

# THE WORK ENVIRONMENT AND IT'S IMPACT ON EMPLOYEE PERFORMANCE IN THE INFORMATION TECHNOLOGY (IT) INDUSTRIES

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## ABSTRACT

*The impact of an organization's work environment on employee performance is a critical component of its success. This abstract examines workplace factors that impact employee performance, such as Workload demands, Limited growth opportunities, Personal/ Family crises, and Working conditions/ Environment with a sample population of 112 participants from the IT sector based in Chennai, Tamil Nadu. Beyond the actual site, the work environment in the IT industry also includes social dynamics, workplace culture, and behavioral interactions. Organizations looking to increase output and job happiness must comprehend how these behavioral factors affect worker performance. Teamwork and collaboration are crucial in the IT industry. Improving performance necessitates a work environment that fosters strong interpersonal interactions, information exchange, and efficient communication. Collaborative teams are typically more creative, productive, and able to adjust to the changing needs of the industry.*

**Keyword:** - Work Environment, Employee Performance, Workload demands, Limited growth opportunities, Personal/ family crisis, Working Conditions.

## 1. INTRODUCTION

### 1.1 BACKGROUND

The environment means surroundings, and all those things that impact human beings during their lifetime are collectively known as the environment. A working environment is where people work together to achieve organizational objectives. It means systems, processes, structures, tools, and all those things that interact with employees and affect them in positive or negative ways performance. It can also be defined as the location where a task is completed. When studying the place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building. It typically involves other factors relating to the place of employment, such as the quality of the air, noise level, and additional perks and benefits of work, such as free child care, unlimited coffee, or adequate parking. The work environment can involve social interactions with peers, subordinates, and managers. Generally, and within limits, employees are entitled to a work environment free from harassment. A hostile work environment exists when unwelcome sexual conduct interferes with an employee's job performance or creates a hostile, intimidating, or offensive work environment. The term work environment can also be associated with the physical condition of the building. The working environment has a significant impact on how well individuals perform and are generally satisfied with their jobs. It includes various biological, societal, and psychological elements that affect how people interact with their tasks and coworkers. The working environment has a significant impact on how well individuals perform and are generally satisfied with their jobs. It includes various biological, societal, and psychological

elements that affect how people interact with their tasks and coworkers. Organizations trying to increase productivity, retain talent, and establish a healthy workplace must fully comprehend the effects of the work environment on employees' performance. Increase efficiency, keep talent, and foster a positive work environment. Employees can be motivated to perform to the best of their abilities in a collaborative, inclusive, and positive work environment. This study aims to shed light on these dynamics to give enterprises seeking to build a work environment that maximizes employee performance and, in turn, contributes to their overall success insights and advice.

## 1.2 STUDY PURPOSE

Numerous factors interact in the dynamic ecosystem that is the workplace to affect employee performance. The working environment is one of the most crucial of these. By carefully analyzing the relationship between the work environment and employee performance, this study seeks to illuminate the substantial impact that the work environment has on individual and organizational outcomes. The work environment and organizational success are strongly correlated. Businesses that try to create a creative, upbeat, and diverse work environment frequently outperform their competitors. A happy work environment may encourage creativity and innovation, improving the standard of products and services. Understanding this relationship can help employers, managers, and lawmakers create a more active, productive, and satisfied workforce.

## 1.3 SIGNIFICANCE OF THE STUDY:

In this research project, the researcher chose the employees as her respondents in the IT industry, and here she wanted to know how the work environment affects the employee's productivity. The study is conducted to find out the physical work environment factors that affect the respondents and the needs of the employee that intend the employee to give more productivity. The reason why labor turnover is increasing rapidly because of a bad work environment was also concerned. The study is also to determine the factors that create a good environment.

## 1.4 STUDY OBJECTIVES

- To study the demographic details of employees
- To understand the relationship between work environment and employee performance
- To assess the impact of the work environment on employee performance in the IT Industry

## 1.5 STUDY HYPOTHESIS:

HO: Work environment has no significant relationship with employees' performance.

H1: Work environment has a significant relationship with employee performance.

## 2. REVIEW OF LITERATURE

### 2.1 WORK ENVIRONMENT

The goals of this study were as follows: (a) to create a work environment questionnaire suitable for analyzing situational restrictions and facilitators of performance in the United States. and (b) to assess the links between individual features of the workplace and various performance measures. Correlations of approximately 20 were discovered: (a) between ratings on some of the performance dimensions and the environmental factors, Job Importance, and Supervisor Support; and (b) between performance on task proficiency measures and the environmental construct relating to training relevance for current job assignment. (Olson, D. M., & Borman, W. C., 1989). According to the journal, 'The Effect of Work Environment on employee performance through work discipline,' the presence of a favorable and comfortable work environment will instill passion in employees and increase performance and work discipline in each job. This study's population consisted of 208 employees. In addition, he provided a sample of 137 respondents. Questionnaires were utilized to obtain research data. Path

Analysis was used to analyze the data. The findings of this study show that work discipline can mitigate the impact of the work environment on employee performance. (Granthaalayah, 1998). Roelofson explains that one of the most basic human needs is a comfortable working environment that helps employees do their jobs well. The goal of this study is to quantify this relationship as a tool for making strategic decisions about the working environment as part of the facilities management process, with a focus on thermal conditions. (Roelofsen, P, 2002). A study found that work environment and motivation greatly influence employee performance (Riyanto, Sutrisno & Ali, 2017). Employees express their pleasure through the work environment they are given. The aspects that are incorporated in the work environment and favored by the employees contribute to the performance and enjoyment of their workplaces (Veitch, Geerts, & Marquardt, 2008). Using profitable incentive schemes to motivate their staff for meaningful and helpful job involvement would provide exceptional outcomes (Herminal, 2019). There is a negative impact on job performance due to the work environment. Where the work environment included noise, office furniture, ventilation, and light (Khaled and Haneen, 2007). Environment and job satisfaction bring a positive impact on job satisfaction and performance which is partially and simultaneously (Badrianto & Ekhsan, 2010). The workplace environment has a significant effect on workforce performance (Mathews & Khann, 2015). Various factors in the work environment, such as physical conditions, organizational culture, leadership, and interpersonal relationships, can impact an employee's job performance (Lis, A., Glińska-Neweś, A., & Kalińska, M. 2015). The environment has a significant impact on employee performance. The combination of leadership style, work environment, and job satisfaction significantly affects employee performance. (Chandra & Teddy, 2016). There was a significant relationship between workplace conditions employee performance and job grade. Poor working conditions resulted in decreased productivity (Kahya, 2017). The impact of working motivation and the working environment on employees' performance is a crucial subject in organizational psychology and management. A positive working environment, encompassing physical workspace, organizational culture, leadership, and professional growth opportunities, significantly influences employees' performance (Mohammed, Lina & Phillip, 2017)The working environment significantly influences employee performance across various dimensions, including the physical, cultural, and balancerelated aspects of the workplace; organizations can create a supportive and motivating atmosphere (Porter, T. H., Riesenmy, K. D., & Fields, D., 2016). Environmental conditions significantly affected job performance. Workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactorily (Jayaweera, 2015). The study showed that the work environment has a significant effect on the performance of employees of the Tourism, Youth, and Sports Office of Padang Pariaman Regency (Kurniawan & Heryanto, 2019).

## **EMPLOYEE PERFORMANCE**

Companies of all sizes and industries face the same challenge: achieve more, better, with less. While meeting this type of corporate mandate, the following organizational problems must be addressed: attract and retain high-quality employees; strengthen brand identity; increase flexibility in the face of highly uncertain market conditions and new technologies; assimilate mergers and acquisitions; and accommodate frequent changes in group and team size and structure. This paper discusses the outcomes of a study that looked at the workplace practices of independent small startup efforts and those launched within large enterprises. The findings imply that parts of overall workplace planning and design might be identified that save costs and promote flexibility while maintaining or improving organizational effectiveness. (Becker, 2002). Employee performance is affected by the workplace environment. Employees are more than an organization's most valuable asset; they are critical in present operational performance and future competitive advantage. Employees spend a large portion of their lives at work. The primary goal of this effort is to discover what has been done regarding the relationship between the office environment and productivity. This investigation is designed to demonstrate that the work environment has a significant impact on the performance level of employees in India's manufacturing industry. (Riyanto, 2017). The work environment is an important aspect of a firm that can help employees perform better. The purpose of this study was to investigate the impact of the work environment and organizational culture on job satisfaction and employee performance at the State Electricity Company of South Makassar. As a result, this study investigated the impact of job satisfaction on employee performance at the State Electricity Company of South Makassar. The information was gathered using a questionnaire. Path analysis using smart PLS 2.0 was used to analyze them. The sample consisted of 51 participants from the South Makassar district of the State Electricity Company. The findings revealed that the work environment and organizational culture had a favorable and significant impact on the performance of the State Electricity Company of South Makassar. It suggests that job satisfaction can mediate the effect of organizational culture on employee performance at the State Electricity Company of South Makassar area, implying that the hypotheses in

this study are accepted. (Hardiyono, H., Hamid, N., & Yusuf, R. M, 2017). The purpose of this research is to uncover and analyze the impact of job satisfaction, work environment, individual characteristics, and compensation on job stress and employee performance in the minerals and metals manufacturing industry in East Kalimantan. The sample is selected from 120 enterprises in the minerals and metals manufacturing sector, each represented by one person who holds the manager position. (1) Job satisfaction is significantly and negatively related to job stress, according to seven established assumptions. (2) The work environment has a substantial and unfavorable relationship with job stress. Furthermore, the two rejected hypotheses are as follows: (1) The work environment does not affect employee performance. (2) Individual traits have no discernible effect on employee performance. (Gunake, 2018). In the above article, "Effect of Environment and Job Satisfaction on Employee Performance", Mr. Badrianto claims that improving employee performance is one of the most important components of a company's success. The purpose of this research is to look into the impact of work environment and job satisfaction on employee performance at PT. Nesinak Industries. The company manufactures rubber-based automotive and electronic spare parts. The sample in this study amounted to 88 respondents who worked in the production department. This research uses quantitative methods. Data for this research was obtained by filling out questionnaires by predetermined respondents. The data analysis method used is the multiple linear regression analysis method. Based on the results of the t-test (partial) and f-test (simultaneous) of this study, it was found that the variable work environment and job satisfaction have a positive impact. (Badrianto, 2020).

## **2.2 CONCEPTUAL DEFINITIONS**

### **2.2.1 EMPLOYEE PERFORMANCE**

The degree to which an employee successfully fulfills the tasks and responsibilities assigned to them by their employer, meeting or exceeding the predetermined standards and expectations (Mathis, R. L., & Jackson, J. H., 2017). The overall contribution of an employee to the organization's objectives encompasses not only individual task performance but also teamwork, adaptability, and commitment to organizational values (Meyer, J. P., & Allen, N. J., 1997). Performance is a series and combination of traits, abilities, and skills that employees possess for execution at the appropriate time and place to achieve goals on time and with intended outcomes (Matthew, 2015).

### **2.2.2 WORK ENVIRONMENT**

The Work environment, according to Opperman (2002), is a composite of three major subenvironments: the technical environment, the human environment, and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure, and other physical or technical elements. The technical environment creates features that enable employees to perform their respective responsibilities and activities.

## **2.3 OPERATIONAL DEFINITIONS**

### **2.3.1 EMPLOYEE PERFORMANCE**

Employee performance refers to how well a person performs their allocated tasks, responsibilities, and obligations within an organization. It is an indicator of how successfully an individual employee achieves the objectives and objectives of the company and helps ensure the overall achievement and profitability of the work environment. Employee performance is an important part of organizational success since it is intimately tied to both individual and collaborative accomplishments, which impact the overall performance of the firm. Employee performance is frequently judged by the extent to which a worker contributes to the overall efficiency of the organization. This might include manufactured products, sales generated, or jobs done within a specified time window.

### **2.3.2 WORK ENVIRONMENT**

The term work environment describes the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers, and also behavioral conditions, like the acts, attitudes, and interactions of people inside a company. These elements have a big impact on the workplace's culture and environment overall. It can also be related to factors such as work processes or procedures.



### 3. RESEARCH METHODOLOGY:

#### 3.1 RESEARCH DESIGN

A descriptive design is used to understand this study. This approach allows for examining relationships between work environment and employee performance variables and provides objective insights into the impact of the work environment on employee performance to find out how the work environment could influence work behavior performance in the employees' jobs.

#### 3.2 TOOLS FOR DATA COLLECTION

The internal consistency and stability of a standardized questionnaire-based descriptive survey method over time can be used to determine its reliability. This questionnaire was adapted from "Job-related threats to control among older employees" created by Remondet and Hansson in 1991, The questionnaire will be divided into 4 categories: Workload demands, limited growth opportunities, work environment, and personal/ family crisis. With a total of 17 questions following the Likert 5-point scale ranging from 1- Never to 5- Very often. The employee performance questionnaire was adapted from "Person-Organization Fit and Contextual Performance: Do Shared Values Matter" created by Svyantek and Goodman in 1999. The questionnaire consists of task performance questions of 9 questions with a Likert 5-point scale ranging from 0- Strongly disagree to 4- Strongly Agree. The data is collected with a questionnaire via Google forms.

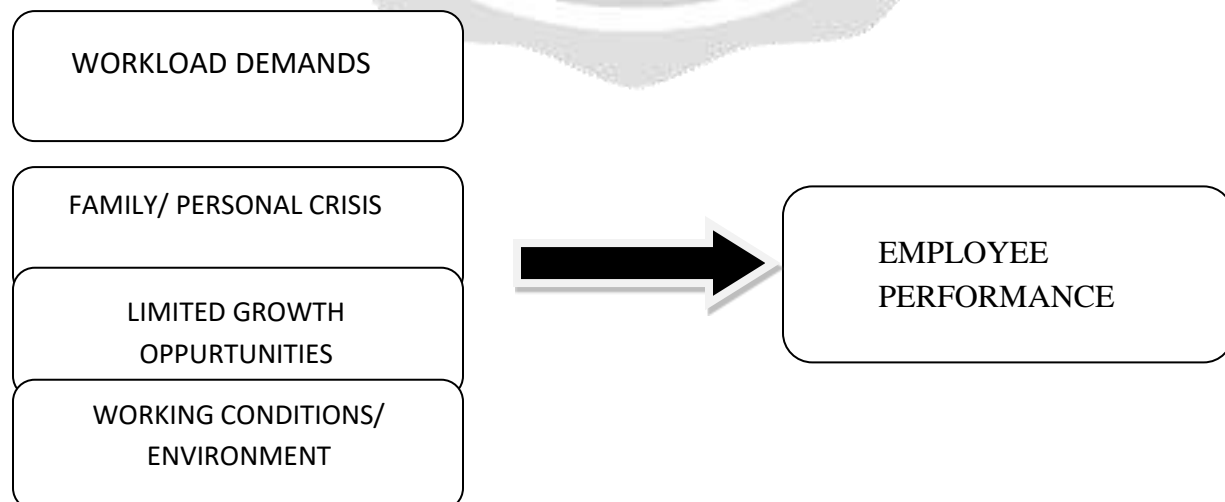
##### 3.2.1 SAMPLING TECHNIQUE

Convenience sampling is the sampling technique employed in this study. It was to efficiently collect data while adhering to accessibility, resource, and time constraints. I was able to expedite the data collection procedure and guarantee the study's completion within the allocated time period by selecting participants who were conveniently accessible.

##### 3.2.2 SAMPLE SIZE

There may be an infinite population, defined as an unlimited number of people, or a known population with a known group size. With 112 people from the IT sector based in Chennai who work for respondents, this survey provides a precise population size. Due to the respondents' accessibility and viability, the demographic was chosen. Before choosing the population, approval was first obtained from the organization's human resource department's administrators. The organization graciously granted its approval along with the number of staff it has, which corresponds to the size of the population.

##### 3.2.3 STUDY MODEL



### 3.3 RESULTS

**TABLE 1:**

The above table depicts that out of 100% of respondents, around 58% were male, 40.2% of respondents were female, and the remaining 1.8% did not prefer to say.

**Table -1: GENDER**

GENDER	FREQUENCY	PERCENTAGE
MALE	65	58%
FEMALE	45	40.2%
PREFER NOT TO SAY	2	1.8%

**TABLE 2:**

The above table depicts the age group of the employees where 53.6% of respondents come under the age group of 20-24, 12.5% of respondents come under the age group of 25-29, 17% of respondents come under the age group of 30-39, 19% of respondents come under the age group of 36-40, 5% of respondents come under the age group of 40 years and above.

**Table- 2: AGE OF THE PARTICIPANTS**

AGE	FREQUENCY	PERCENTAGE
20-24	60	53.6%
25-29	14	12.5%
30-39	19	17%
40 and above	17	19%

**TABLE 3:**

Table 3 above depicts that out of 100% of the respondents, the majority of the respondents (38.4%) have 0-1 year of experience, 16.1% of the respondents had 1-2 years of experience, 12.5% of the respondents had 2-4 years of experience, and 33% of the remaining respondents had more than 4 years of experience.

**Table -3: WORK EXPERIENCE OF PARTICIPANTS**

WORK EXPERIENCE	FREQUENCY	PERCENTAGE
0-1	43	38.4%
1-2	18	16.1%
2-4	14	12.5%
4 years and above	37	33%

### 4. DATA ANALYSIS

**4.1 DESCRIPTIVES**

Descriptives

	<b>WORKLOAD DEMANDS</b>	<b>LIMITED GROWTH OPPURTUNITIES</b>	<b>PERSONAL/FAMILY CRISIS</b>	<b>WORKING CONDITIONS/ ENVIRONMENT</b>	<b>EMPLOYEE PERFORMANCE</b>
N	112	112	112	112	112
Mean	18.3	9.58	7.29	6.76	39.0
Median	17.0	9.00	7.00	6.00	37.5
Standard deviation	6.88	4.39	3.25	3.11	15.4
Minimum	7	4	3	3	15
Maximum	35	20	15	15	86
Shapiro-Wilk W	0.964	0.928	0.939	0.922	0.954
Shapiro-Wilk p	0.004	<.001	<.001	<.001	<.001

(Table 4.1) The data for five variables were collected from a sample of 112 observations and are included in the summary of structured data that is presented. The means show that there are no missing data points, and the average values for Workload Demands, Limited Growth Opportunities, Personal/Family Crisis, Working Conditions/Environment, and Employee Performance are 18.3, 9.58, 7.29, and 39.0, respectively. The standard deviations varied, implying variations in the data distribution, but the medians are near to the means, suggesting a small skewness towards lower values. Every variable has a range that shows its lowest and maximum values. Furthermore, the data aren't regularly distributed, according to the Shapiro-Wilk test, which shows p-values < 0.05 for all variables. This should be taken into account in additional statistical analysis.

**4.2 CORRELATION MATRIX**

		<b>EMPLOYEE PERFORMANCE</b>	<b>WORKLOAD DEMANDS</b>	<b>LIMITED GROWTH OPPURTUNITIES</b>	<b>PERSONAL/FAMILY CRISIS</b>
	p-value	—			
WORKLOAD DEMANDS	Spearman's rho	0.910	—		
	df	110	—		
	p-value	<.001	—		
LIMITED GROWTH OPPURTUNITIES	Spearman's rho	0.807	0.665	—	
	df	110	110	—	
	p-value	<.001	<.001	—	
PERSONAL/FAMILY CRISIS	Spearman's rho	0.740	0.574	0.556	—
	df	110	110	110	—
	p-value	<.001	<.001	<.001	—

		EMPLOYEE PERFORMANCE	WORKLOAD DEMANDS	LIMITED GROWTH OPPURTUNITIES	PERSONAL/FAMILY CRISIS
WORKING CONDITIONS/ ENVIRONMENT	Spearman's rho	0.834	0.690	0.685	0.587
	df	110	110	110	110
	p-value	< .001	< .001	< .001	< .001

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

(Table 4.2) The above table shows significantly strong relationships between employee performance with Personal/Family crises and Working conditions/ environment. Also, it shows that there is a very weak negative correlation between employee performance with workload demands and limited growth opportunities. The study reveals a strong positive correlation between employee performance with personal/family crises and working conditions/environment. This suggests that improved working conditions are positively correlated with enhanced employee performance. On the other hand, there is a significant negative correlation between employee performance and workload demands and limited growth opportunities., suggesting that when workers have an increased impact of these sub-variables their performance generally decreases. There is a strong positive correlation between Employee Performance and Personal/Family Crisis. This means that when employees are facing personal or family crises, their performance tends to improve significantly. However, this result may seem counterintuitive and may be influenced by other unaccounted factors. The results indicate a significant positive correlation between working conditions/environment and employee performance, indicating that higher employee performance is closely correlated with a good and supportive work environment.

### 4.3 REGRESSION ANALYSIS

#### LINEAR REGRESSION

Model Fit Measures

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.910	0.827	0.824

To sum up, the model explains a significant amount of the variance in the dependent variable (R<sup>2</sup>) and has a high correlation (R). Even after accounting for the number of predictors, the model appears to still fit well, based on the modified R<sup>2</sup>. Generally speaking, this indicates a robust and well-fitting regression model.

Model Coefficients - EMPLOYEE PERFORMANCE

Predictor	Estimate	SE	t	p
Intercept	4.76	1.627	2.92	0.004
PERSONAL/ FAMILY CRISIS	1.96	0.236	8.30	< .001
WORKING CONDITIONS/ ENVIRONMENT	2.95	0.246	12.00	< .001



The above table shows that "PERSONAL/FAMILY CRISIS" and "WORKING CONDITIONS/ENVIRONMENT" seem to be significant predictors of employee performance based on the coefficients and related data. Both a rise in "PERSONAL/FAMILY CRISIS" and an improvement in "WORKING CONDITIONS/ENVIRONMENT" are highly correlated with increasing employee performance. The statistical significance of these correlations is indicated by the low p-values.

## 5. DISCUSSION

The analysis provided by the research findings provides insightful information about the factors influencing worker performance in the environment under study. The evidence unequivocally shows that there is a considerable correlation between improved working circumstances, fewer growth prospects, personal or family issues, increasing workload pressures, and higher employee performance. This emphasizes how closely work-related factors and workplace productivity are related. Furthermore, the positive model coefficients offer quantifiable proof of these determinants' influence on worker performance, indicating that firms might boost output by deliberately tackling these variables. Even if these findings are instructive, it's important to keep in mind that this study only applies to a certain dataset and that it must be interpreted in the particular context of the company and sector. However, these results provide organizations with a basis upon which to customize their approaches and interventions, concentrating on the elements that have the most influence on worker performance and eventually leading to a more efficient and productive workforce. This data study shows the importance of work-related elements and their effect on employee performance. The intricate interactions between these factors in a professional setting are highlighted by the considerable connections found between employee performance and workload, advancement possibilities, personal or family issues, and working conditions. Furthermore, the positive model coefficients highlight how companies can enhance worker performance by successfully addressing these concerns. However, the information offers a useful starting point for businesses looking to maximize worker productivity by comprehending and tackling the different aspects that influence it, such as prospects for advancement and workload, among others.

### 5.1 IMPLICATIONS OF THE STUDY

The research provides numerous implications about the workplace and its impacts on employee performance which are significant to companies and academic scholars. This study considers the strong negative relationship between "WORKLOAD DEMANDS and limited growth opportunities" and employee performance, it is crucial for organizations to manage and distribute workloads effectively. Overloading employees may have adverse effects on performance. It Promotes Growth Opportunities as it demonstrates a substantial positive correlation between employee performance and limited growth opportunities. It is essential for organizations to provide employees with avenues for professional growth and advancement to boost performance and motivation. The positive correlation of Personal/ Family crises with employee performance underscores the importance of providing support to employees during personal or family crises. Initiatives such as employee assistance programs and flexible work arrangements can be valuable. Working conditions is an additional important component that has a favorable correlation with worker productivity. Enhancing performance and job satisfaction can be facilitated by creating a positive and encouraging work environment. This shows that the predictor variables included in the model are relevant and that the model fits the data effectively. These results highlight the significance of continuing investigations into the variables affecting worker performance. Further research might explore the particular features of demands on workload, possibilities for advancement, personal and family problems, and working conditions that have the greatest influence. Managers and organizations can use this information to make knowledgeable decisions regarding policies and practices that can enhance employee performance and overall productivity. The study emphasizes the relationship between workers' performance and well-being. Employers should consider all-encompassing strategies to promote the mental and physical health of their workforce. In conclusion, the study's findings show that a supportive work environment, chances for professional development, help with personal and family issues, and efficient task management may all significantly raise employee performance. The overall effectiveness of the organization can be improved by using these insights to inform management practices and human resources policies.

### 5.2 SCOPE OF THE STUDY

Exploring the relationship between these variables and employee well-being, such as stress levels, job satisfaction, and mental health, is crucial for future research because it can give a thorough understanding of how enhancing these variables can result in improved performance as well as overall employee welfare. In order to better address these findings, research can evaluate how organizations should modify their policies and procedures. This could result in the creation of HR and management best practices. An intriguing subject for research could be how various employee groups—for example, those based on age, experience, or job role—respond to these elements in different ways. This could aid in customizing methods to target particular employee demographics and their tactics. By extending the study's geographic reach, it may be possible to identify crosscultural differences in the correlations between these variables and worker performance, providing valuable information for multinational corporations looking to modify their approaches.

### 5.3 CONCLUSIONS

To sum up, this study has given us a thorough grasp of the variables that greatly affect worker performance in an organizational setting. Several important conclusions have been drawn from the data analysis. First, there is a clear positive association between workload demands and employee performance, suggesting that individuals might be motivated to perform to their highest potential by a certain amount of challenge and engagement. Organizations must, however, find a balance to avoid overburdening staff members, which may result in burnout. Second, the positive relationship between low growth prospects and employee performance highlights how crucial it is to offer paths for professional improvement. This research emphasizes how career advancement can be a powerful motivation for workers and shows how it directly affects their output. Conversely, the negative correlation shown between worker productivity and personal/family issues highlights the substantial influence of personal challenges on work output. Given that employee performance can be negatively impacted by such crises, it is evident that organizations need to understand the importance of providing support systems and adaptable policies to help staff members get through them. Last but not least, the strong positive correlation between worker performance and working environment/conditions supports the critical role that a positive workplace plays in raising performance. Improving the working environment and conditions of employees is crucial for raising their motivation, morale, and ultimately, output. This finding has significant implications for both employers and employees.

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