



Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey

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ABSTRACT:

The geographic point surroundings plays an important role for the staff. these days staff may have an oversized variety operating alternatives, then the surroundings in geographic point becomes a critical issue for accretive and/or keeping the roles. the standard of surroundings in geographic point may merely verify the amount of employee's motivation, subsequent performance and productivity. however well staff get alongside the organization influence the employee's error rate, level of innovation and collaboration with alternative staff, absence and ultimately period to remain within the job. This paper presents the analysis of operating environment of an overseas personal bank in Turkey and examines the link between the workplace physical conditions and employee's productivity.

KEYWORDS: Workplace environment, absenteeism, employee's productivity.

1. INTRODUCTION

Nowadays the link between staff and employers is also seen the other way up. Since there the amount of job opportunities offered for workers has been increasing in a very growing worldwide economy, not just employees however additionally employers ought to readjust themselves so as to cope up with the dynamics of professional life. Therefore, hour executives ought to contemplate new methods for recruiting and retentive best work abilities for his or her organizations. Higher salaries and compensation edges could seem the foremost possible thanks to attract staff. However, quality of the physical geographic point setting may have a robust influence on a company's ability to recruit and retain proficient folks. Some factors in geographic point setting is also thought of keys affecting employee's engagement, productivity, morale, comfort level etc. each absolutely and negatively. Although convenient geographic point conditions square measure necessities for up productivity and quality of outcomes, working conditions in several organizations could gift lack of safety, health and luxury problems appreciate improper lightening and ventilation, excessive noise and emergency excess. folks operating below inconvenient conditions could find yourself with low performance and face activity health diseases inflicting high absence and turnover. There square measure several organizations during which staff encounter with operating conditions issues related to environmental and physical factors. Pech and Slade (2006) argued that the worker disengagement is increasing and it becomes a lot of vital to form workplaces that absolutely



influence work force. consistent with Pech and Slade the main target is on symptoms of disengagement appreciate distraction, lack of interest, poor choices and high absence, instead of the foundation causes. The operating setting is probably a key root inflicting employee's engagement or disengagement. Another analysis indicates that up the operating setting reduces complaints and absence whereas increasing productivity (Roelofsen, 2002). Wells (2000) states that workplace satisfaction has been related to job satisfaction. In recent years, staff comfort on the work, determined by geographic point conditions and setting, has been recognized as a very important issue for activity their productivity. this can be significantly true for those staff United Nations agency pay most of the day operational a laptop terminal. As a lot of and a lot of computers square measure being put in in workplaces, AN increasing range of companies has been adopting engineering science styles for offices and plant installations. Ergonomics, additionally known as biomechanics, has become widespread attributable to demand of employees for a lot of human comfort. The paper presents the analysis of the operating setting of a personal foreign bank in Turkey. the target of this analysis is to analyze if there exists any relation between geographic point conditions and employee's performance. A survey study is enforced on the workers of the bank. The paper is split into 5 sections as follows. following section explains the connected literature. The methodology of the analysis is explained in the third half. following section illustrates the findings. the ultimate sections presents the conclusions.

2. RELATED LITERATURE

Many executives are beneath the mistaken impression that the amount of worker performance on the duty is proportional to the dimensions of the employee's compensation package. though compensation package is one in all the extrinsic motivation tool (Ryan and Deci, 2000) it's a restricted short term impact on employees' performance. A widely accepted assumption is that higher geographical point setting motivates workers and produces higher results. workplace setting may be delineated in terms of physical and activity elements. These components will additionally be divided within the variety of totally different freelance variables. associate organization's physical environment and its style and layout will have an effect on worker behavior within the geographical point. left-eyed flounder (1992) estimates that improvements within the physical style of the geographical point might end in a 5-10 % increase in worker productivity. Stallworth associated Kleiner (1996) argue that progressively an organization's physical layout is meant around worker wants so as to maximise productivity and satisfaction. They argue that innovative workplaces may be developed to encourage the sharing of data and networking regardless to job boundaries by permitting communication freely across division teams. Statt (1994) argues that the fashionable work physical setting is characterised by technology; computers and machines further as general furnishings and furnishings. to realize high levels of worker productivity, organizations should make sure that the physical environment



is contributive to structure wants facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical setting may be a tool that may be leveraged both to enhance business results (Mohr, 1996) and worker well-being (Huang, Robertson and Chang, 2004). Ensuring adequate facilities are provided to workers, is crucial to generating larger worker commitment and productivity. The supply of inadequate instrumentation and adverse operating conditions has been shown to affect worker commitment and intention to remain with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) further as levels of job satisfaction and also the perception of fairness of pay (Bockerman and Ilmakunnas, 2006). From a security perspective, Gyekye (2006) indicates that environmental conditions have an effect on employee safety perceptions that impact upon worker commitment. Extensive research project conducted by Roelofsen (2002) has additionally yielded indications suggesting that improving operating setting ends up in a discount {in a|during a|in associate exceedingly|in a very} range of complaints and absence and an increase in productivity. The indoor setting has the most important impact on productivity in reference to job stress and job discontent. As instructed by Govindarajulu (2004), within the 21st century, businesses are taking a lot of strategic approach to environmental management to reinforce their productivity through rising the performance level of the workers. It's evident within the analysis findings of Patterson et al., (2003) that the a lot of satisfied employees are with their jobs the higher the corporate is probably going to perform in terms of resultant profitability and significantly productivity. Sekar (2011) argues that the connection between work, the geographical point and the tools of labor, geographical point becomes an integral part of work itself. The management that dictate however, exactly, to maximise worker productivity focus on 2 major areas of focus: personal motivation and also the infrastructure of the work setting. (Sekar, C.(2011). There are numerous literature that defines totally different factors that influence the performance of the workers. Haynes (2008) explains the activity workplace environment activity elements of the workplace setting that have the best impact on workplace productivity. All told of the work patterns, it had been found that interaction was given the impression to be the part to possess the most positive impact on productivity, and distraction was given the impression to have the foremost negative. As folks are the most valuable resource of a company, which the management of individuals makes a distinction to company performance (Patterson et al., 1997). The geographical point setting factors that result in engagement or disengagement are illustrated in Figure one. The factors encourage workers to speak with one another in the geographical point

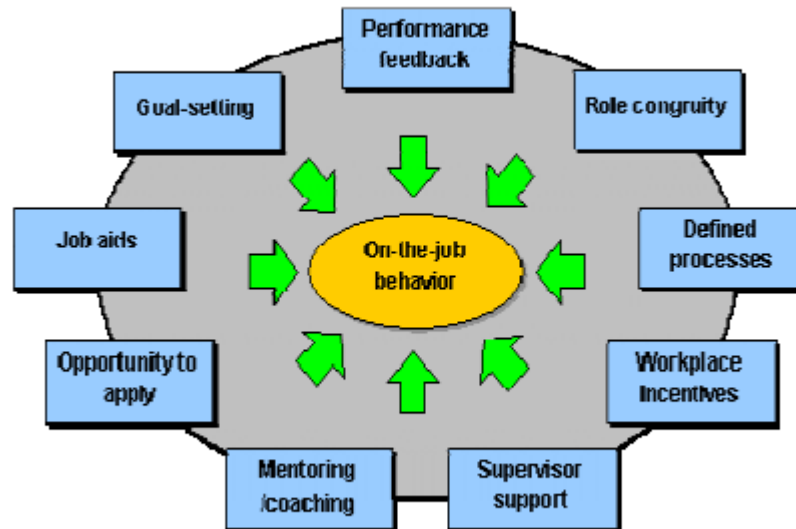


Fig.1: Workplace factors affecting employee performance

Goal setting is an important tool to attract motivation of the employee. There are two important purposes of goals in organizations are to guide the behaviour of individuals and to motivate them to perform at higher levels of effectiveness (Richards, 1978). Specific goals are more effective than generalized goals that difficult goals lead to greater performance than do easy goals, as long as the goals are accepted (Erez et al, 1985), and that frequent, relevant feedback is important for goal setting effectiveness (Latham and Yukl, 1975). Effective goals, those with the above characteristics, are likely to promote a greater frequency of the workstyle behaviours. They help generate commitment, both to the goals and to the organization, which results in people doing more than they are required to do (Morrisey, 1977). Open communication is encouraged by the existence of effective goals. Members in groups with clear goals are more likely to communicate openly than those with unclear goals (Kiesler, 1978). Performance Feedback is an information exchange and conflict resolution process between the employee and supervisor. While the supervisor gives his/her feedback and requirements, the employee enables to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011). Each employee has a role in the organization. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his / her supervisor (Chandrasekar, 2011) which is defined as role congruity. Defined Processes is the organization's responsibility to explain the workflow through documenting and communicating (Chandrasekar, 2011). The organization should find out tools what motivates its employees and has set up formal and

informal structures for rewarding employees that behave in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition (Chandrasekar, 2011). This rewarding explains workplace incentives. Supervisor support is crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee. (Chandrasekar, 2011). Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Chandrasekar (2011) defines the situation as mentoring/coaching. Time and material resources should be available to employees, enabling them to perform to the best of their ability. Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Thus, the employees should be provided opportunity to apply. The work environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction. Therefore, Chandrasekar (2011) discusses the necessity of job aids. There are various literatures that illustrate the relation between some of these factors and the productivity of the employee. There are different productivity definitions in literature. Rolloos (1997) defined the productivity as, "productivity is that which people can produce with the least effort". Productivity is also defined by Sutermeister (1976) as, "output per employee hour, quality considered". Dorgan (1994) defines productivity as, "the increased functional and organizational performance, including quality". Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. In some case, the productivity is measured considering performance increase as when there is less absenteeism, fewer employee leaving early and less breaks; whereas increase in performance can be measured by the number of units produced per employee per hour. In this study, subjective productivity measurement method is used. The measures of this method are not based on quantitative operational information. Instead, they are based on personnel's subjective assessments. Wang and Gianakis (1999) have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service. Subjective productivity data is usually collected using survey questionnaires. Clements-Croome and Kaluarachchi (2000) discusses that subjective data can also be descriptive or qualitative collected by interviews.

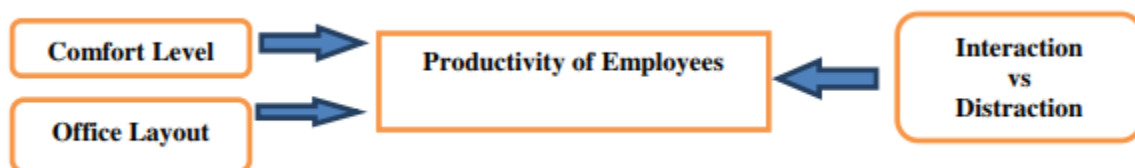


Fig.2: Productivity Cycle of Employees

Many organizations are attempting new styles and techniques to construct workplace buildings, which can increase productivity, and attract additional staff. Several authors have noted that, the physical layout of the workspace, beside economical management processes, is taking part in a serious role in boosting employees' productivity and up structure performance (Uzee, 1999; Leaman and Bordass, 1993; Williams et al. 1985). Associate degree freelance analysis firm; Gensler conducted a hunt on USA geographical point setting. In March 2006, a survey was conducted by taking a sample size of 2013. The analysis was connected to; geographical point styles, work satisfaction, and productivity. eighty nine % of the respondents rated style, from vital to important. Almost ninety % of senior officers unconcealed that effective geographical point style is vital for the rise in employees' productivity. the ultimate outcome of the survey instructed that companies will enhance their productivity by up their geographical point styles. A rough estimation was created by executives, that showed that almost twenty two % increase are often achieved within the company's performance if their offices square measure simple. But much, several organizations still don't provide abundant importance to geographical point style. As many as 40 percent of the workers believe that their corporations wish to stay their prices low that's why their workplaces have dangerous designs; and forty six % of staff suppose that the priority list of their company doesn't have geographical point style on prime. once knowledge was summarized, nearly one out of each 5 staff rated their workplace setting from, 'fair to poor'. ninety % admitted that their perspective regarding work is adversely affected by the standard of their geographical point setting. over again eighty nine % infernal their operating setting for their job discontent (Gensler, 2006). Similarly, The yankee Society of Interior Designers (ASID, 1999) carried out associate degree freelance study and unconcealed that the physical geographical point style is one in every of the highest 3 factors, which have an effect on performance and job satisfaction. The study results showed that thirty one % of individuals were happy with their jobs and had pleasing geographical point environments. fifty % of individuals were seeking jobs and same that they would like employment in a company wherever the physical setting is sweet. lefteye flounder et al. (1984) graded factors, which have an effect on productivity in keeping with their importance. The factors square measure sequenced supported the significance: furnishings, noise, flexibility, comfort, communication, lighting, temperature and also the air quality. Springer INC (1986). Leaman (1995) conducted a survey that is briefly highlighted here. Author tried to seek out the connection between indoor setting, discontented employees and their productivity. The results unconcealed that the productivity of the work is affected as a result of the people were sad with temperature, air quality, light-weight and noise levels within the workplace. just like the literature, this paper focuses on to work out the relation between geographical point conditions and employee's performance. The research is investigated dimensions of geographical point setting in terms of physical likewise as activity components.

Score	Responses	H/C	Percentage
1	Strongly Agree	50	100%
2	Agree	0	0%
3	Partially Agree	0	0%
4	Disagree	0	0%
5	Strongly Disagree	0	0%
	Total	50	100%

Table 6: Fair Treatment at the Workplace

Score	Responses	H/C	Percentage
1	Strongly Agree	47	94%
2	Agree	3	6%
3	Partially Agree	0	0%
4	Disagree	0	0%
5	Strongly Disagree	0	0%
	Total	50	100%

Feeling as treated fairly is important for all employees in the workplace. Fair treatment motivates all employees to do and develop their tasks with full of interest. Table 6 shows that 94% of employees strongly agree that fair treatment plays a crucial role in motivation.

Table 7: Communication System at the Workplace

Score	Responses	H/C	Percentage
1	Strongly Agree	45	90%
2	Agree	4	8%
3	Partially Agree	1	2%
4	Disagree	0	0%
5	Strongly Disagree	0	0%
	Total	50	100%

Communication promotes trust and loyalty among the employees and encourages better team work and relationship shows communication system at the workplace. 90% of employee strongly agree with the importance of the communication at the workplace.

CONCLUSION

The analysis is investigated dimensions of geographic point atmosphere in terms of physical likewise as activity components. The analysis is enforced to a non-public foreign bank in Turkey that has three hundred workers. In the study each primary and secondary knowledge is employed. Secondary knowledge represents the factors that are often employed in literature. These factors that are accepted to influence the performance were explained within the previous section



indetails. the first knowledge is that the inferences drawn from the results of the survey that is conducted among fiftyemployees. The survey is utilized to the decision center personel of the bank World Health Organization largely ar affected from theworkplace conditions than the opposite workers thanks to their job necessities. the primary a part of the surveyincludes demographic queries. The outputs show that the gender of this sample size is roughly within themiddle of feminine and male. r of the attendees ar between twenty to twenty nine years previous. of the staff have atleast college boy degree and over € of the staff have over one year seniority inside thebank. Second a part of the survey provides North American nation some clues concerning the results of environmental factors onemployee's productivity from the employees' perceptions. queries concerning relation with the supervisors, fairtreatment and communication inside the bank ar asked to the attendees so as to be make sure that activityenvironmental part ar vital for them. most the attendees offer powerfully agree replies thatrelation with the supervisors, honest treatment and communications is very important.Added to activity, additionally attendees evaluated the importance of physical factors. astonishingly solely fifty eight ofemployees offer powerfully agree replies to the question. it's the primary clue that activity issue is a lot of necessarythan physical factors for the staff. within the third half, elements ar evaluated one by one so as to rankwithin one another. For the activity half emotional factors and relations ar gotten the primary 2 highest ranks.Comfort level of the workplaces is a lot of necessary issue than the office lay out for the staff as physicalenvironmental factors. during this a part of the survey, satisfaction of the employees' towards the physical andbehavioral environmental factors is evaluated. workers aren't glad with the physical factors that thebank provided for them. however on the opposite hand, employees' satisfaction towards the activity environmentalfactors is remarkably high. At the last question, overall satisfaction towards the geographic point atmosphere is askedto the staff, they furnish favorable results, most of them declared that they're glad with theworkplace atmosphere.Finally, survey results show that whereas the staff ar sad with the physical conditions of the geographic point,they have outstanding satisfaction with the geographic point by having robust activity geographic point conditions.According to the survey results it's well-ried that geographic point atmosphere affects worker performance howeverbehavioral geographic point atmosphere has larger impact on employees' performance.

LIMITATIONS AND RECOMMENDATIONS

Questionnaire style and results rely on employees' perception that has been enforced so as toanalysis the consequences of work surroundings towards to employees' performance, Since there's no performance management measures within the bank, the \$64000 effects of work surroundings on employees'performance (productivity) couldn't be measured consistently. additionally to the current, fifty workers of the bankout of three hundred United Nations agency add constant department have conducted to the survey. Survey results might be sterilisation if the



survey would conduct to the opposite department's workers. Also, analysis might be extended by investigation the gender variations towards the consequences of work surroundings and productivity survey.

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