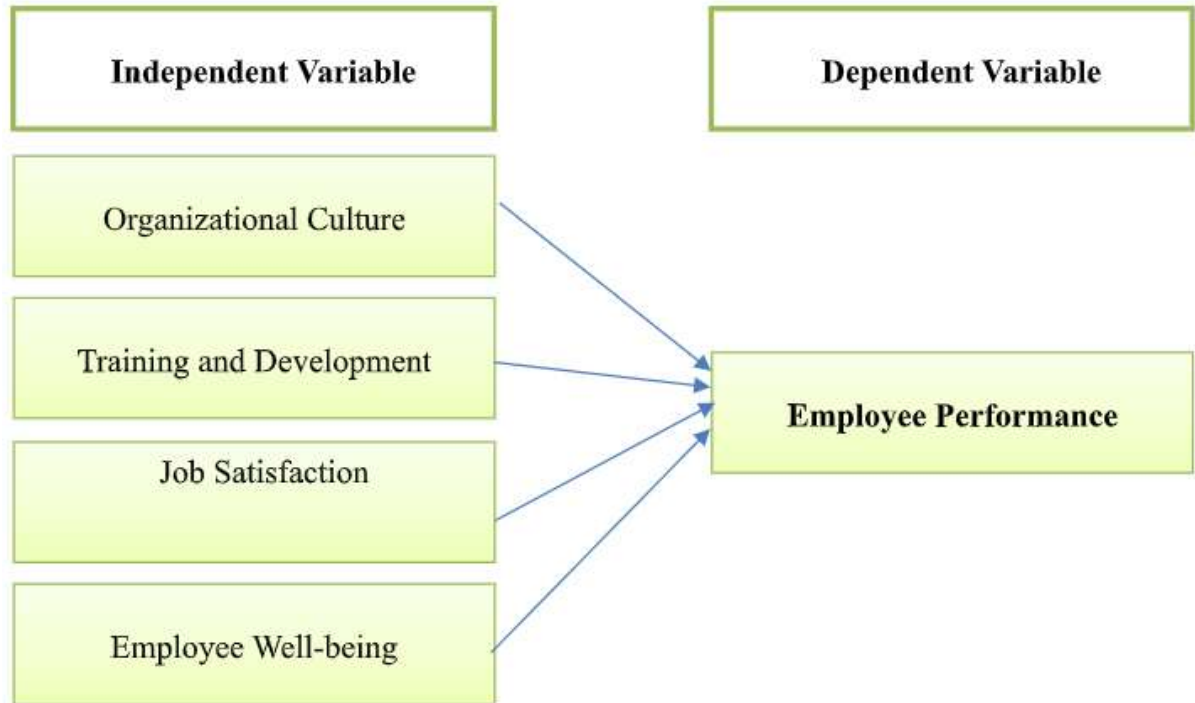


Figure 1: Conceptual Model of the study.

1.8 Theoretical Foundation of the study

(i) Affective Events Theory:

The affective events theory (AET), created by organizational psychologists Howard M. Weiss of Purdue University and Russell Cropanzano of the University of Colorado, explains how workers' moods and emotions impact their commitment to and happiness with their jobs. This model clarifies the connections between internal elements, including as attitudes, sentiments, and mental states, and how workers respond to things that happen in their workplace and affect organizational success, job satisfaction, and employee performance. According to AET, employee moods and emotions drive affective work behaviors, while cognitively based behaviors are more reliable indicators of job satisfaction. The theory posits that workers' psychological well-being is significantly affected by both positive (uplifts) and negative (hassles) emotional experiences at work, leading to lasting impacts.

The fundamental idea of AET—that workplace events cause emotional reactions in workers, which then alter workplace cognition and behavior—has been validated by research conducted in 2005 by Ashton-James and Ashkanasy. Conceptually and practically, they contend, AET is largely concerned with internal organizational events. To incorporate the impact of extra-organizational contexts, Ashton-James and Ashkanasy proposed expanding the model in 2008. They argued that emotions "infuse" the cognitive processes necessary for reaching strategic judgments, coming to the conclusion that, contrary to popular belief, strategic decision-making in organizations is not necessarily a planned, intentional, and exclusively cognitive process.

(ii) Job Characteristics Model (JCM):

The Job Characteristics Model (JCM), a job design theory, attempts to identify the critical components that provide workers a contented, interesting, and stimulating work environment. As a framework for job analysis and job design research, the model developed in 1976 by Richard Hackman and Greg Oldham has grown in prominence. One hypothesis that demonstrates how a job's design can affect, motivate, fulfill, and improve employee performance is the Job Characteristics Model (JCM). It emphasizes the following five essential components of a work: autonomy, task importance, identity of the task, skill variability, and constructive criticism. These are the five essential elements of a work design. Having these attributes at work affects the following outcomes relating to work: performance, motivation, satisfaction, absenteeism, and turnover. When combined, they can raise employees' feelings of contentment and purpose at work. According to Y. Fried, G. R. Ferris (1987) The findings suggested that, given the concerns addressed at, the correlational results that are now available are fairly valid. The findings generally corroborated the multidimensionality of work characteristics; however, there was less consensus regarding the precise count of dimensions. Work characteristics were associated to behavioral and psychological consequences, according to the meta-analysis's adjusted correlational results. The findings generally supported their mediation (i.e., intervening) role in psychological states between job features and individual outcomes. The correlation pattern between psychological states and occupational attributes did not provide as much support for the model. The majority of the cross-study variance, according to the meta-analytic results, was caused by statistical artifacts.

In contrast to job aspects, psychological states had larger coefficients in Blanz's (2017) analysis of the positive correlation between job satisfaction and all the model variables. The

association between work characteristics and job satisfaction was also substantially mediated by psychological states. A replication study verified these results. The job characteristics model (JCM) and its practical applications were discussed; in particular, how to use it for social work organizations' evaluation and intervention needs.

Chapter 2

Literature Review

2.1 Organizational Culture

Employee behavior and performance are greatly influenced by the social and psychological environment created by an organization's common values, beliefs, and practices, which collectively define its organizational culture. The core beliefs and presumptions that direct an organization's business strategy are included in organizational culture, according to Schein (2010). Diverse organizational cultures, including hierarchical, market, clan, and adhocracy, are described by Cameron and Quinn (2011) as having varying effects on worker performance and job satisfaction. The collective values and beliefs that shape member behavior are what form organizational culture, according to Kotter and Heskett (1992). Organizational excellence can vary depending on differences in cultural characteristics, some of which offer competitive advantages because of causal ambiguity (Peters and Waterman, 1982). According to Martins and Terblanche (2003), the values and beliefs that the members of an organization hold dear are closely linked to the culture of that group. By exposing workers to the beliefs, practices, stories, values, and foundations of their company, organizational culture instills these presumptions in norms of conduct and anticipated behavior. According to Schein (2004), staff and management behaviors, attitudes, and gestures all contribute to the dynamism and participation of corporate culture.

Both behavioral and physical aspects make up the workplace. A worker's physical environment includes things like office layout (open-plan vs. cellular offices) and comfort (fitting the workspace with job processes) that help workers feel a connection to their work area. Regarding interaction and distraction, the behavioral environment focuses on how successfully workers communicate with one another and how the workplace affects each person's behavior (Haynes, 2008). There is evidence from research that links employee performance to corporate culture. Organizational culture is critical to economic success, according to Magee (2002), who also claims that organizational practices and culture are inextricably linked. Schein (1990) also observes an empirical relationship and finds a significant association between performance and corporate culture.

Organizations strive to hire outstanding employees to achieve their objectives and gain a competitive edge, making them deliberately designed systems where the traits of individuals,

teams, and the organization interact. The viability of these interactions heavily depends on the organizational culture, which impacts the performance of every worker (Klein & Kozlowski, 2000). A positive organizational culture promotes collaboration, newness, and job satisfaction, thereby enhancing employee performance (Denison, 1996). Employee engagement and performance, for instance, can be raised by a clan culture, which prioritizes cooperation and mentorship in a familial setting (Hartnell, Ou, & Kinicki, 2011). On the other hand, citing O'Reilly, Caldwell, Chatman, & Doerr (2014), a toxic culture can lead to high employee turnover rates, low morale, and decreased performance.

2.2 Employee Performance

The concept of "employee performance" involves the achievement of tasks in the workplace following necessary effort, influenced by fulfilling tasks, a motivated profile, and supportive colleagues or supervisors (Karakas, 2009). Work performance can be seen as the overall ability to complete assignments successfully (Gruman & Saks, 2011). As a critical metric for organizational success, employee performance measures the efficiency and effectiveness with which job responsibilities are met. Campbell (1990) noted that performance is influenced by various factors, including individual attributes, motivation, and the work environment. There is ample evidence that organizational culture significantly impacts employee performance; a supportive culture can enhance motivation and performance (Kotter, 2008). Naldi et al. (2007) state performance as "the amount and quality of tasks accomplished by a person in keeping up with his obligations and doing his duties accordingly." This parameter can be assessed through quantitative indicators such as efficiency, effectiveness, job satisfaction, and achievement of objectives. El-Sabaa (2001) pointed out that an employee's performance depends on their motivation and transparency in their duties, suggesting that hiring individuals who are motivated and transparent can boost productivity, which in turn affects performance. Franco et al. (2004) highlighted that while internal motivation is crucial, internal components like skills, resources, and the ability to perform the job also play a significant role. Consequently, it is the responsibility of employers to create an environment that is conducive to optimal employee performance. The Performance-Pay paradigm emphasizes that while financial incentives are important, they are not the only determinants of performance (Gerhart & Rynes, 2003). Non-monetary factors such as recognition, job security, and opportunities for professional growth are also crucial in motivating employees (Deci, Koestner, & Ryan, 1999). Further, according to Vroom's Expectancy Theory, workers

are more driven to provide quality work when they anticipate positive results from their efforts (Vroom, 1964).

2.3 Training and Development

Employee abilities, knowledge, and competencies can only be improved via training and development, which will also boost output and happy workers. According to Noe (2013), training is an organized method of learning and growth with the goal of improving the performance of the person, the team, and the organization. In addition to meeting the individual requirements of employees, effective training programs are in line with corporate objectives (Goldstein & Ford, 2002). In order to provide people with the information, skills, and talents required for their responsibilities, Tzafrir (2005) highlights the critical role that training plays in developing human resources. Tsaur and Lin (2004) assert that training and development are essential for increasing productivity, with the quality of service hinging on how well employees interact with customers. Businesses increasingly view training as strategically important (Boudreau et al., 2001). Delaney and Huselid (1996) demonstrate that efficient hiring and training strategies positively correlate with organizational performance, as evidenced in a study involving nearly 1,000 organizations. They found that widespread implementation of effective HR practices, including training, predicted long-term profitability and staff retention. Aguinis and Kraiger (2009) provide cases illustrating how training contributes to national economic advancement. They argue that while training and learning share similarities, they are distinct. Learning encompasses a broader process of acquiring new information and actions through practice, study, or experience, which is a desirable outcome of training. In order to provide useful insights regarding training efficacy, Salas and Cannon-Bowers (2001) propose that the area of training pulls from a variety of disciplines, including cognitive science, industrial psychology, instructional design, and management. Well-designed training programs assist people individually as well as in groups, companies, and society as a whole, according to Aguinis and Kraiger (2009). They support the use of training efficacy studies to guide the creation and execution of fresh training programs. Investment in employee development yields numerous benefits, including increased productivity, enhanced job satisfaction, and reduced turnover (Aguinis & Kraiger, 2009). Training also facilitates adaptation to technological advancements and evolving industry standards (Salas et al., 2012). Furthermore, continuous professional development nurtures a culture of lifelong learning and adaptability within organizations (London & Smither, 1999).

2.4 Job Satisfaction

An employee's level of contentment with their jobs and work environment is referred to as job satisfaction. Workplace circumstances, pay, recognition, and possibilities for professional growth are some of the variables that affect this idea (Locke, 1976). The Two-Factor Theory developed by Herzberg, Mausner, and Snyderman (1959) recognizes two types of elements that affect job satisfaction: hygienic considerations (like pay and job stability) and motivators (like success and recognition). Bentley et al. (2012) affirm that job satisfaction fundamentally reflects how much employees value their jobs. According to Zablah et al. (2016), job satisfaction is characterized by positive or negative emotions associated with employees' job functioning. Lumpkin & Dess (2001) identified five aspects of job satisfaction: the actual work, remuneration and developmental opportunities, relationships with coworkers, leaders and managers, and the alignment between personality and career. Sukirno & Siengthai (2011) state that numerous variables, especially those inherent in both the employee and the job itself, influence job satisfaction. Components such as employee opinions, job satisfaction investigations, perceived significance of the work, and opportunities for career growth play significant roles. Positive results including improved performance, more organizational engagement, and lower turnover rates are all correlated with high work satisfaction (Judge, Thoresen, Bono, & Patton, 2001). Employee satisfaction and productivity are higher in companies that prioritize employee well-being and provide a supportive work environment (Hackman & Oldham, 1976).

2.5 Employee Well-being

The literature has examined a number of distinct hypotheses. The most well-established and well-known is possibly Human Relations Theory. The philosophy of human relations has been advocating for almost a century that enhanced employee welfare, usually expressed in terms of job satisfaction (a judgment based on cognition and evaluation) is linked to improved morale, which raises productivity. This concept is consistent with studies that indicates favorable attitudes toward a certain life domain are associated with favorable behavioral consequences (Ajzen & Fishbein, 1975). Measures of mental as well as physical wellness include absence rates, anxiety, and diseases connected to working conditions. (Isen et al., 1987) gave respondents a little bag of sweets or a few minutes of a comedy film to promote content emotion before offering them activities that were commonly thought to need inventiveness. They discovered that those taking part in the exploratory Participants in the condition (i.e., those with a favorable emotion) outperformed those in the control condition in

innovative assignments. It's intriguing to note that adverse emotion did not lead to equivalent gains in artistic achievement. The efficiency and influence of call center agents were investigated by (Rothbard & Wilk, 2011) in two call centers owned by an insurance provider. The investigators were especially curious about how call center operators' emotions and impressions of client encounters are influenced by their initial workplace mindset. following them, and the impact these emotions have upon their (objective) job output and caliber of performance. The researchers used survey techniques to collect affect, which includes feelings of optimism like excitement, enthusiasm, frustrated, or irritability, each day for three weeks. They also recorded influence at the beginning of the shift and after calls. The research team demonstrated that call center agents' efficiency was, in fact, impacted by their state of mind at the beginning of the day of work, or even more broadly, preceding calls: favorable impact after requests for higher-quality.

2.6 Hypothesis design:

2.6.1. Organizational Culture and employee performance

Organizational culture plays a pivotal role in influencing employee performance. A robust and positive organizational culture cultivates a feeling of inclusion, boosts motivation, and ensures that employees' values are in sync with the organization's objectives, thereby enhancing overall performance (Deal & Kennedy, 1982). For example, Denison (1990) highlighted the significance of an organizational culture that promotes innovation, teamwork, and ongoing enhancement, which can lead to increased productivity and efficacy among employees. Additionally, research indicates that organizational culture directly impacts job satisfaction, consequently affecting performance results (Cameron & Quinn, 2011).

H1: There is relationship between Organizational Culture and employee performance.

2.6.2. Training and development with employee performance

Employee performance may be greatly enhanced by training and development since it offers them the necessary abilities and information. Well-designed training programs result in improved job performance, heightened productivity, and enhanced innovation (Aguinis & Kraiger, 2009). Training enables employees to adjust to technological advancements and enhances their problem-solving capabilities, directly impacting their performance (Noe, 2010). Additionally, ongoing development opportunities foster job satisfaction, consequently boosting performance (Salas et al., 2012).

H2: There is relationship between training and development with employee performance.

2.6.3. Job Satisfaction and employee performance

Job satisfaction is one of the most important aspects of workplace dynamics and has a significant impact on employee performance. According to Judge et al. (2001), when workers feel content in their positions, they are more likely to be driven, involved, and committed to their work, which eventually results in better output. Job satisfaction can stem from various sources, including job security, maintaining a healthy work-life balance, and receiving recognition, all of which contribute to an employee's willingness to go above and beyond (Locke, 1976). Moreover, contented employees typically demonstrate reduced rates of absenteeism and turnover, thereby bolstering organizational effectiveness (Podsakoff & MacKenzie, 1997).

H3: There is a relationship between Job Satisfaction and employee performance.

2.6.4. Employee Well-being and employee performance

Recognizing the significance of employee well-being is increasingly crucial for enhancing employee performance. Well-being encompasses the physical, mental, and emotional health of individuals, all of which collectively contribute to their effectiveness at work (Danna & Griffin, 1999). Studies indicate that employees with elevated levels of well-being tend to be more productive, demonstrate greater creativity, and exhibit improved stress management abilities (Wright & Cropanzano, 2000). Moreover, organizations that prioritize their employees' well-being often experience heightened morale, decreased absenteeism, and increased retention rates. They all have a favorable effect on performance overall. (Harter et al., 2003).

H4: There is a relationship between Employee Well-being and employee performance.

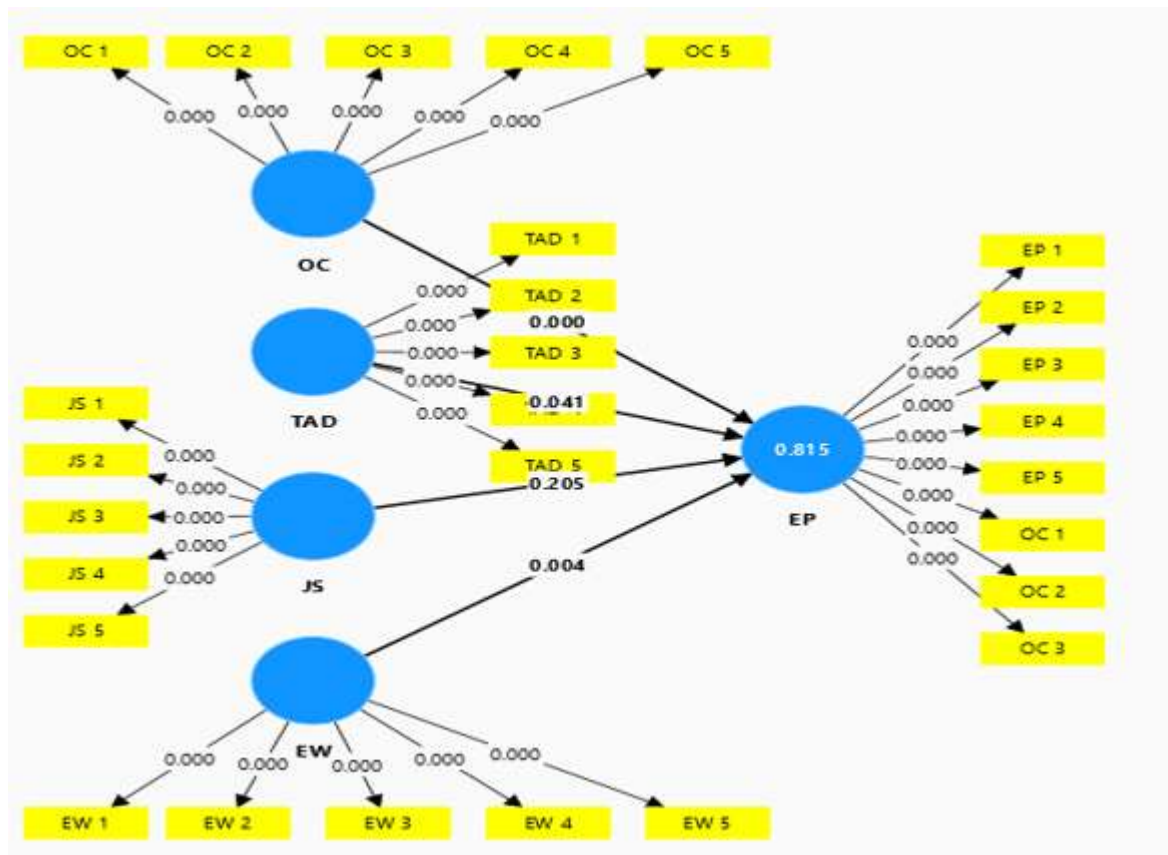


Figure 2: Graphical representation of Hypothesis

Chapter 3

Methodology

3.1. Sample & procedures

The research focuses on assessing the productivity of frontline employees and their working conditions within the manufacturing sector in the northern region of Bangladesh. Ten manufacturing industries were selected for the study, with respondents randomly chosen from various organizations. The target population comprised employees from these manufacturing industries. A total of 300 employees were randomly selected to participate, consisting of 222 males and 78 females. Data collection utilized both manual distribution of questionnaires and an online Google Form. Respondents were directed to either submit their responses directly or fill out the questionnaire provided through the online platform. Out of the 300 participants in the online survey, 120 (40%) responded, and 180 (60%) completed the questionnaires. Descriptive statistics are presented in Table 1.

3.2. Measures

Planning and preparation for the first field research were done in English. To ascertain the respondents' responses, a Likert scale was employed, with a range from strongly disagree (1 point) to strongly agree (7 points). According to Joshi et al. (2015), the seven-point Likert scale is a commonly used measurement instrument in the social sciences since it provides a sophisticated method of obtaining respondent attitudes and views. This scale's capacity to reflect varying degrees of agreement or disagreement makes it well-suited for surveys assessing workplace conditions and employee satisfaction. Additionally, research has demonstrated that scales with more points, such as the 7-point Likert scale, generally exhibit higher reliability and validity (Preston & Colman, 2000). After that, data processing was done to solve the issue statement, and validity and reliability tests were carried out. The Partial Least Squares (PLS) application was used to analyze data using a structural equation model (SEM) that was based on theories and ideas. To examine intricate interactions between observable and latent variables, multivariate statistical methods like PLS-SEM are employed. According to Hair et al. (2014), it is especially helpful in exploratory research situations when formulating theories and making predictions are the main goals instead of verifying them. Its robustness and flexibility render it suitable for studies involving numerous indicators and constructs, such as those examining workplace environments (Ringle, Wende,

& Becker, 2015). Optimizing the explained variance of the dependent constructs is the main goal of PLS-SEM, a variance-based SEM method. For exploratory research with small sample sizes, PLS-SEM is more suitable than covariance-based SEM as it does not require normally distributed data. (Hair and associates, 2016). It effectively handles complex models with many constructs and indicators, thus serving as a robust tool for empirical research (Henseler, Ringle, & Sinkovics, 2009). For analyzing the demographic profile, SPSS was utilized.

3.3. Questionnaire development

To finalize the survey design, a questionnaire with six sections was utilized. The initial section pertained to gathering basic participant information, encompassing Gender, Managerial Level, Age, Job Experience, Education, and Monthly Income. Subsequently, the questionnaire comprised five sections focusing on distinct outcome variables. In this investigation, the survey instrument encompassed 25 measurement items or questions devised to evaluate five constructs: Organizational Culture (OC), Training and Development (TAD), Job Satisfaction (JS), Employee Well-being (EW), and Employee Performance (EP). Existing, validated surveys provided the assessment questions for these theories. For uniformity throughout a research investigating the Impact of Workplace Environment on Employee Performance, several items were adapted and rephrased. All of the measurement items were taken from reliable journals to guarantee scale accuracy. To be more precise, Nanzushi, C. (2015) provided the five things related to OC. The works of Nanzushi, C. (2015) and McPhail et al. (2015) were modified into five items for TAD. Five JS items were taken from McPhail et al. (2015) and Jung and Yoon (2015). The five EW elements were also taken from Ximenes et al. (2019), Buil et al. (2019), and Nanzushi, C. (2015). Fifth and final EP item was obtained from Nanzushi, C. (2015)

Chapter 4

Data Analysis

4.1. Sample profile:

Table 1 indicates 74% of males and 26% of females. The managerial level of employees consist of Senior 15.7%, Middle 46.3%, Junior 38%. The 26-30 age group is the largest, comprising 44.3% of the sample. Employees with 4 years of experience form the largest group (20.3%). The majority of employees have a postgraduate education or higher (47.3%). The 20000-30000 income range is the most common (30.3%).

4.2. Factor loading:

Factor loadings are pivotal elements in Structural Equation Modeling (SEM), elucidating the link between observed variables (also termed indicators or manifest variables) and their latent counterparts (factors or constructs), as illustrated in Table 2. These loadings signify the extent to which an observed variable's variance is accounted for by its underlying latent variable. Analogous to regression coefficients, they demonstrate the magnitude and direction of the association between each observed variable and its intended latent factor. In Confirmatory Factor Analysis (CFA), a subtype of SEM, researchers designate which observed variables are linked to which latent variables, with factor loadings estimated based on the available data. Multivariate and univariate normality tests are used to evaluate the normality of measurement items in CFA models. Since the estimate process in CFA (and SEM) depends on data normalcy, it is important. The multivariate normality hypothesis is ruled out using the Mardia test, which has a normally defined rejection threshold of $p < 0.05$. The Shapiro-Wilk test also disproves the univariate normality hypothesis, with all p-values for the analyzed items being less than 0.05. To estimate the measurement model, the Maximum Likelihood Robust (MLR) estimator—also known as the Satorra-Bentler rescaling approach (Rosseel, 2012)—is utilized in lieu of the Maximum Likelihood (ML) estimator. Regarding how the observable and latent variables relate to one another, respectively, OC1 exhibits the strongest association with the latent factor "Organizational Culture," succeeded by OC2, OC3, OC4, and OC5. TAD1 demonstrates the strongest link with the latent factor "Training and Development," followed by TAD2, TAD3, TAD4, and TAD5. For the latent factor "Job Satisfaction," JS2 displays the strongest relationship, followed by JS4, JS5, JS1, and JS3. Similarly, EW2 reveals the most robust association with the latent factor "Employee

Well-being," followed by EW3, EW4, EW1, and EW5. Finally, EP2 showcases the strongest connection with the latent factor "Employee Performance," succeeded by EP4, EP3, EP1, and EP5.

4.3. Measurement Model:

Reliability and Validity

Grading accurately depends critically on the validity and reliability of measuring tools. The consistency of a measure is known as reliability, and its precision is known as validity. Work Satisfaction (JS), Employee Wellbeing (EW), Employee Performance (EP), Organizational Culture (OC), Training and Development (TAD), and Employee Performance (EP) were the five constructs analyzed. Internal consistency was measured using Cronbach's Alpha (CA), overall reliability was determined by Composite Reliability (CR), and the amount of variance captured by each construct in relation to measurement error was evaluated using Average Variance Extracted (AVE). Considering criteria that have been set, the study acknowledged CA and CR values above 0.7 and AVE values above 0.5. All of the hypotheses exceeded these levels, according to the results, indicating remarkable dependability. In particular, Cronbach Alpha values confirmed this, ranging from 0.92 to 0.955 high internal consistency across all constructs. Additionally, Composite Reliability values exceeding 0.925 further validated construct reliability. These findings underscore the dependable nature of the measurement instruments. Validity, on the other hand, was evaluated through AVE. Notably, AVE values for all constructs surpassed 0.5, indicative of good convergent validity. Ranging from 0.651 to 0.849, these values signify that each construct effectively captures a substantial portion of variance, affirming their correlation with intended items. Thus, the study instruments demonstrate both reliability and validity, ensuring their suitability for construct assessment.

Discriminant validity

For structural equation modeling (SEM) to guarantee that every construct assesses a distinct notion, discriminant validity assurance is essential. Typically utilized for this objective is the Fornell Larcker criteria (Fornell & Larcker, 1981). With respect to each construct's tandem with other constructs, this criteria compares the square root of the average variance extracted (AVE) of that construct. The discriminant validity of a correlation matrix may be evaluated by looking at its diagonal elements, which demonstrate the square root of the AVE for each construct, and making sure they are greater than the off-diagonal features in the associated

rows and columns. Boachie-Mensah and Acquah (2015) found that the square root of the AVE for every construct is higher than its connection with other constructs, as seen in Table 3. Employee Well-Being (EW) at 0.72, Job Satisfaction (JS) at 0.76, Organizational Culture (OC) at 0.89, and Training and Development (TAD) at 0.744 constitute some of the metrics having relationships to Employee Performance (EP), for example, which has an AVE of 0.80. Discriminant validity is proven by the fact that each concept's AVE is stronger than the sum of its correlations with each subsequent construct. The squared correlations of all latent variables in a matrix of data should be smaller than the average variance associated with each latent variable, according to Hair et al. (2010), in order to verify discriminant validity. Wen et al. (2005) and Jomnonkwao and Ratanavaraha (2016) both assert that the measurements of bus tangible AVE and squared-correlation in our research borderline on the threshold, however it's crucial to remember that the bus perceptible measurement items have been extensively researched in the literature. Thus, despite this borderline result, discriminant validity of the latent variables is confirmed. In summary, the Fornell-Larcker criterion, along with the assessment of squared-correlations, confirms that all constructs meet the requirements for discriminant validity, indicating they measure distinct concepts.

Model fit

Model fit benchmarks which measure the degree to which the suggested model agrees with observable data, are crucial for an assessment of structural equation models. Regularly used among these indices are the Squared Euclidean Distance (d_ULS) and the Standardized Root Mean Square Residual (SRMR). With smaller values denoting better fit, the SRMR evaluates the difference between observed and anticipated correlations. Better fit is shown by decreased values of d_ULS, which quantifies the difference between the seen and anticipated matrices. In the analysis, both the saturated and estimated models were evaluated, yielding identical SRMR and d_ULS values: SRMR = 0.094 and d_ULS = 3.561. These results indicate equivalent fit for both models. With SRMR and d_ULS falling within acceptable ranges, specifically 0.08 for SRMR and without a strict cutoff for d_ULS, the fit between model and data is deemed reasonable. Furthermore, although a threshold of 0.90 and above is typically considered indicative of good fit, some studies advocate for a higher benchmark of > 0.95 (Hu and Bentler, 1999). Overall, the findings suggest that both models exhibit satisfactory alignment with the observed data, with the provided fit indices supporting this conclusion.

4.4. Structural Model:

The table 4 displays the results of the structural model and includes statistics on the f^2 measure, p-values, Q^2 , variance inflation factor (VIF), and coefficient of determination (R^2). Three of the four hypotheses put forward in this model have been verified correct. Strong evidence suggests that employee performance is beneficially affected by organizational culture, as demonstrated by the strong correlation between employee performance and organizational culture (0.747 positive path coefficient). P-value of 0.000 and T-statistic of 14.792, drastically below the significance level of 0.05, convey ample evidence for this hypothesis. The effect's significance is reinforced by the significant effect size (f^2) of 0.81. As evidenced by the VIF of 3.725, moderate convergence is encountered. The P-value of 0.133 indicates that there is a less strong substantial degree of link between employee performance and training and development. The T-statistic of 2.042 and the path coefficient of 0.133 indicate mild to moderate significance. Low convergence is suggested by the VIF of 2.889 and the resultant size (f^2) of 0.033, which both point to a modest influence. However, with an undesirable path coefficient of -0.089, the hypothesis about the association between work happiness and employee performance is unsupported. Indicating a lack of statistical significance are the T-statistic of 1.268 and the P-value of -0.089. The impact size (f^2) is found to be insignificant, at 0.01. The VIF of 4.277 indicates a moderate to severe degree of convergence. A path coefficient of 0.165 indicates an encouraging connection between employee well-being and performance. A P-value of 0.004 and a T-statistic of 2.883 show that there is ample proof for this association. A modest influence with minimal convergence is suggested by a correlation size (f^2) of 0.057, as verified by the VIF of 2.595. Approximately 81.5% of the variance in employee performance is explained via the framework, demonstrating its robustness, as seen by its high R-square value of 0.815. Further validating the model's resilience after accounting for the number of predictors is the amended R-square value of 0.813. The f^2 values elucidate the effects: Organizational Culture (H1) has a large effect, while Training and Development (H2) and Employee Well-being (H4) have small effects. Job Satisfaction (H3) does not significantly impact Employee Performance. The provided p-values in Table 4 indicate the significance of the structural paths, with H1 and H4 being supported, while H2 and H3 are not significantly supported.

Table 1. Descriptive Statistics

Factor		(n=300)	%
Sex	Male	222	74
	Female	78	26
Managerial level	Senior	47	15.7
	Middle	139	46.3
	Junior	114	38
Age	21-25	44	14.7
	26-30	133	44.3
	31-35	50	16.7
	36-40	28	9.3
	41-50	22	7.3
	More than 50	23	7.7
Job Experience	6 months	57	19
	1year	59	19.7
	2 years	49	16.3
	4 years	61	20.3
	8 years	32	10.7
	8 or more years	42	14
Education	High school or less 8	0	
	2-year college	31	10.3
	Graduate	127	42.3
	Post Graduate or higher	142	47.3
Income per month	Below 10000	24	8
	10000-20000	35	11.7
	20000-30000	91	30.3
	30000-40000	68	22.7
	40000-50000	23	7.7
	More than 50000	59	19.7

Table 2. Factor loadings

Constructs and their respective items	Factor loadings
Organizational Culture	—
OC1. I am happy with my office space and arrangement.	0.916
OC2. The office furniture is comfortable enough that it enables us to perform jobs without getting tired	0.893
OC3. The better work environment (spacious office, enough lighting, etc.) of our organization makes us perform better at work.	0.86
OC4. My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	0.865
OC5. Senior management gives staff a clear picture of the direction in which the organization is headed and motivating me to work.	0.814
Training and Development	—
TAD1. My organization provides training and development to the employees	0.936
TAD2. I am satisfied with the training opportunities which my workplace provides me to upgrade my skills.	0.929
TAD3. My organization helps me identify my training and development needs through performance appraisals.	0.926
TAD4. The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.	0.919
TAD5. My supervisor gives feedback on my training and development performance.	0.896
Job Satisfaction	—
JS1. I am satisfied with the opportunities in my job to use my initiative in performing tasks.	0.912
JS2. I am satisfied with how my job allows me to make a contribution towards achieving workplace goals.	0.932
JS3. I am satisfied with the level of independence and freedom I have in how I do my job.	0.862
JS4. I am satisfied with the variety of tasks I have in my job.	0.931
JS5. I feel a sense of pride in doing my job.	0.918

Employee well-being	–
EW1. I am able to balance work priorities with my personal life.	0.875
EW2. My organization provides flexible-time to be able to balance my work and personal life.	0.899
EW3. My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.	0.898
EW4. My organization takes action to protect its employees from potential problems.	0.876
EW5. I feel my job is safe	0.827
Employee Performance	–
EP1. My organization provides opportunities for promotion for high performing employees	0.765
EP2. I always finish work according to the target number of cooperatives.	0.86
EP3. I am always on time in starting work.	0.811
EP4. I always finish work on time.	0.822
EP5. I always do good cooperation with fellow colleagues.	0.737

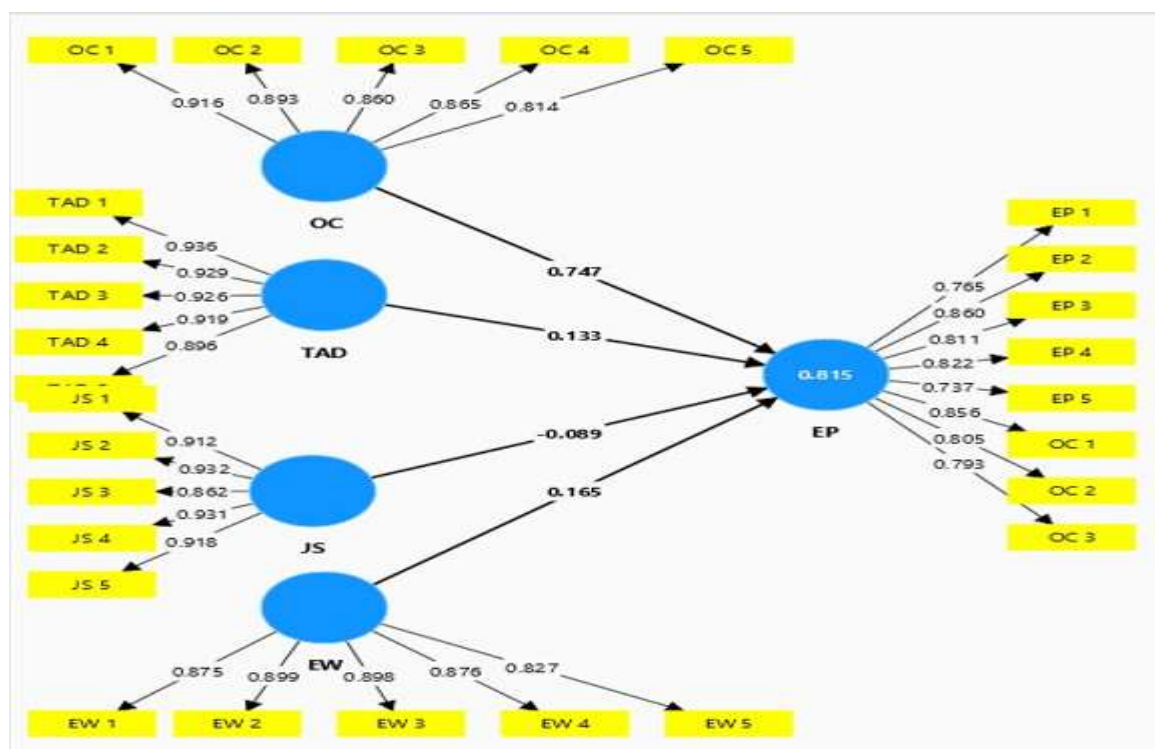


Figure 3: Graphical representation of measurement model

Table 3. Measurement Model

Reliability and validity results					
Criteria	OC	TAD	JS	EW	EP
Cronbach's Alpha (CA)	0.92	0.955	0.949	0.924	0.925
Composite Reliability (CR)	0.925	0.959	0.955	0.926	0.935
Average Variance Extracted (AVE)	0.757	0.849	0.831	0.766	0.651
Fornell-Larcker Criterion					
Construct	1	2	3	4	5
EP	0.807				
EW	0.72	0.875			
JS	0.76	0.753	0.911		
OC	0.89	0.707	0.834	0.87	
TAD	0.744	0.706	0.766	0.753	0.921
Model Fit					
	Saturated model			Estimated model	
SRMR	0.094			0.094	
d_ULS	3.561			3.561	

Table 4. Summary of Structural Model

Hypotheses	Structural Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values	Decision	f ²	Decision	VIF
H1	Organizational Culture → Employee Performance	0.747	0.745	0.05	14.792	0	Supported	0.81	Large	3.725
H2	Training and Development → Employee Performance	0.133	0.133	0.065	2.042	0.133	Supported	0.033	Small	2.889
H3	Job Satisfaction → Employee Performance	-0.089	-0.086	0.07	1.268	-0.089	Not Supported	0.01	Null	4.277
H4	Employee well-being → Employee Performance	0.165	0.167	0.057	2.883	0.004	Supported	0.057	Small	2.595
Construct								R-square	R-square adjusted	
Employee Performance								0.815	0.813	

4.5 Discussion:

The intention of the current investigation was to measure the link between workers' job performance and the working environment in the manufacturing sector. Upon analyzing the provided dataset, several crucial insights into the associations among employee performance (EP) and other factors such as employee well-being (EW), job satisfaction (JS), organizational culture (OC), and training and development (TAD) have emerged. The R-square value for EP stands at 0.815, showing that the additional components account for around 81.5% of the variation in EP. According to this high R-square value, EP is significantly affected by EW, JS, OC, and TAD. All constructs have an acceptable internal consistency, as shown by Cronbach's alpha values greater than 0.92. Furthermore verifying construct reliability, both composite reliability values (ρ_a and ρ_c) are above the 0.7 cutoff. There is good convergent validity shown by the Average Variance Extracted (AVE) values, all of which are over 0.65. The VIF values for predictors range from 2.595 to 4.277, indicating moderate multicollinearity that does not compromise the results. The Fornell-Larcker criterion validates the distinctiveness of each construct, ensuring the model effectively captures various aspects of employee dynamics. The differences between EP, EW, JS, OC, and TAD in the model are verified by this investigation. A reliable way to evaluate notion uniqueness is still the Fornell-Larcker criterion. As shown by the same SRMR and d_{ULS} values, the examination in Table 3 shows that the approximate model fits the data as well as the saturated model. These results endorse the estimated model's validity and support its use in further analysis and interpretation. Path coefficients reveal that OC (0.747) and EW (0.165) significantly positively impact EP, with OC being the strongest predictor. TAD also positively influences EP, albeit to a lesser degree (0.133). Interestingly, JS exhibits a negative but non significant impact on EP (-0.089), suggesting that job satisfaction alone might not directly enhance employee performance in this model. The analysis underscores that a supportive work environment fosters employee performance.

Chapter 5

Findings and Suggestions

5.1 Findings

Organizational Commitment (OC): Identified as the primary predictor of employee performance, organizations should prioritize initiatives aimed at enhancing organizational commitment. This involves fostering a supportive work culture and providing clear career development paths to attract, retain, and inspire staff. One way to do this is to hold frequent town hall discussions where staff members may bring up issues and make recommendations. implementing an open-door policy where managers encourage feedback from all levels, and celebrating cultural diversity through themed events and awareness programs to create a more inclusive workplace.

Employee Well-being (EW): Employee well-being significantly impacts performance, necessitating investment in health and wellness programs. A strong work-life harmony program can increase motivation and retention. Safety protocols should be regularly updated and maintained, with all employees trained on them. Ergonomically designed workspace can prevent physical strain and injuries, while flexible work arrangements like staggered shifts or remote options for non-production roles should be introduced. Encouraging regular breaks and providing comfortable break areas also contribute to employee well-being.

Training and Development (TAD): Training and development positively influence performance, requiring effective strategies for continuous professional growth. Implementing a learning management system (LMS) with a wide range of relevant courses and certifications is essential. Partnering with local educational institutions to offer specialized training programs and developing robust apprenticeship programs where experienced employees mentor new hires are valuable. Job rotation opportunities and leadership training programs aimed at identifying and nurturing potential leaders should also be established, alongside regular workshops on leadership, communication, and team management.

Job Satisfaction (JS): Although not directly impacting performance significantly, job satisfaction remains crucial for overall employee morale and retention. To enhance job satisfaction, organizations should establish clear career paths and progression opportunities, conduct regular performance reviews with constructive feedback, and plan community events and collaborative activities to promote unity. Employee satisfaction surveys can be

conducted to gather feedback for actionable steps, while competitive salaries, benefits, and performance-based bonuses should be offered to reward high-performing employees.

5.2 Recommendations

The study demonstrates that organizational culture, training and development, and employee well-being significantly influence employee performance. Organizational culture emerges as the most influential factor. Job satisfaction, however, does not show a significant impact in this model. The findings recommends that the organization should pay attention on enhancing organizational culture and training programs to improve employee performance. Firms should maintain consistency in developing and communicating clear organizational values and goals. Implement recognition and reward systems for long-term commitment and performance. Provide opportunities for employee growth and career advancement. Promote the Culture of the Organization Establish strategies that help workers feel a feeling of dedication and affiliation. Implement policies that recognize and reward long-term commitment and contribution. By improving the work environment, companies should also ensure that it is conducive to enhancing employee performance. Creating a comfortable workplace can lead to increased productivity among employees. Strong support within the work environment enables individuals to effectively achieve organizational goals.

Plans for training and development have to be accorded priority by organizations. It is possible to cultivate a culture that promotes ongoing improvement and advancement in careers by regularly maintaining and offering a range of training programs that meet current needs of our workforce.

Prioritizing employee well-being involves implementing comprehensive wellness programs that encompass mental health support, physical fitness activities, and initiatives promoting work-life balance. Investing in holistic health and wellness initiatives addresses The psychological and physiological health of workers. Employee well-being surveys performed on a regular basis aid the early detection and resolution of issues, creating a positive work atmosphere that promotes enthusiasm and work-life balance.

Organizations should prioritize reassessing strategies for enhancing job satisfaction to uncover indirect channels through which it can impact performance. They should also delve into factors that could be undermining the direct correlation between job satisfaction and performance. Regularly conducting surveys to gauge job satisfaction and gather employee input is crucial. Furthermore, tackling concerns related to job roles, duties, and the work

environment that may impede satisfaction levels is essential. Through these actions, companies can harness the beneficial effects of well-being, organizational culture, and professional development on employee performance, all while navigating the intricate dynamics of job satisfaction.

Chapter 6

Conclusion, Limitations and Future Work

6.1 Conclusion

The success of each company relies on its workforce's competency. The purpose of this investigation is to examine the numerous parameters that affect employee performance, such as work satisfaction, organizational culture, training and development, and employee well-being. By understanding these connections, organizations can improve management practices to boost both productivity and employee satisfaction. The research project provides compelling proof indicating the key factor influencing the prediction of employee performance (EP) is organizational culture (OC). The considerable path coefficient and statistical significance indicate that employees who exhibit greater commitment to their organization tend to perform better. This underscores the significance of nurturing a robust organizational culture and fostering employee loyalty. Moreover, employee well-being (EW) and training and development (TAD) also positively impact performance, emphasizing the importance of investing in both employee health and professional growth. These findings suggest that organizations should implement comprehensive well-being programs and provide continuous learning opportunities to enhance performance. Fascinatingly, in this collection of data, there was no discernible beneficial association between job satisfaction (JS) and performance. This suggests that while job satisfaction is important, it alone may not directly correlate with improved performance, or there might be other mediating factors not captured in this analysis.

6.2 Limitations and Future Work

Each empirical investigation has its limits. This one is no exception. Let's start by saying that not every factors shaping an employee's success at work are covered by the parameters presented here. It might be possible to investigate further variables to get an expanded view. The elements that were used to investigate the relationship between elements of the work environment and worker performance might not have been all-inclusive.

Secondly, this study solely focused on the manufacturing sector in Bangladesh. Future research could expand to other countries or different sectors like automobile, construction, and information technology.

Thirdly, This research also showed that job satisfaction has an adverse influence on workers' performance. Therefore, to offer more profound insights and find better answers, future investigators may investigate a detrimental or insignificant link between work satisfaction and employee performance, including its indirect consequences.

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APPENDIX

Demographic characteristics of the respondents:

- 1. Gender** : ① Male ② Female
- 2. Managerial level** : ① Senior ② Middle ③ Junior
- 3. Age** : ① 21-25 ② 26-30 ③ 31-35
④ 36-40 ⑤ 41-50 ⑥ More than 50
- 4. Job Experience** : ① 6months ② 1year ③ 2 years
④ 4 years ⑤ 8 years ⑥ 8 or more years
- 5. Education** : ① High school or less ② 2-year college
③ Graduation ④ Post Graduate degree or higher
- 6. Income per month** : ① Below 10000 ② 10000-20000 ③ 20000-30000
④ 30000-40000 ⑤ 40000-50000 ⑥ More than 50000

Constructs	Constructs and their respective items	References
Organizational Culture	I am happy with my office space and arrangement.	Nanzushi, C.(2015).
	The office furniture is comfortable enough that it enables us to perform jobs without getting tired	Nanzushi, C.(2015).
	The better work environment (spacious office, enough lighting, etc.) of our organization makes us perform better at work.	Nanzushi, C.(2015).
	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	Nanzushi, C.(2015).
	Senior management gives staff a clear picture of the direction in which the organization is headed and motivating me to work.	Nanzushi, C.(2015).
	My organization provides training and development to	Nanzushi,

Training and Development	the employees	C.(2015).
	I am satisfied with the training opportunities which my workplace provides me to upgrade my skills.	McPhail et al. (2015)
	My organization helps me identify my training and development needs through performance appraisals.	Nanzushi, C.(2015).
	The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.	Nanzushi, C.(2015).
	My supervisor gives feedback on my training and development performance.	McPhail et al. (2015)
Job Satisfaction	I am satisfied with the opportunities in my job to use my initiative in performing tasks.	McPhail et al. (2015)
	I am satisfied with how my job allows me to make a contribution towards achieving workplace goals.	McPhail et al. (2015)
	I am satisfied with the level of independence and freedom I have in how I do my job.	McPhail et al. (2015)
	I am satisfied with the variety of tasks I have in my job.	McPhail et al. (2015)
	I feel a sense of pride in doing my job.	Jung and Yoon (2015)
Employee well-being	I am able to balance work priorities with my personal life.	Nanzushi, C.(2015).
	My organization provides flexible-time to be able to balance my work and personal life.	Nanzushi, C.(2015).
	My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.	Nanzushi, C.(2015).
	My organization takes action to protect its employees from potential problems.	Buil et al. (2019)
	I feel my job is safe	Ximenes et al. (2019)

Employee Performance	My organization provides opportunities for promotion for high performing employees	Nanzushi, C.(2015).
	I always finish work according to the target number of cooperatives.	Ximenes et al. (2019)
	I am always on time in starting work.	Ximenes et al. (2019)
	I always finish work on time.	Ximenes et al. (2019)
	I always do good cooperation with fellow colleagues.	Ximenes et al. (2019)