

The impact of workplace environment that affect employee's performance in private hospitals of Hyderabad, Pakistan.

¹ Dr Aijaz Ali Khoso, ² Dr. Abdul Subhan Kazi, ³ Dr. Muhammad Munir Ahmedani, ⁴ Dr. Muneer Ahmed, ⁵ Imitaz Ahmed

Khoso

^{1, 2, 3} Assistant Professor, Department of Management Sciences, ISRA University, Hyderabad, Pakistan.

⁴ Assistant Professor, Visiting Faculty, Bahria University Islamabad Campus, Hussain Khowaja, Szabist Hyderabad, Pakistan.

⁵ Research Scholar, Faculty of Islamic Studies, University of Karachi, Pakistan.

Abstract

The aim of study was to investigate the impact of workplace environment on the performance of the health care employees of five private hospitals of Hyderabad. The study assesses supervisor support, job aids, and physical workplace environment as the factors that affect employee's performance. The result of the study provides recommendation to the hospitals management on how to improve the performance of health care employees.

The research was conducted using a qualitative method. The data was collected using 20 Self developed questionnaire and secondary information. The respondents were selected using simple random sampling method. The finding of the research was analyzed using correlation method. The study reveals that all three factors (supervisor support, job aids, and physical workplace environment) are positively correlated with employee performance. The employees of the hospitals reveal that their physical working condition needs to be improved.

Based on the result of the research recommendations were proposed regarding the strategies to improve the physical working condition to enhance performance.

Keywords: Job aid; supervisor support; physical workplace environment; employees' performance

1. Introduction

Factors of workplace environment have a great impact on employee performance. These factors enjoys a key role in the performance of employees either high or low performance outcome. Recent developments in the information technology have changed the working process, making easier for the workers. The performance of the employees is related to the commitment of the employees towards job. Employees when feel satisfied they work hard and perform better.

Chandrasekar (2011) ^[1] stated that the link between work environment and workers has become very important facet of work. Better and improved result are shown when employees are provided with better work place design, better facilities and proper environments (Flanagan and Henry, 1994) ^[2].

To enhance the performance of health workers, the health facilities should be generally adequately provided. Health care workers are the valuable resource of health system. The efficiency of the health workers depends upon the knowledge, skills, suitable working environment, level of motivation and support provided to them (Leshabari M, Muhondwa E, Mwangi M, Mbembati N, 2008) ^[3]. According to Sullivan (1998) ^[4], many factors have been identified in years as the factors affecting the performance of health workforce. Supervision, job aid and working conditions are important of these.

In health sector, performance of employees is dependent upon the satisfaction level of staff. That can be provided by applying adequate working environments, level of support, quality of instruction followed in organizations. In health system, high

level performance leads to patient safety, security, proper treatment, attachment or affiliation with hospitals and peers. Whereas poor or below par performance can result in Poor process, improper treatment, lack of quality, absenteeism and can disturb entire working system. Krugman, M. and Preheim, G. (1999) ^[5] an individual may be competent, qualified and experienced but delivery of its skill and experience depends more on environment (Clements-Croome, 2006) ^[6].

When individuals working environments is safe and healthy they can concentrate more on their work and try to put their maximum effort to achieve optimum result. When the working environment is not adequate individual would not be able to apply their established skills and creativity which in turn lead to poor productivity (Stup, 2003) ^[7].

In Pakistan, particularly Hyderabad, work place environments and the problems associated with it are always neglected. Work and workplace tools have become important part of the today's environment. Harmful, insecure, and risky environment can create tremendous problems in working environment. Similarly, supervisor support has also become one of the critical factors in the performance of workforce in hospitals. Lack of proper support can demotivate and create serious dissatisfaction within the employees. In this labor intensive sector losing the key staff can become great loss to the organization. Whereas, previous studies have shown that proper support has brought remarkable positive results. Furthermore, job aid is considered as one of the important factor to affect performance. Therefore it is important to investigate the factors that affect the performance of employees

in hospitals. The research study is important because no study has been conducted previously in Hyderabad, regarding the factors of workplace environment that affect the performance of health care employees. For the purpose of our research we will examine whether supervisor support, physical workplace environment and job aid affects the performance of health care workers in private hospitals of Hyderabad.

2. Literature Review

In the health sector, workplace environment must be considered important constituent that defines the type of health care services provided. Many researchers have been conducted regarding the workplace design in organization, but few researches have been conducted on workplace environment of hospitals.

Also, researchers have paid more attention towards the effects of hospital on patient and very less importance is given to effect of work environment on employee performance. By creating a best fit between employee's motivation level and work environment optimum result can be obtained. Many managers today know that improved physical environment have a great impact on patient recovery.

The quality of employee work environment determines the way it affect the performance of the employees. The ability of the employee to fit in the working environment is determined by the factors that defines working environment. (Chandrasekar, 2011) [1].

According to Chandrasekar (2011) [1], the most essential factors of workplace environment that leads to employee commitment with the organization are job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment.

2.1 Employee performance

The job performance is referred to as the ability of the individual to achieve organizational goal. Employee's role is considered important as there is a positive correlation between organization success and employee performance Collis and Montgomery, (1995) [8]. Organizations need to provide its employees with proper facilities to achieve performance benchmarks and in exchange organizations can expand themselves to provide different acknowledgement. (Amos, *et al.*, 2004) [9].

2.2 Supervisors support

"Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being." Supervisor support can also be explained in term of how much supervisor care about the interest of its employees. When supervisor show kindness and support with their subordinates, they put extra effort to accomplish the task. This motivation act as a stimulus within employees and they not only utilize organization resources adequately but also put their own resources to achieve organization goals (Eisenberger *et al.* 2002) [10].

Scontrino-Powell mentioned that Supervisor Support refers to the frequency and quality of professional child welfare staff's interactions and relationships with immediate super ordinates that frame, encourage, and reward persistence, commitment, and excellence in professional practice. Supervisory Support is evidenced in the agency in several areas such as the quality of interpersonal relationships between supervisors and

subordinates; internal and external advocacy on behalf of staff and clients; explanation of and monitoring of compliance with rules and policies; work assignments and professional decision making; and personal and organizational professional development, learning, and guidance as seen in mentoring and job orientation. Examples of Supervisory Support are supervisors' recognition and rewards for workers' quality work, helping, advocating for, mentoring their workers when needed, and recognizing individual workers' strengths and needs (Westbrook *et al.*, 2006) [11]. Supportive supervisors can groom employees professionally, giving appreciation for better job result and offer employee skills and abilities relevant to their job description (Hesketh and Laidlaw, 2003) [12, 25].

2.3 Physical workplace environment

Physical work environment fulfillment likens to the degree to which employees sees themselves as being fulfilled, or content, inside the states of their physical work environment. The physical work environment is an imperative segment in an organization intends to enhance employee effectiveness and gainfulness. Compositional outline influences the way individual's act, with creators making conditions that can frustrate, debilitate, guide, help or improve employee behavior (Goodrich, 1982) [13].

According to Chandrasekar (2011) [1], the most essential factors of workplace environment that leads to employee commitment with the organization are job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment.

In an investigation conducted by Garg and Owen (1992) [14] reveal that in nursing home where patient shifting to rooms, bathrooms and toilets use to be done by manual procedure. The nurses raise the issue of back pain and injury suffered due to this and around 200,000 injuries were reported. To put things on the right track nursing home implemented 9 battery powered lifts and 3 manual methods. This intervention changes the entire scenario, around 60% decline in the nursing complains was evident. (Garg and Owen, 1992) [14].

A study conducted by Huges in san diego (2007), in his research he reviewed from 2000 employees from different sectors regardless of their position in organizational hierarchy. He concluded that 90 percent of the employee agreed that workplace environment place vital role in their performance and that superior working environment give competitive edge to organization. (Jason Hughes, 2007)

Ergonomists have highlighted different parts of the physical environment as work stressors including noise, lighting, temperature, air quality and work environment design. Noise is the most well-known natural stressor that can result in increments in arousal, pulse, and negative mental state of mind (Carayon and Smith, 1999) [16].

2.3.1 Noise

The unacceptable level of noise can be harmful for ears and could be the reason for several health related issues for instance; expanded circulatory strain, hearing loss and expanded heart rate and stress (Bayo, Garcia, & Garcia, 1995; Norbeck, 1985) [17]. The acceptable level of noise in working environment is 35dB to 80 dB (10,000 hertz to 20,000 hertz) depending upon the environment individual works (Berglund, Lindvall, and Schwela, 1999) [19]. However, the United States Environmental Protection Agency allowed the acceptable

range of noise in day time is 45 decibels in hospital and for nights no more than 35 decibels is allowed.

2.3.2 Lightning

Appropriate lightning is essential for working environment. The lightning helps individual spot danger and protects oneself from injuries. The improper lightning can cause certain health related issue to employees for instance; eyestrain, migraine and headaches. The appropriate level of lightning can help mitigate errors rate 30% to 60% and increase performance by 10% to 50%. In hospitals, there are recommended level of lightning in different areas. In general wards the acceptable level of lightning is 300 lux, in simple examination room the acceptable level of lightning is 500 lux and in the examination and treatment room 1000 lux is allowed (Zumtobel. The light.)

2.3.3 Temperature

There is no point to debate what the acceptable level of temperature is. The exact guidelines are outline by the health, safety and welfare regulations. This regulation determines that the level of temperature in the work environment should be 16°C. However, in the workplace environment where physical exertion is needed a 13 °C is allowed. Temperature is the important component of the physical environment (Seppanen, Fisk and Lei, 2006) ^[20]. An environment that is extremely hot or extremely cold can disturb employees. When the temperature level deviate from normal range it can create health related issues for instance; heat exhaustion, dehydration, heat cramps and heat strokes and heart issues.

2.4 Job Aid

A Job Aid is anything that helps an employee to complete a job more quickly, reasonably and viably. It's likely to be a graph, a picture, notes, a set of rules, even a book. According to Broad and newstrom (1992) ^[21] job aid help is a wellspring of guideline that provides guidance to a development that an individual grasps. Job aid support helps execution, allowing user to finish something. A sign, worksheet or other thing, which includes diagrams, a short framework of guidelines, for instance, a checklist. Expected to decrease avoidable oversights by helping an individual review what to do, or make sure that they have completed everything steps needed (Rossett and Gautier-Downes, 1991) ^[22].

2.5 Relationship between dependent and independent variables

2.5.1 Job aid and employee performance

According to research job aid seeks to instruct and assist employees towards performance. In recent past, job aid is been seen as assistance in the job performance. In 2001, research was conducted in Johns Hopkins hospitals named Peter Pronovost. The research was done on the impact of checklist on doctor's performance. Doctors were provided with the checklist to follow before operating patient. The doctors were guided on how to take prevention to avoid infection. The precautions were so obvious that missed one of those step in many occasions. Finally they decided to ask nurses to stop doctor to operate patient before step are followed. The result of this was amazing; the result showed that it reduced the infection rate from 11 percent to zero percent. In one hospital, 43 infection and 8 deaths were saved. (Checklist manifesto, Dr. Atul Gawande)

2.5.2 Supervisor support and employee performance

Supervisors are the key level of management. To enhance the performance of the employees, there is a need to create good relationship between employee and supervisor. Strong relationship between the supervisor and employee is the key to job satisfaction in employees which in turns improves the quality of performance. Both need to show their complete commitment with each other to gain optimum performance. Also, when supervisor have interacting skills they can coordinate well and help employees developing skills during training program. (Foxon, 1993 and Nijman, 2004) ^[23] Chiaburu and Takleab (2005) ^[24] argues that positive relationship between employee and supervisor creates positive impact on the performance of employee. Further, it shows that when supervisor show committed it persuades employee to show their commitment. Also, this relationship nurtures the behavior of employee. They start sharing words with each other's, regular feedback provided, employee been rewarded. In the health care facilities the role of the supervisor is encompass clinical, educational and managerial supervision. The main aim of the supervisory position is to make sure health care staff provides optimum care to the patient. This practice not only benefits health facilities and patient but also help individual growth (Hesketh and Laidlaw, 2003) ^[12, 25].

2.5.3 Physical workplace environment and employee performance

Physical workplace environment is one of the important elements of hospitals. Physical workplace environment considered balanced until employees remains satisfied within the organization. The way environment is design affects the performances of the employees. Proper design ensures improvement in the employee efficiency and productivity. Gerber (1998) ^[26] explained physical workplace environment as the place where all the facilities including equipment, appliance and protective clothing is available. Schabracq (2003) ^[27] describe an appropriate physical environment as the one that is free from unnecessary interruption due inadequate light, noise, temperature, office layout. Mc Connell (2003) ^[28] agrees with the argument that distraction in the physical environment can produce anxiety within the employees. When working conditions are adequate employee feel better and perform job at highest level. Whereas, working conditions that are unhealthy affects the productivity of employees. Herzberg theory for motivation differentiates amongst intrinsic and extrinsic factors. For the purpose of our research study, we will use combination of these two theories and determines that job aids, supervisor support and working environment are factors of workplace environment that affect employee performance.

3. Health Profile of Private Hospitals of Hyderabad

District Hyderabad has 5 major hospitals (including one medical teaching college hospital and 3 taluka headquarter hospitals, 13 rural health centers, 54 basic health units and 9 dispensaries with total bed capacity of 2359. There are 1199 doctors and 962 para-medical staff in public sector who extend health services to 11, 28, 520 outdoor and 43,518 indoor patients in the district. Presently in Hyderabad there are 20 private hospitals which are providing health facilities to Hyderabad city and adjoining areas and almost cover all district of Hyderabad. Private hospitals include ABM Hospital,

City Care Hospital, Hilal-e-Ahmar Hospital, Isra University Hospital, Majee Hospital, Aga Khan Hospital, Bone Care Centre, Hirabad, Rajputana Hospital, QasimChowk Road, G.G Jaghrani Maternal Hospital, Hirabad (Private sector information)

4. Objectives

Keeping in view problem statement following objectives are develop to assess the relationship between factors of workplace environment and employee performance.

1. To analyze whether the role of supervisor support affects the performance of the employees in private hospitals of Hyderabad.
2. To investigate the impact of physical workplace environment on employee performance.
3. To determine the extent to which job aid affects the performance of the employees in private hospitals of Hyderabad

5. Hypotheses

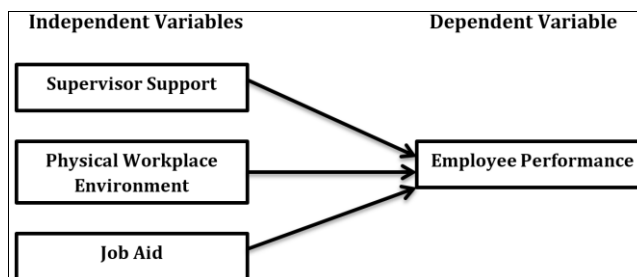
In the light of theoretical framework following hypothesis are developed.

- H1: Supervisor support does increase employee performance.
- H2: Adequate physical workplace condition does increase performance of employees.
- H3: Job aid increases performance of employees

6. Research Design

This research study applied Quantitative research method. The sample of our research study consisted of 100 health care staff that normally works in the private hospitals of Hyderabad. Our sample size consists of 20 health care staff each from 5 major private hospitals of Hyderabad namely: Isra hospital, Bonecare hospital, G.G jaghrani hospital, Wali bhai rajputana hospital and Jeejal Maa hospital. The sample included doctors, nurses and administrative staff under the educational background ranged from under graduate diploma to master degree. For the purpose of research stratified sample was used. The reason for using this method, it allows individual to be bifurcated into different group. In our study doctors, nurses and administrative staff working in the supervisory support are randomly selected and the clinical staff is also randomly selected in the second group. The data was collected using questionnaire. The questionnaire consists of 25 questions and was divided into

four parts. First part asked the respondents about the impact of supervisor support on their performance. Second part inquires about the impact of job aid on their performance. Third part explores the impact of physical workplace environment. The last section of the questionnaire investigates the data about their performance. SPSS 17.0 will be used to analyze the qualitative data collected through questionnaires. In the quest to analyze the relationship of dependent and independent variable correlation analysis was used since all the variables are continuous variables.



7. Data Analysis

Table 1 shows the results of correlation analysis of relationship between dependent (Employee Performance) and independent variables (Supervisor Support, Physical Workplace Environment, Job Aid).

Strong significant positive correlation is found between Supervisor Support and Employee Performance with the strength of 0.876. The significant value (P=.000) which is less than 0.05. Medium significant positive correlation is found between Physical Workplace Environment and Employee Performance with the strength of 0.530 (P = 0.000). Moreover, Job Aid and Employee Performance also show Strong significant positive correlation with the strength of 0.787 (P = 0.000).

Furthermore, table shows that the weakest relationship is between the job aid and physical workplace environment with the correlation analysis score of 0.406. The second strongest relationship is between job aid and supervisor support with the correlation analysis score of 0.680. Whereas, supervisor support and employee performance show strongest relationship with the correlation analysis score of 0.876.

Table 1: Correlations Analysis

		Supervisor Support	Physical Workplace Environment	Job Aid	Employee Performance
Supervisor Support	Pearson Correlation	1	.479**	.680**	.876**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Physical Workplace Environment	Pearson Correlation	.479**	1	.406**	.530**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Job Aid	Pearson Correlation	.680**	.406**	1	.787**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Employee Performance	Pearson Correlation	.876**	.530**	.787**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

8. Discussion

The result has shown that there is a positive relation between factors of work place environment and employee performance. In fact, it depicts that factors of workplace environment has significant impact with employee performance. The research analysis shows that supervisor support could be the most important factor that could affect employee performance. It also shows that the second important factor of employee performance is job aid. Physical workplace environment could be the third most important that could affect employee performance in private hospitals of Hyderabad. Therefore, result reveal that employee do not necessarily perform because of monetary rewards, but there are non-monetary factors like adequate physical space, noise level, supervisor support, and clear instruction, worksheet that can also affect employees performance.

The analyses have shown that all three factors are positively correlated to employee performance. This positive relation means that improvement in these factors can improve employee's performance. When employees performance is improved the hospitals gets better.

9. Conclusion

In today's competitive working environment, monetary reward is not the only motivator of employee performance. The employee's level of comfort within the hospital has become important. This research has shown concise relationship between factors of workplace environment and employee performance. The research has investigated the impact of the factors workplace place environment on employee's performance. The employees working in the private hospitals of Hyderabad were focus. The employees provided the information on how much they get affected by these factors and to what level these factors affect their performance. The research shows that there is positive correlation between factors of workplace environment and employee performance. This report reveals that supervisor support and job aid significantly affect the performance of the employees. This research also reveals that in order make optimum utilization of hospital staff of private hospitals of Hyderabad, physical workplace environment need to be improved.

10. Recommendations

Result reveals that there is a positive relationship between factors and employees performance this means that these factors have impact on the performance. Only physical workplace environment is less significant than other two independent variables. Therefore, it is recommended that management of the private hospitals of Hyderabad need to make strategies to improve physical working condition of the hospitals. These strategies may include better communication between management and employees, better color, adequate workspace, better air conditioning.

10. References

- Chandrasekar K. Workplace environment and its impact on organisational performance in public sector organisations, Alagappa University, Karaikudi, India. *International Journal of Enterprise Computing and Business Systems* 2011; 1:1-20.
- Flanagan DH, Henry P. Healthy working and performance management. *Health Manpower Management* 1994; 20(2):22-32.
- Leshabari MT, Muhondwa EPY, Mwangi MA, Mbembati NAA. Motivation of health care workers in Tanzania: A case study of Muhimbili national hospital, east African journal of public health. 2008; 5(1):32-37.
- Sullivan R. Performance improvement and Johns Hopkins Program for international education in gynaecology and obstetrics. Maryland: JHPIEGO Corporation, website at <http://www.jhpiego.org>, 1998.
- Krugman M, Preheim G. Longitudinal evaluation of professional nursing practice redesign", *Journal of Nursing Administration*. 1999; 29(5):10-20.
- Clements-Croome D. *Creating the Productive Workplace*, (2nd ed). Oxford, England, Taylor and Francis, 2006.
- Stup R. Control the factors that influence employee success. *Managing the Hispanic Workforce Conference*. Cornell University and Pennsylvania State University, 2003.
- Collis DJ, Montgomery CA. Competing on resources, *Harvard Business Review* 1995; 73:118-128.
- Amos TL, Ristow A, Ristow L. *Human Resource Management (2nd Edition)*. Lansdowne: Juta and Co Ltd, 2004.
- Eisenberger R, Stinglhamber F, Vandenberghe C, Sucharski IL, Rhoades L. Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*. 2002; 87:565-573.
- Westbrook TM, Ellis J, Ellett AJ. Improving retention among public child welfare workers: What can we learn from the experiences of committed survivors? *Administration in Social Work* 2006; 30(4):37-62.
- Hesketh EA, Laidlaw JM. *Supervision*. Edinburgh: Scottish Council for Postgraduate Medical and Dental Education, 2003.
- Goodrich R. Seven office evaluations: A review. *Environment and Behavior* 1982; 14:353-378.
- Garg a, owen b. Reducing back stress to nursing personnel: an ergonomic intervention in a nursing home. *Ergonomics* 1992; 35(11):1353-1375.
- Temple B. Avoid Downsizing Disasters: Empower Your Employees, *San Diego Business Journal*. 2002; 23(5):22-45.
- Carayon P, Smith MJ, Haims MC. Work organization, job stress, and work -related musculoskeletal disorders. *Hum. Factors* 1999b; 41(4):644}663
- Bayo MV, Garcia AM, Garcia A. Noise levels in an urban hospital and workers' subjective responses. *Archives of Environmental Health* 1995; 50(3):247-251.
- Norbeck JS. Perceived job stress, job satisfaction, and psychological symptoms in critical care nursing. *Research in Nursing & Health* 1985; 8(3):253-259.
- Berglund B, Lindvall T, Schwela DH. Guidelines for community noise. World Health Organization: Protection of the Human Environment Light for Health and Care, zumtobel, 1999.
- Seppanen O, Fisk WJ, Lei QH. Effect of temperature on task performance in office environment. *Labour Review*, 2006; 136(3):365-369.
- Broad ML, Newstrom JW. *Transfer of Learning: Action-packed strategies to ensure high payoff from training investments*. Canada: Da Capo Press, 1992.
- Rossett A, Gautier-Downes J. *A Handbook of Job Aids*. San Francisco, CA: Jossey-bass/Pfeiffer, 1991.

23. Foxon M. A process approach to the transfer of training, Part 1: The impact of motivation and supervisor support on transfer maintenance. *Australian Journal of Educational Technology*. 1993; 9(2):130-143.
 24. Chiaburu DS, Tekleab AG. Individual and contextual influences on multiple dimension of training effectiveness. *Journal of European Industrial Training*. 2005; 29(8):604-626.
 25. Hesketh EA, Laidlaw JM. *Supervision*. Edinburgh: Scottish Council for Postgraduate Medical and Dental Education, 2003.
 26. Gerber PP, Nel PS, Van Dyk PS. *Human Resource Management*. Johannesburg: Internal Thomson Publishing, 1998.
 27. Schabracq MJ. What an Organisation can do about its employees' well-being and health: An Overview. In M.J. Schabracq, JAM Winnubste & Cooper, C.L. (Eds) *the handbook of work and health psychology*. 2nd ed. UK: Wiley, 2003.
- McConnell CR. *The Effective Health Care Supervisor*. 5th ed. London: Jones and Bartlett Publishers, 2003.
- <http://www.scontrino-powell.com/2011/supervisor-support-a-key-ingredient-in-effective-leadership/>
<http://www.hughesmarino.com/articles/office-design-is-key-to-employee-productivity/>