

WORKING ENVIRONMENT AND ITS INFLUENCE
ON EMPLOYEES' PERFORMANCE: A CASE STUDY
OF AN OIL AND GAS VENDOR COMPANY IN
MALAYSIA

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Company in Malaysia

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Company in Malaysia

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TABLE OF CONTENTS

Copyright Page.....	ii
Declaration.....	iii
Acknowledgement.....	iv
Table of Contents.....	v
List of Tables.....	viii
List of Figures.....	ix
Abstract.....	xii
CHAPTER 1: RESEARCH OVERVIEW.....	1
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.3 Problem Statement.....	3
1.4 Research Question(s).....	4
1.5 Research Objective(s).....	5
1.6 Significance of the Study.....	5
CHAPTER 2: LITERATURE REVIEW.....	6
2.1 Introduction.....	6
2.2 Organisational Change.....	6
2.3 Working Environment.....	9
2.4 Changes in Work Environment.....	10
2.5 Performance.....	13
2.6 Factors Related to Working Environment Influencing Performance.....	15
2.7 Stress.....	17

2.8 Design	20
2.8.1 Comfort Level.....	20
2.8.2 Furniture	22
2.8.3 Workspace layout	23
2.9 Environment	25
2.9.1 Lighting	25
2.9.2 Ventilation.....	27
2.9.3 Sound.....	28
2.10 Communication and Information Technology.....	30
2.10.1 Communication.....	30
2.10.2 Information Technology	32
2.11 Support	33
2.11.1 Supervisor Support.....	34
2.11.2 Job Aid.....	35
2.12 Theoretical Framework	37
CHAPTER 3: COMPANY BACKGROUND.....	38
CHAPTER 4: RESEARCH METHODOLOGY.....	44
4.1 Introduction	44
4.2 Research Design	45
4.3 Sample.....	46
4.3.1 Sample Selection (Respondent).....	46
4.3.2 Respondent Characteristics	47
4.4 Procedure of Interview.....	55
4.5 Data Analysis Method.....	56
CHAPTER 5: ANALYSIS & DISCUSSION.....	57

5.1 Analysis	57
5.2 Discussion	85
5.3 Limitation of the Study	88
CHAPTER 6: CONCLUSION.....	89
REFERENCES.....	91
Appendix 1: Tabulated comparison of previous study	95
Appendix 2: Questionnaire	99

LIST OF TABLES

Table 1: Summary of literature of “Organisational Change”	8
Table 2: Summary of literature of “Working Environment”	10
Table 3: Summary of literature of “Changes in Working Environment”	12
Table 4: Summary of literature of “Performance”	14
Table 5: Summary of literature of “Factors Related to Working Environment Influencing Performance”	16
Table 6: Summary of literature of “Stress”	19
Table 7: Summary of literature of “Comfort Level”	22
Table 8: Summary of literature of “Furniture”	23
Table 9: Summary of literature of “Workspace Layout”	24
Table 10: Summary of literature of “Lighting”	26
Table 11: Summary of literature of “Ventilation”	28
Table 12: Summary of literature of “Sound”	29
Table 13: Summary of literature of “Communication”	31
Table 14: Summary of literature of “Information Technology”	33
Table 15: Summary of literature of “Supervisor Support”	35
Table 16: Summary of literature of “Job Aid”	36
Table 17: Summary of literature of employees’ movement	44
Table 18: Gender, Age & Ethnicity	47
Table 19: Education Level, Education Background & Current Position	49
Table 20: Working Experience in AV & Previous Working Experience	51
Table 21: Marital Status & Number of Children	53

LIST OF FIGURES

Figure 1: Theoretical Framework.....	37
Figure 2: Workspace Layout (Before & After)	42
Figure 3: Gender distribution chart	48
Figure 4: Age group distribution chart	48
Figure 5: Ethnicity distribution chart.....	49
Figure 6: Education qualification distribution chart.....	50
Figure 7: Education background distribution chart.....	51
Figure 8: Current position distribution chart	51
Figure 9: Length of service in AV distribution chart.....	53
Figure 10: Length of service in previous organisation distribution chart.....	53
Figure 11: Marital status distribution chart.....	54
Figure 12: Number of children distribution chart	55
Figure 13: Number of respondents that was consulted about the changes	58
Figure 14: Number of respondents that was affected with the changes	59
Figure 15: Number of respondents that chose “1” (Most disliked).....	60
Figure 16: Number of respondents that chose “2” (Disliked).....	60
Figure 17: Number of respondents that chose “4” (Less disliked).....	61
Figure 18: Number of respondents that chose “5” (Least disliked)	61
Figure 19: Number of respondents that has been affected by the changes.....	62
Figure 20: Number of respondents that has rated their job satisfaction level before the changes.....	63

Figure 21: Number of respondents that has explained their job satisfaction level before the changes63

Figure 22: Number of respondents that has rated their job satisfaction level after the changes64

Figure 23: Number of respondents that has explained their job satisfaction level after the changes65

Figure 24: Number of respondents that has rated their working environment before the changes66

Figure 25: Number of respondents that has explained their working environment before the changes66

Figure 26: Number of respondents that has rated their working environment after the changes67

Figure 27: Number of respondents that has explained their working environment after the changes68

Figure 28: Number of respondents that has rated their work performance before the changes69

Figure 29: Number of respondents that has explained their work performance before the changes69

Figure 30: Number of respondents that has rated their work performance after the changes70

Figure 31: Number of respondents that has explained their work performance after the changes71

Figure 32: Number of respondents that has explained what does the phrase “work performance” means to them72

Figure 33: Number of respondents that has explained what does the phrase “work environment” means to them	73
Figure 34: Number of respondents that has explained how does the working environment affects their work performance	74
Figure 35: Number of respondents that has explained how does “Comfort level” can increase their performance in the workplace	75
Figure 36: Number of respondents that has explained how does “Furniture” can increase their performance in the workplace	76
Figure 37: Number of respondents that has explained how does “Workspace layout” can increase their performance in the workplace.....	77
Figure 38: Number of respondents that has explained how does “Lighting” can increase their performance in the workplace	78
Figure 39: Number of respondents that has explained how does “Ventilation” can increase their performance in the workplace	79
Figure 40: Number of respondents that has explained how does “Sound” can increase their performance in the workplace	80
Figure 41: Number of respondents that has explained how does “Communication” can increase their performance in the workplace	81
Figure 42: Number of respondents that has explained how does “IT” can increase their performance in the workplace	82
Figure 43: Number of respondents that has explained how does “Supervisor support” can increase their performance in the workplace.....	83
Figure 44: Number of respondents that has explained how does “Job aid” can increase their performance in the workplace.	84

Abstract

The oil and gas industry has been affected globally. Many companies have shut down their businesses as they are not able to cope with the market now. Some of the other companies have chosen to implement organisational change in order to survive the crisis. This research project focuses on an oil and gas vendor company in Malaysia that has gone through organisational change such as relocation, restructuring, downsizing and also cost reduction. The purpose of this research project is to identify the influence of working environment on employee's performance due to the organisational changes that had taken place in the 2016 in company AV. There are 10 factors identified in this study which is believed to have an impact on employees' performance. A qualitative study with 16 respondents have been conducted in order to analyse if an employee's performance is influenced by working environment. At the end of the study, it can be concluded that employees were affected with the organisational change and this has impacted their performance level.

Chapter 1: Research Overview

1.1 Introduction

Oswald (2012), defines work environment as the physical geographical location such as offices which involves factors like air quality, noise level, employees' welfare, or even adequate parking. Meanwhile performance is defined in Human Resource Management text book as the level of accomplishment as per a given standard which consists of accuracy, duration, completeness, and cost (Randhawa. G, 2007). As stated in a case study, workplace environment and performance are inter-related and they play a major role towards the performance of an employee (Naharuddin & Sadegi, 2013).

In another study, it is said that workplace environment is the key factor affecting an employee's engagement, productivity, and comfort level. Apart from that, factors such as safety & health and emergency access also influence the performance of an employee (Leblebici, 2012). Naharuddin et al. (2013) says that the performance level of the employee can be reflected by their attendance; Less absenteeism increases performance.

It is evident that performance of an employee is influenced by the work environment (Oswald, 2012). The key factors will be determined and discussed in the next chapter of this study with a statistical analysis using the qualitative method.

1.2 Background of the Study

According to a report submitted by Deloitte (2015), the downfall of the oil price in

2014 has affected the oil and gas industry drastically. Many companies have reduced their workforce and some very small-scale companies had to shut down their businesses. Meanwhile, some has retained their workforce but reduced the operation cost by removing unnecessary expenditures and optimising their workforce instead of hiring someone to be assigned for the new task.

As part of the effort towards organisational change, AV planned to bring all of its Klang Valley businesses and offices to be based at one location but due to the nature of the business, it could not be implemented fully. Hence, instead of bringing all of them under one roof, two of the major offices remains its position whereas another one has been moved into one of the two major offices and it is located in Glenmarie, Shah Alam.

The office now is cramped with cubicles of workstations and these has caused inconvenience among the existing employees of the office because they have to share their workspaces with the new employees. Not only that, the new employees were also informed that they have to travel further from their previous offices which was in the heart of Kuala Lumpur and were not satisfied with the higher management's decision. Most of them also expressed that the management were not transparent from the beginning and there was no official statement released with regards to the relocation and downsizing.

According to Oswald (2012), working environment factors can be in two different forms which is the physical component of work environment and the other is the behaviour component work environment. These two factors have their own performance indicator which are inter-related to each other. This study will investigate the influence of comfort level, workspace layout, furniture, technology, noise, ventilation, lighting, communication, supervisor support and job aid on an employee's job performance. This study is to identify key factors related to working environment influencing employees of the AV and to further investigate how these factors can be used to improve the performance of the employees. It is believed that the outcome of this study would be used as the recommendation to the company.

1.3 Problem Statement

Existing employees of the offices has raised concern about sharing their workspaces with the new employees coming from the other offices. It is said that it would take some time to adapt to the changes and get along with the new employees. They also said that the privacy level would be affected as well because the CFO of the company is moving in here as well. Apart from that, other resources like printers, meeting room, training room, and pantry will also be shared among all employees hence they have requested the managers to plan well to avoid any shortcomings during normal operation days.

The new employees also commented on the location of the new office as they were based in the heart of Kuala Lumpur but now they have been moved to Glenmarie and some to Ampang. The distance travelled to get to work has been doubled and also the traffic jam during the peak hours causes stress and inability to get to work punctually. Some of the employees also expressed displeasure due to the change in working area where initially they were based in a corporate environment but the new office is located in an industrial area.

Further to that, the current office has limited parking bays and the employees have to double park and cramp the parking area at the office. Some of them have to park their vehicles outside of the office compound and there were cases where the local authority has booked them with a ticket for parking illegally along the road. They also said that it is going to take a while to get used to the distance and familiarising themselves with the new group of people at the new office. Definitely, migrating into the new place will make them feel awkward at the beginning.

Just months before the relocation, restructuring happened in one of the entity within the organisation. One of the entity (KS) was dissolved and every belonging of the company was then absorbed by another entity (VS) which was initially working in parallel with different types of services for about the same set of clients.

These changes taking place in the organisation especially in the working environment has already affected the employees mentally so this study is being

conducted to identify key factors related to working environment and how it can be used to overcome this problem faced by the employees of the company.

1.4 Research Question(s)

This study is to find out the factors related to a working environment that influences employees' performance in the event of relocating two or more offices under one roof. The factors identified will be applicable for both parties who are the existing employees of the office and the new employees who are shifting into the existing office. Few factors based on physical and behaviour component has been chosen which is related to this study such as comfort level, workspace layout, furniture, technology, noise, ventilation, lighting, communication, supervisor support and job aid. These factors have been chosen because this study is focusing on office based working environment and not site based such as construction and power plants.

Below are the research questions:

- a) What types of changes were introduced in Company AV in the year 2015, and 2016 and the reasons for those changes?
- b) How were those changes introduced in Company AV and why was this approach used?
- c) How did those changes affect the work environment (physical work environment and HR work environment) of Company AV?
- d) How did the existing employees in Company AV perceive those changes, stated in question a)- that took place?
- e) How did the incoming employees in Company AV perceive those changes, stated in question a - that took place?
- f) How can these factors be improvised in order to enhance the working environment?

- g) How can these factors be improvised in order to enhance the working performance?

From the above questions, analysis will be conducted using qualitative method to support the objective of this study. Through the study, the key factors affecting AV's employees will be highlighted and the results can be used by the company to enhance its performance level internally which will then improve its position in the market.

1.5 Research Objective(s)

- a) To discover the changes that were introduced in Company AV.
- b) To understand the conceptualisation of the working environment and working performance of AV's employees.
- c) How those changes affected employees' stress levels and work performance?
- d) To identify key factors influencing the performance of employees of AV.
- e) To determine ways in which the factors can be improvised to enhance the working environment and working performance of employees of AV.

1.6 Significance of the Study

This study is conducted to understand how the employees of AV perceive working environment and working performance. This study also investigates how the working environment would affect the performance of an employee. Key factors affecting the employees of AV will be able to be identified and analysed through this study. It would be a great opportunity to share the outcome of the study with

the company's country manager and also to recommend a solution in order to enhance the performance of his employees in the region.

Chapter 2: Literature Review

2.1 Introduction

A comprehensive review of literature has been conducted in this chapter in the intention of learning and adapting more information from previous studies, surveys and research. The first section of this chapter discusses the work environment and the key target of a business which is the performance. Moving forward, the next section consists of factors chosen in this study and its breakdown in a group of four. Each group consists of a few factors which are inter-related to each other and the study has shown the link and relation of these factors. Further to that, a proposed conceptual framework has been developed based on the research objectives.

2.2 Organisational Change

It is said that an organisation has to change the way business is handled if they plan to remain profitable (Brazier, 2014). These includes changes of individual, the structure of the company or job which impacts on how they perform their daily tasks and responsibilities. Individuals often have no choice but to change the way they

organise or conduct their business. However, the change can impact the operations if the change is unplanned and does not strategically suit the business.

According to Dark et al. (2017), an unplanned change which arises externally can badly impact the organisational culture especially when the organisation is unable to control or has limited ability to take proactive planning. Organisational culture can influence work attitudes, staff retention and also work performance. These changes are important to enhance efficiencies and to develop new income path which at times changes the nature of business in whole (Bennett & Durkin, 2000). Mostly, major cost reduction and new sales or business development strategies will be introduced in order to be more efficient and effective. Example of cost reduction would be laying off the costly members of staff and to recruit fresh graduates with possibly half of the salary of the previous senior staff.

Organisational change generally known as a set of norms, values, attitudes and behaviour patterns which is believed to be the core identity of an organisation. It is also believed that it is the key role that determines the working climate, strategy formulation, leadership style, and organisational behaviour of the firm (Laforet, 2016). Also, it guides the perception of what is positive or negative, identifying the importance level and what is possible to be done which is affected by actions taken especially by the leaders who plays the ultimate role in nurturing and spreading the new culture and shaping it to evolve.

The main reason many of the introduction of these organisational changes are related to the initiatives which requires the existing work practices to be amended. These amendments also involve the impact on employees and management responses to this impact is absolutely crucial to ensure the changes are successful. The management should have plans or strategies to mitigate any unwanted impact due to the changes, hence a comprehensive and planned process of problem solving methods need to be developed prior to the changes (Greasley, Watson, & Patel, 2009). The management's ultimate goal is to make the amendments for the betterment of the organisation and also in the assumption and beliefs that the relationship and the work contents within the organisation could be improvised.

However, there are some resistance with the changes which is negative and positive. The negatives mostly come from individuals that attributes to perception, habits, loss of freedom, job security and also other fears of unknown. Having said that, there are also positive responses as some would feel it is the chance to expand the knowledge and grow within the organisation as well as a better job satisfaction level (Greasley et al., 2009).

Table 1: Summary of literature of “Organisational Change”

Author, Year	Points
Frances Dark, Harvey Whiteford, Neal M. Ashkanasy, Carol Harvey, Meredith Harris, David Crompton and Ellie Newman, 2017	Unplanned change - external forces limited control and limited ability for proactive planning, can impact It has been suggested that organisational culture in mental health services influence work attitudes, staff retention and work performance.
Andy Brazier, 2014	Change the way they organise and do business if they are going to remain profitable. Includes changes of individual, job or company structure that impacts on what people do, how they perform their tasks, their responsibilities and accountabilities. The impact can be at an operational level if the changed organisation does not have sufficient operators.
Sylvie Laforet, 2016	Defined as a set of norms, attitudes, values and behaviour patterns Key role in determining the working climate, leadership style, strategy formulation, and organisational behaviour and processes of the firm. Manifested by actions: leaders and managers - primary role in nurturing and disseminating the culture
Haydn Bennett, Mark Durkin, 2000	To increase operating efficiencies and develop new income streams through strategic change initiatives. To become more efficient and effective, major cost reduction and sales development strategies were introduced. New HR policy, voluntary parting scheme was introduced - costly staff, recruit fresh graduates - 50% salary of senior staff.
Kay Greasley, Paul Watson, Shilpa Patel, 2009	Related to the introduction of new initiatives that require amendments to existing working practices. Impacts on employees and there needs to be a

	<p>management response to this challenge to ensure that initiatives are successful.</p> <p>Goal is to achieve changes in assumptions and beliefs so that work content, structures and relationships within organisations can be improved.</p> <p>Individual resistance has been attributed to selective perception, habits, inconvenience or loss of freedom, economic implications, and security in the past and fear of the unknown.</p> <p>Respond more positively through increased job satisfaction as they respond to the chance to grow and learn.</p>
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2.3 Working Environment

According to Amir (2010), the workplace is an arranged area which is provided by the company in order to achieve its goal. An arranged area can be described as the layout of a work space which suits the nature of the job or task that is to be performed. It can have an office layout with cubicles, desks, chairs and cabinets or just a work table with a wall fitted with all types of hand tools which suits a workshop. The right type of working environment is needed in order to attract users to feel comfortable and this would enable them to work effectively. Ajala (2012), claims that an environment is the immediate surroundings of a user which is manipulated for their existence or use. Hence, a workplace gives an environment to the employee to perform a given task.

Based on a research done by Oswald (2012), there are 2 types of working environment which are the physical component as well as the behavioural component. It is said that the physical environment consists of elements which is related to the connectivity of the user with their office environment. Meanwhile, the behavioural environment consists of elements which is related to the connectivity between users in the same work environment as well as the impact of working environment on the user's behaviour.

This study will look into the effect of the working environment on the employee's performance. Ten factors related to working environment have been identified and will be discussed in the later part of this chapter.

Table 2: Summary of literature of “Working Environment”

Author, Year	Points
Amir, 2010	Workplace - arranged area to achieve goals provided by company. Described as layout of work space suitable to specific task.
Ajala, 2012	Workplace is the environment to the employee to perform task. It is the immediate surrounding
Oswald, 2012	2 types of working environment: 1) Physical component: elements related to connectivity to the environment. 2) Behavioural components - As above and impact towards user's behaviour.

2.4 Changes in Work Environment

As explained earlier, AV has gone through some changes in its working environment. In other words, this is also known as change in psychosocial environment which refers to the climate and culture of the workplace (J. Li et al., 2013). It is also stated that negative changes in psychosocial work environment is associated with the depressive symptoms such as stress which may be reduced by improving reward system, benefits and also reducing non-reciprocity of working life culture. It is known that depression causes a huge impact on the individual as

well as to the organisation due to the decreasing productivity and an increase in medical cost.

Meanwhile, stress and depression can also be caused by the downsizing of an organisation. According to Amabile & Conti (1999), downsizing can be a positive action made by an organisation which involves reduction in the workforce and to improve the company's competitive position in the market. On another note, the organisation can also operate more efficiently by reducing its wastages as it leads to more productive resources allocation within the organisation. However, downsizing will obviously diminish trust and communication at many levels as well as increase the feeling of fear. These negative effects might create chaos due to the uncertainty in the workplace.

The effects of changing work environment are also related to the wellbeing of the employees and wellbeing at the workplace is a driver for productivity. This involves job satisfaction, appreciation, work engagement and also, work-life balance (Palvalin, 2017). All of these are related to the productivity of an individual worker which is known to be one of the most important factors for good organisational performance. It is also important that managers are well aware of this and able to measure how changes in work environment provides an impact on their worker's productivity.

Based on the literatures, restructuring of an organisation which involves downsizing is proven to have an impact on the psychosocial well being of an employee and subsequently affects the productivity of an employee in an organisation. Even though the organisation is implementing this in order to improve efficiencies, it also associated with many other physical and health issues (Verhaeghe, Vlerick, De Backer, Van Maele, & Gemmel, 2008).

Table 3: Summary of literature of “Changes in Working Environment”

Author, Year	Points
<p>Jian Li, Matthias Weigl, Jurgen Glaser, Raluca Petru, Johannes Siegrist, Peter Angerer, 2013</p>	<p>Psychosocial environment: culture and climate of the workplace.</p> <p>Negative changes: depressive symptoms.</p> <p>Reducing non-reciprocity of working life and improving rewards at work may have beneficial effects.</p> <p>Depression causes great impact on economic loss due to decreased productivity and increased medical cost.</p>
<p>Teresa M. Amabile, Regina Conti, 1999</p>	<p>Downsizing: reduction in force and to improve company's competitive position.</p> <p>Positive effects: company's efficiency, reduction in wastages, and leading to a more productive allocation of resources.</p> <p>Downsizing: diminish communication, trust & increase in fear at many levels.</p> <p>Create chaos due to high level of uncertainty in the workplace.</p>
<p>Miikka Palvalin, 2017</p>	<p>Managers to measure environment changes impact on work productivity.</p> <p>Productivity: important factor for good organisational performance.</p> <p>Well-being at workplace is a driver for productivity: involves job satisfaction, work engagement, appreciation and work-life balance.</p>
<p>Rik Verhaege, Peter Vlerick, Guy De Backer, Georges Van Maele, Paul Gemmel, 2008</p>	<p>Restructuring is implemented in order to improve efficiencies in the past decades which has affected the psychosocial well-being of workers. It has also associated with many other physical and health issues.</p>

2.5 Performance

According to Hill & Aylwin (2005), performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimisation of the company's total occupancy cost. The definition of performance is very flexible; hence it is used according to the concept or nature of work that gives the best outcome of the word. However, performance generally means the best outcome of an activity done by an organisation over a period of time.

Oswald (2012) said that performance is the combination of employees and other supporting equipment being available, competent, productive, responsive and effective which is almost similar to Hill and Aylwin (2005). Performance is not judged by the action alone but it includes evaluation of actions with a measurable scale (Sonnentag & Frese, 2002). Sonnentag, Volmer, & Spsychala (2008) claims that the concept of performance is multi-dimensional and involves many subjective criteria and judgements. Evaluation can be done by implementing performance rating which is filled by colleagues or supervisors and it is said to be the most utilised technique to measure performance.

The measurement of performance is a process to quantify the efficiency and effectiveness of an action. The result provided by the measurement shows how well an organisation is managed and if the organisation could achieve the target and values generated as promised to their stakeholders. Franco-Santos et al. (2007) described business performance measurement as a set of metrics used to quantify efficiency and effectiveness of actions and it also covers planning and budgeting as well.

Based on an unofficial interview with one of AV's management personnel, it seems that there are no guidelines to measure performance of the employees in Malaysia that is possibly caused by the size of the organisation in Malaysia. However, the

management personnel will actually look at his subordinates and evaluate their performance based on their attitude at worksite or office, their efficiency in preparing reports and submitting within the timeline, their attendance as well as their cooperativeness at the workplace.

Table 4: Summary of literature of “Performance”

Author, Year	Points
Hill & Aylwin, 2005	<p>Performance: productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimisation of the company's total occupancy cost.</p> <p>Definition is flexible, use according to the concept and outcome.</p> <p>General: best outcome of an activity done over a period of time by a company</p>
Oswald, 2012	<p>Performance: combination of employees and other supporting equipment being available, competent, productive, responsive and effective</p>
Sonnentag & Frese, 2001	<p>Performance not judged by action alone but evaluation of action with measureable scale.</p> <p>Measurement is to quantify the efficiency and effectiveness of an action.</p>
Sonnentag, Volmer & Spsychala, 2008	<p>Performance is multi-dimensional and involves many criteria and judgements.</p>
Franco-Santos, Kennerley, Micheli, 2007	<p>Measurement is a set of metrics used to quantify the actions and includes the planning and budgeting.</p>

2.6 Factors Related to Working Environment Influencing Performance

This section will provide insights on how the performance of a business is influenced by the working environment and what are the key factors. Some key factors related to the AV's working environment and job nature were chosen and clustered into four groups as per their characteristics. These chosen factors were based on previous studies which has successfully proven that there is a positive correlation between working environment and performance.

As discussed in Chapter 1, AV is going through a relocation process and there are some employees who have said that they are not really happy and some are disappointed with the management's decision and so on. This study is to understand and learn about this conflict and to get a solution on how to motivate the employees of AV to overcome this situation in order to sustain AV's position in the market as well as to enhance their business performance.

As described earlier, work performance can be linked with work engagement and a positive work engagement is known as a positive and fulfilling work related state of mind which is associated with dedication, vigour and absorption of information (L. Li, Zhong, Chen, Xie, & Mao, 2014). Job demand links to the negative impact on work engagement whereas job resources links to the positive impact on work engagement.

Dedication is related to enthusiasm to conduct a task and inspiration for others to perform well in a task which is usually denoted as the next step of involvement. Vigour describes high level of energy and mental resilience during work, willingness to expand their effort in the task given and also the high level of persistence when challenges are met. Absorption on the other hand shows how an employee can be immersed in their work without realising that the time is passing so quickly and find it hard to detach themselves from their work.

According to Garg & Talwar (2017), the working environment is important in an organisation and it is perceived to motivate employees that results in a better

productivity, greater passion for business and a deeper engagement with their customers. It is also believed that an individual would contribute positively to the business outcome when they feel valued and respected at their workplace. A positive environment will always be good for both individual and the organisation as well because it can overcome the turnover ratios.

Besides work engagement and motivation at the workplace, the work environment also covers the working culture, working style, hierarchies and also human resource policies that have been implemented or practised in an organisation (Agarwal & Mehta, 2014). In this study however, we would be focusing more on physical and behavioural component which is the working environment that has elements related to the user with their office environment as described by Oswald (2012).

The factors that has been identified are based on multiple literatures that covers workspace layout, furniture, lighting, noise, ventilation, technology, communication, job aid and supervisor support which are deemed to be more prominent factors at AV at the current time.

Table 5: Summary of literature of “Factors Related to Working Environment Influencing Performance”

Author, Year	Points
Li Li, Jian An Zhong, Yuping Chen, Yuantua Xie, Sida Mao, 2014	<p>Work engagement is positive, fulfilling, work related state of mind that is associated with vigour, dedication and absorption.</p> <p>Vigour: high level of energy and mental resilience during work, willingness to expand effort in one's work and persistence during difficulties.</p> <p>Dedication: enthusiasm, inspiration, pride and challenge and usually considered a further step of involvement.</p> <p>Absorption: being immersed in work which time passes quickly and difficult to detach themselves from their work.</p>

<p>Palash Garg & Deepak Talwar, 2017</p>	<p>Individual when valued and respected contribute positively to business outcome.</p> <p>Climate is important. Perceived as motivation that result in higher productivity, greater passion for business, deeper engagement with customer.</p> <p>Positive climate encourage productivity and reduce turnover.</p>
<p>Richa N. Agarwal</p>	<p>Intense competition impacting business environment.</p> <p>Work environment: culture, style, hierarchies, HR policies.</p> <p>Appraisal strong process to connect between management and employee performance.</p> <p>Environment and appraisal great influence satisfaction, which affects turnover rates.</p> <p>Positive environment and fair appraisal to increase satisfaction and reduce turnover rates</p> <p>Poor: challenging to maintain productive and satisfying work life - work success drops.</p> <p>Most important factor to determine whether an employee will stay or not.</p> <p>Employers should check aspects is the strongest predictor of job satisfaction.</p>

2.7 Stress

It is evident that stress or discomfort is directly related to work engagement, therefore plays a role in an employee's work performance. Not only that, stress can also be coupled with personal life which leads to negative consequences to both the individual and also the organisation (Shubendra S. & Athar, 2016). It is also stated

that occupational stress is the experience where an employee feels unpleasant emotions such as frustration, depression, anger, anxiety and many other negative feelings which is not good. These negative feelings would also cause a person to deviate from their normal function or doing so when applied in an organisation, it would hinder performance. Stress is also said to be one of the effects in an organisation when it decides to downsize, privatise, restructure or even relocate.

This stress which is due to work can actually be mitigated or reduced if it is properly managed. The main step to reduce stress in the workplace is to identify the sources of this stress. Some of the sources are like working long hours in the office which does not allow the employee to have a fair share of a work-life balance, inability to keep up with the evolving technologies, variation in the demand of the users and also unable to meet deadlines especially when it is unrealistic (O.Longenecker, Connie J., & Joseph A., 1999). Even though certain amounts of stress is said to be good because it can enhance motivation and stimulate creativity through thinking however, an uncontrolled stress can lead to disaster in the long run. In the organisational view, it would lead to more turnovers & absenteeism and reduces morale, productivity & teamwork.

Stress is an unpleasant emotion that comprise feelings of tension, anxiety and fear which is believed to be one of the main components faced by employees in an organisation in a daily basis. Research shows that stress negatively affect an employee's health and as a consequence, the employee's absenteeism increases (Stafyla, Kaltsidou, & Spyridis, 2013). There are two types of factors of stress which is known as the external stressor and internal stressor. The external stressor relates to the condition of working area, duration of work, working load or even change in the working environment whereby internal stressor is related to the personal stress factor which includes social and biological factors, job satisfaction level, work-life balance, productivity and also job performance level.

Table 6: Summary of literature of “Stress”

Author, Year	Points
<p>Shubhendra S. Parihar & Athar Mahmood, 2016</p>	<p>Modern life is full of stress especially when workplace tends to have challenges coupled with personal life. Leads to negative consequences to the individual and also company.</p> <p>Occupational stress is the experience of unpleasant emotions: anger, frustration, tension, depression and anxiety. Some also deviates from their normal functioning hence hinder performance.</p> <p>Stress is related to demand and resources at workplace and caused by workload, job aspects, security related to job, relationship at workplace, control, resources and communication, a proper balance between work and personal life and pays & benefits.</p>
<p>Clinton O. Longenecker, Conni J. Schaffer, Joseph A. Scazzero, 1999</p>	<p>Can be effectively managed and mitigated.</p> <p>Identification of the sources to reduce this.</p> <p>Work stress can be caused by long hours of working, meeting unrealistic deadlines and also inability to keep up with the ever-advancing technology. Also change in demand of the user.</p> <p>Can be good because it enhances motivation, stimulate creative thinking, heighten senses and increase work performance however, too much stress can be destructive in a longer duration.</p> <p>Can lead to increase in turnover, absenteeism, low morale, low productivity, increase in workplace conflict and loss of teamwork.</p>
<p>Amalia Stafyla, Georgia Kaltsidou, Nikolaos Spyridis, 2013</p>	<p>Stress is a component in the workplace faced by employees and organisation in a daily basis.</p> <p>Stress unpleasant emotion contains feelings of tension, fear and terror.</p> <p>Negatively affecting employee's health, increase in</p>

	<p>work absence due to imbalanced amount of rewards for the effort given.</p> <p>External stressor: working condition, working hours, working load, change in work environment.</p> <p>Internal stress: personal stress factors includes social and biological, satisfaction, work-life balance, performance and productivity.</p>
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2.8 Design

The first group in the framework is called the "Design" which consists of level of comfort, furniture and physical layout of the workplace itself. These factors were grouped together since it is related to each other especially how the comfort level is determined by the furniture and layout of an employee's workspace. Studies have shown the impact of comfort level towards the performance level of an employee where the employee who feels discomfort at the workplace tend to be less productive compared to those who feels comfortable.

2.8.1 Comfort Level

As published in Paul et al. (2005) report, ergonomics gives a positive impact on comfort level. Ergonomics is the design of the workplace where it minimises the employee's discomfort, easily accessed and most importantly safe to perform the assigned work (Paul et al., 2005). The report claimed that there was an increase by 23% in workplace productivity due to the improvement of the ergonomic factor. The report was based on employees who work more using computers such as a data

entry job that requires hours of attachment with the screen where movement are limited.

Apart from gaining productivity from comfort level, discomfort can lead to the opposite as well. According to Naharuddin and Sadegi (2013), there are high potential that employees perform a given task slowly due to stress which is caused by the discomfort at their workplace. It shows that comfort level directly in proportion with performance and productivity. A good environment at the workplace will get the employees motivated to have their full energy and attention focused on their task and eventually improve their level of performance (Vischer, 2007).

Besides ergonomics, Chandrasekar (2011) said that comfort level can be enhanced by creating a workspace that suits the character of a person or as per their preferences. Comfort level can be enhanced by applying a soothing paint job on the walls of the offices, keeping green plants in the workspace or even small flower pots on a desk, aquarium with fishes or even tasteful artwork on the wall of the cubicle would do the trick. As said before it depends on the individual's preference and if it is feasible for the options above to be carried out. However, the workspace has to be kept tidy and neat as well as in order to sustain a good comfort level.

It was noted that increment in the salary gives a boost to the employee through a survey. However, it gives a wrong impression to the employees because the impact is very minimal even though it is true and the boost could not be sustained for a long time (Chandrasekar, 2011). Nevertheless, immediate environment gives more prominent effects compared to salary increment. Results from the survey shows that there was a reduction in error rate and absenteeism and increase in innovation, communication level and loyalty. Whereby communication level with the supervisor leads to loyalty as it reduces the turnover rates which will be discussed further in the following sections.

Table 7: Summary of literature of “Comfort Level”

Author, Year	Points
Paul et al, 2005	Ergonomics: design of the workplace that minimises discomfort, easily accessible & safe to carry out a task. Increases 23% productivity - works on PC/ office based.
Naharuddin & Sadegi, 2013	Discomfort causes low performance in terms of speed.
Vischer, 2007	Good environment motivates employees - full energy and attention focused on the task.
Chandrasekar, 2011	Comfort level can be enhanced by creating workspace that suits the person's character or as per their preferences. Eg: Paint jobs on the wall, green plants on work desk, artwork on work desk Immediate environment positive effect compared to salary increment: reduction in error rate, absenteeism, increase in innovation, communication level & loyalty.

2.8.2 Furniture

Furniture plays a big role in ergonomics. Especially the desk and the chair that is being used at our respective work place where we spend hours utilising it while performing our work. Long hours spent in the office utilising this furniture can cause body pain in short term and also severe injury such as nerve or bone injury in the long run if not treated or corrected in the early stages.

According to Naharuddin and Sadegi (2013), it is highlighted that ergonomic physical workplace should be implemented in order to avoid occupational hazard. This implementation is to help the employees from not having nerve injury in the long term. Proper workspace with suitable furniture and furnishing should be

provided by the employer and it is their responsibility to ensure all employees are not exposed to any hazard and would not have any type of injury due to occupational hazard. These will only lead to discomfort and lack of productivity in the workplace because employees would feel difficult to work (Chandrasekar, 2011).

Table 8: Summary of literature of “Furniture”

Author, Year	Points
Naharuddin & Sadegi, 2013	Ergonomics - occupational hazard - furniture: desks & chairs - long hours of utilisation. Long hours - cause short term muscle pain or severe injury on nerve system
Chandrasekar, 2011	Employer to provide suitable furniture in order to prevent occupational hazard at workplace. Otherwise, it leads to discomfort & lack of productivity.

2.8.3 Workspace Layout

The layout of workspace is one of the main contributor to design group where it relates the usage of space and design of the workspace according to an employee's specific task. According to the study by Chandrasekar (2011), the design of a workplace impacts behaviour of an employee and this behaviour drives the performance level of the employee. Workspace is an essential part of the physical factor in the workplace; poor layout and overcrowding will not lead to optimisation but only increases the chance of getting injured or getting involved in accidents such as tripping or striking against objects.

Further to that, he claimed that layout also determines the visual appeal of a workplace. The layout of a corporate office would be totally different compared to a manufacturing based company or call centres as explained earlier that layout varies according to the employees' specific task (Chandrasekar, 2011). Apart from

that, some prefers privacy and some workplaces practice flexible workspace. Privacy design layout are more suitable for high ranking personnel in the company where confidential matters are discussed frequently such as in the banking line. Whereas, flexible design layout is more applicable for a group of employees working together as communication is an essential part of getting tasks done in a complete manner. Communication will be discussed further in the later section of this chapter.

Research done by Brill (1992), office layout shows an increase in employees' performance up to 19% for employees and 17% for managers which is a very significant rise in productivity. Another research done by Gensler back in 2006 on 2000 office workers reveals 90% of them believes that better layout and design of workspace results in better performance. These results show the importance of workspace layout as claimed earlier that it is the main contributor to design group.

Another study conducted Naharuddin and Sadegi (2013), also shows that design gives a positive effect to performance. These designs are not limited and consists of machine design, job design as well as facility design. Physical work environment definitely contributes towards the success of the business which is better performance of an employee that leads to outstanding performance of the company itself.

Table 9: Summary of literature of “Workspace Layout”

Author, Year	Points
Chandrasekar, 2011	<p>Relates to usage of space and design of workspace according to tasks.</p> <p>Design impacts employees' behaviour which drives performance level.</p> <p>Poor layout/ overcrowding does not optimise but otherwise.</p> <p>Visual appeal plays a big role in deciding the workspace layout.</p> <p>Privacy & flexible workspace layout also becomes a deciding factor.</p>

Gensler, 2006, Brill, 1992	19% up for employees & 17% up for managers due to workspace layout. 90% of respondents believe design and layout leads to better performance.
Naharuddin & Sadegi, 2013	Design give positive impact to performance. Not limited and consists of designs of machine, job and facility.

2.9 Environment

The second group in the framework is called the "Environment" which consists of lighting, ventilation and sound at the workplace. Sound here carries both music and noise which will be differentiated and discussed further. These factors also contribute to the comfort level of an employee where it has shown a significant positive relationship to the employee's performance. However, these factors are grouped differently from the "Design" group because of its characteristics. These are intangible factors where lighting affects visibility, ventilation affects temperature and sound affects our hearing. Previous discussion and studies clearly shows the impact of comfort level on the performance level of an employee where the employee who feels comfortable tend to be more productive compared to those who feels discomfort at their workplace.

2.9.1 Lighting

As published in a report, sufficient lighting is one of the factors influencing productivity of a person. From the report, it is said that there was an increase in test

scores as well as attendance in a survey done at a school and also reduction in absenteeism in a survey conducted at a workplace (Paul et al., 2005). Increase in attendance or reduction in absenteeism and increase in test scores clearly shows that lighting is positively related to performance where in this case it was productivity.

Apart from that, Chandrasekar (2011) also highlighted that discomfort can be caused by poor lighting. Employees will feel stressed due to insufficient lighting which makes it hard to read and perform their task. Further to this, Oswald (2012) reiterated that lighting affects alertness and focus of an employee on their tasks which then affects the level of performance as well, hence adjusting this variable will significantly improve performance level. However, natural lighting is also good enough as it shows an increase of up to 18% in productivity by providing a workspace with sufficient day lighting system (Ajala, 2012).

From a technical study by Mills, Tomkins, & Schlangen (2007), it reveals the positive influence of lighting on task performance as well as improving the mood, alertness and energy which sums up to productivity. Studies claim that indoor lighting is required as a visual aid when there is an absence or insufficient external lighting which impairs visibility to read or perform a task. The study also proves that the right amount of blue light in the spectrum of light sources will effectively activate mental activity level. Blue light is the colour in light spectrum which is visible and can be noticed by the human eye. The blue light emits heat and it is measured in colour temperature which is Kelvin (K). It is said to be more activating for the human brain if the temperature is around 7000K whereas it causes drowsiness to the person at a temperature of 3500K up to 5000K. The study concluded that the new high correlated colour temperature appears to contribute to a wide range of improvement such as wellbeing, functionality and work performance.

Table 10: Summary of literature of “Lighting”

Author, Year	Points
Paul et al, 2005	Sufficient lighting influences productivity -positively. Increase in test scores and attendance; reduction in absenteeism.

Chandrasekar, 2011	Discomfort (stress) can be caused by poor lighting.
Oswald, 2012	Lighting affects alertness and focus - influence performance.
Ajala, 2012	Natural lighting in the workspace increase up to 18% in productivity.
Mills, Tomkins & Schlangen, 2007	<p>Positive influence between lighting and performance - improve in mood, alertness and energy level.</p> <p>Indoor lighting is a visual aid - absence/ insufficient external/ natural lighting reduces visibility.</p> <p>Right amount of blue light and temperature dissipated from the blue light effectively activate mental activity level and improve wellbeing, functionality and performance.</p>

2.9.2 Ventilation

Ventilation as one of the environment factors play a vital role in influencing comfort level (Chandrasekar, 2011). Improper ventilation causes temperature in workplace to increase and this would make employees feel hot, sweaty and discomfort which gives a bad impact to productivity. Additional ventilation can be fixed such as a small portable fan if the air conditioning is not sufficient at the workplace. As reported by Paul et al. (2005), the air quality has shown influence to the employee's performance where improving outdoor ventilation could minimise dissatisfaction by an average of 20%. It was also mentioned that 23.5°C is said to be the preferred temperature and it causes discomfort if the temperature is more than 24°C which will affect the productivity of the employee.

Oswald (2012) also highlighted that high temperatures can cause heat exhaustion that results in poor performance. Moreover, extreme temperatures can lead to heat stroke and can be injurious to an employee especially those working at a site or

under the hot sun. Proper ventilation using sufficient air conditioning system is required in order to keep temperatures at its most favourable to every employee at the workplace. Additionally, portable fans and air purifier can be introduced at their respective workspace to enhance the ventilation.

Table 11: Summary of literature of “Ventilation”

Author, Year	Points
Chandrasekar, 2011	Ventilation is vital role in influencing comfort level. Poor ventilation increases temperature. Additional ventilation - portable/ USB fans.
Paul et al, 2005	Air quality influences employees' performance where improving outdoor ventilation could lower dissatisfaction level up to 20%. 23.5°C is preferred temperature and anything above 24°C would cause discomfort and affects the productivity.
Oswald, 2012	High temperature causes heat exhaustion/ heat stroke - injurious to health. Air purifiers to enhance quality of air in the office.

2.9.3 Sound

In this section, the term sound will cover two different sub factors which is noise and music. Where noise always represents a negative impact whereas music on the other hand gives a positive impact to the community. As said earlier, employees can also be affected by noise level in the workplace. A workplace which is noisy causes discomfort and reduces performance level (Naharuddin and Sadegi, 2013). According to Ajala (2012) besides discomfort, noise causes distraction to the employees as well which leads to reduction in productivity and increases the stress

level and inaccuracies while performing their respective work. A study conducted by Bruce (2008) reveals that inaccuracies increased by 27% while productivity reduced by 40% due to distraction at workplace.

Even though noise causes distraction and discomfort, music on the other hand could be a stress reliever and gives relaxation to the mind. According to Padmasiri & Dhammika (2014), there has been a profound impact and influence on employees to perform better by playing background music at the workplace. However, the selection of the music to be played should be accepted by most of the workers involved in the workplace or in other words, it should be according to the listeners' preference. Research has shown that soothing and relaxing music actually reduces productivity and it is not suitable whereas fast rhythm music is mostly beneficial to be applied at a workplace that practices monotonous work. It has increased the output of the employees and it is evident that proper music could provide a positive feeling. However, the wrong choice of songs and very loud music can lead to distraction and noisy which is not recommended as discussed earlier (Furnham & Strbac, 2002).

Table 12: Summary of literature of “Sound”

Author, Year	Points
Naharuddin & Sadegi, 2013	Noise causes discomfort and reduces performance level.
Ajala, 2012	Noise causes distraction which reduces focus and lack of attention hence drop in performance level and higher error rates.
Bruce, 2008	Inaccuracies up by 27% and productivity down by 40% due to distraction
Padmasiri & Dhammika, 2014	Background music influences employees to perform better - depends on music selection - depends on listeners - age/ gender, race, etc. Soothing & relaxing music reduces productivity; fast rhythm music beneficial at workplace that practices monotonous work - increases output & positive feeling.

Furnham & Strbac, 2002	Wrong choice of songs & loud music can lead to distraction as well.
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2.10 Communication and Information Technology

The third group in the framework is called the “Communication and Information Technology” which is separated into two sections which is communication and information technology. Communication is believed to give positive impact towards the employee’s performance and it is very much related to workspace layout which was discussed in the “Design” factor. On the other hand, information technology is a vital tool which has become a necessity in a business in order to sustain and outperform in this current era. This factor is also inter-related to job aid factor which will be discussed in the following section. Information on why this key factor is emphasised in this section in order to provide more knowledge about the topic and how it influences performance of an employee.

2.10.1 Communication

According to Naharuddin and Sadegi (2013), communication leads to a strong relationship with performance and might also result in physiological and psychological reaction which is a long-term relationship. The employee’s performance is the most dependent variable in an organisational psychology (Borman, 2004) and through successful communication, business deals and negotiations can be concluded easily.

Besides that, communication is also important in the workplace or in another term it can be known as interaction. Positive interaction such as greetings, compliments and motivational advises are few of the many ways to communicate with a fellow colleague. The reason this positive interaction is being highlighted in this chapter is because Naharuddin and Sadegi (2013) believes that positive interaction gives a positive impact on the performance of an employee. According to Chandrasekar (2011), positive interaction such as thanking and admiration of a job well done affects the performance level in a good way.

Further to that, interaction with fellow colleagues in the workplace is an important factor which enhances the performance level of an employee. Ajala (2012) inter-relates workspace layout and interaction in his study where the new working style considers an open office space and flexible workplace which offers better interpersonal access and ease the communication between other colleagues compared to the closed office system which gives more importance to privacy.

According to Ajala (2012), the open office system creates equal working environment where employees of all ranks feels they are being treated fairly and to mitigate discrimination between employees of the same workplace. It is evident that effective communication is one of the key factors to enhance productivity in the workplace. It reduces miscommunication and conflicts as well as reduce complaints from the employees. Results from these would get the task done better especially through brainstorming where more ideas can be shared between the employees. However, the communication must be kept at a level where it is not too noisy so that it does not cause distraction to other colleagues who are not involved in the discussion.

Table 13: Summary of literature of “Communication”

Author, Year	Points
Naharuddin & Sadegi, 2013	Communication leads to performance. Results in physiological & psychological reaction - long term relationship. Interaction - greetings/ compliments/ motivational

	advises. Positive interaction leads to better performance.
Borman, 2004	Employees' performance depends on organisational psychology. Business deals/ negotiations can be concluded easily.
Chandrasekar, 2011	Positive interaction - thanking and admiration affects performance positively.
Ajala, 2012	Inter-relates interaction and workspace layout. New working style - open office space & flexible workplace eases communication between colleagues. It also creates equal working environment without discriminating their position in an organisation. Better communication reduces miscommunication and complaints which leads to productivity.

2.10.2 Information Technology

During the 1980s, the connection between information technology (IT) and productivity was very weak. The result from the study were not outstanding and that period of time was known as the productivity paradox (Sabherwal & Jeyaraj, 2015). Nevertheless, during the millennium era, the relation between IT and productivity started to show significant positive results. IT has become one of the essential tools to automate current processes as well as increasing productivity (Mithas, Tafti, Bardhan, & Goh, 2012).

The revolution of IT such as using technology to speed up processes and applications has become a norm in this business era (Ahuja & Thatcher, 2005). Many big corporations like Microsoft, Intel, Google and Nike are encouraging their employees to be more innovative with IT in order to enhance their business performance. According to Melville, Kraemer, & Gurbaxani (2004), IT is seen as a

valuable tool as it offers potential benefits such as flexibility, quality improvement, productivity enhancement and also cost reduction. IT as an essential tool is separated into 4 different types; tool view, proxy view, ensemble view and nominal view. Tool view shows that IT is merely a tool to satisfy the designers' needs and requirements as well as to generate value out of it. As for proxy view, IT is seen by its characteristics such as its usefulness or value and also the return of investment by using an IT tool. On the other hand, ensemble view is the interaction of IT and the user during the development and also during the execution period and lastly the nominal view is invoking IT in name but not in fact, which means they do not execute the use of IT but only claim to be applying it.

Table 14: Summary of literature of “Information Technology”

Author, Year	Points
Sabherwal & Yeyaraj, 2015	Relationship between IT and productivity was low - IT was relatively new. Started picking up during the millennium era.
Mithas, Tatfi, Bardham & Goh, 2012	IT is essential - used to automate current processes and increase productivity.
Ahuja & Thatcher, 2005	Revolution of IT speeds up processes and applications were introduced - increase in business performance.
Melville, Kraemer & Gurbaxani, 2004	IT is a valuable tool - benefits.

2.11 Support

Lastly, the fourth group in the framework is “Support” which consists of two factors which is supervisor support and job aid. Both of these factors are also believed to give positive impact towards the performance of an employee. Supervisor support

is considered as a part of communication because interaction between supervisor and employee is needed and importantly it should be a positive interaction. On the other hand, job aid is a tool which is required to assist employees to perform the specific task without any complications. By employing job aid, this would lead to an increase in productivity which then gives a positive impact to the employee's performance. This section will discuss further on how these factors can be one of the essential factors which influences the performance of employees at the workplace.

2.11.1 Supervisor Support

Supervisors are the key person who bind relationship with employees in order to be working together (Naharuddin and Sadegi, 2013). This can be achieved by conducting an informal monitoring to create mutual understanding and satisfaction between supervisors and their employees. One of the ways to achieve this is by providing assistance such as guidance on the operational process to their employees if there is a new operational procedure. As said earlier, the interaction between supervisors and employees will create a bond or relationship and commitment is required from both parties to establish a good bonding. This commitment includes sharing information and giving support and guidance in order to complete a task. It can also be in the form of recognition, feedback and reward from the supervisor to the employee.

According to Oswald (2012), supervisors' support enhances employees' performance. Supervisors can provide encouragement which leads to an increase in the employee's self-confidence. Further to that, Chandrasekar (2011) said that support given by supervisors to their employees are not limited to just resources but also motivation and encouragement. Motivation and encouragement plays a big part in the performance of an employee. Apart from that, supervisors can also be their mentor and provide coaching to their immediate employees. This would assist their

juniors to develop themselves as well as to gain more knowledge and experience in their field of expertise.

Table 15: Summary of literature of “Supervisor Support”

Author, Year	Points
Naharuddin & Sadegi, 2013	Supervisors - key person to bind relationship with employees. Achieved by creating mutual understanding & satisfaction between employees. Provide assistance - guidance, sharing information, providing support in order to complete a task. Recognition, feedback & reward could also improve bonding between employees.
Oswald, 2012	Supervisor's support increases employee's performance - provide encouragement which leads to self-confidence.
Chandrasekar, 2011	Support not limited to resources but also motivation and encouragement. Role player in employee's performance.

2.11.2 Job Aid

According to Naharuddin and Sadegi (2013), job aid simply means a written tool or document which provide guidance where employees can learn on their job by themselves. It can be in the form of job steps or procedure where it has instructions on how to complete a task in its best way. On another note, Chandrasekar (2011) mentioned that job aid actually minimises the error rate and this could be achieved by providing guidance, procedures, templates and checklists to assist the employees. Apart from reducing errors, job aid is ought to be providing satisfaction to the employees by providing an easier way or process to complete a task. It was concluded in his study that a good employee would not be able to perform even

though they are productive if the required job aid is not provided during the specific time.

Naharuddin and Sadegi (2013) added that a task should be done according to standards so that it will be able to be tracked in order to achieve its target or goal. Additionally, supervisors can also monitor their employees and provide them with some assistance to enhance progress and productivity. By doing this, employees would feel motivated and naturally perform better. In order to support the above statement, supervisors could use an employee’s review system which can effectively monitor the employee’s performance. The system can be in the form of coaching, appraisals, counselling, interviews and also performance improvement plans to enhance the level of employee’s performance.

Naharuddin and Sadegi (2013) also said that job aid increases employee’s performance level based on three ways which is through external support, extrinsic support and intrinsic support. External support is when the employee has to take leave from their existing work to look for resources whereas extrinsic support is when the resources are provided to the user by the system itself. Example of external support is attending a course provided by a third party which is recognised and can be useful in the line of work. Example of an extrinsic support is an instruction manual where the user can directly utilise the manual and operate a device. An intrinsic support however is an insider or software that is used for the efficiency of the workflow. Example of an intrinsic support would be a password recovery webpage which is fully automated but it helps the user to gain their forgotten password. Above findings show that support or aid provided gives a positive impact on the performance level of an employee.

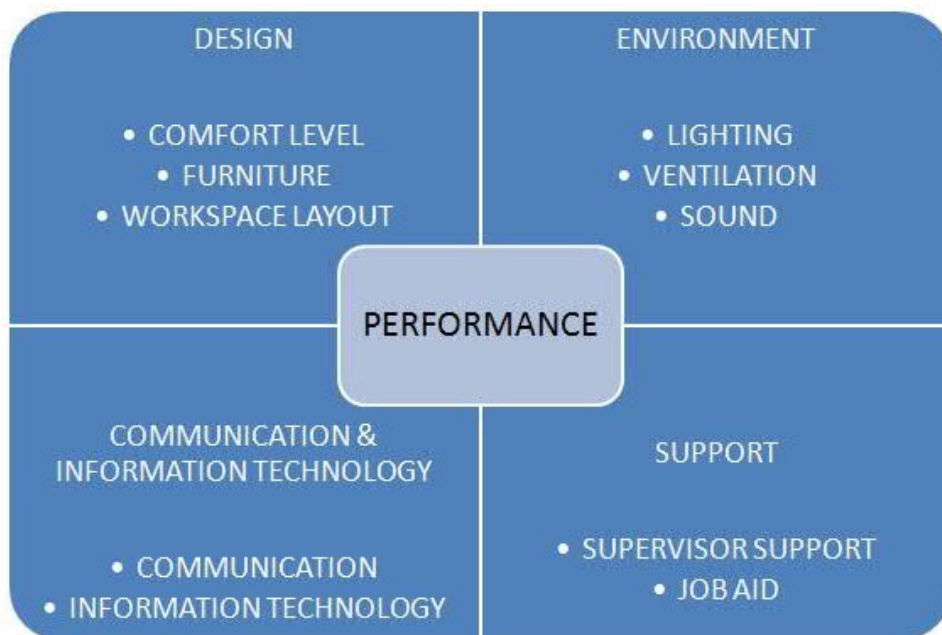
Table 16: Summary of literature of “Job Aid”

Author, Year	Points
Naharuddin & Sadegi, 2013	<p>Written tool/ Document to provide guidance - self learning for employees.</p> <p>Task follows standards - tracked to achieve its target</p> <p>Increases performance level of an employee - external, extrinsic and intrinsic support.</p>

Chandrasekar, 2011	<p>Job aid minimises error rate - given guidance, procedures, templates & checklists.</p> <p>Also provide satisfaction - easier way or process to complete a task. Good employee fails if job aid is insufficient at a specific time.</p>
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2.12 Theoretical framework

Figure 1: Theoretical Framework



Note. Adapted from:

Performance: Oswald (2012) and Hill & Aylwin (2005)

Design: Naharuddin & Sadegi (2013) & Chandrasekar (2011)

Environment: Paul et al. (2005) and Padmasiri & Dhammika (2014)

Communication & Information Technology: Ajala (2012) and Mithas, Tafti, Bardhan, & Goh (2012)

Support: Oswald (2012) and Naharuddin & Sadegi (2013)

The framework on Figure 1 was designed based on the above literatures. The combination of these factors led to the design of this framework. The review of literature evidently shows that the working environment affects the performance of an employee based on past researches that has been conducted throughout the years. Even though the study made was not precisely covering the same type of working nature or industry, it however, affects the performance of an employee by their respective working environment which can be related to the working environment of AV.

Further to that, the ten factors identified will be used in the next chapter to evaluate the effectiveness on an employee's performance in AV. The evaluation will be based on a qualitative study in order to gain in depth understanding on each factor.

Chapter 3: Company Background

AV is the product of merger and acquisition of two big organisations where (A) was established and based in Spain since 1996 meanwhile (V) was established in Malaysia since 1982. The vendor company V in Malaysia provides human resource support such as manpower supply. Apart from that, V also provides industrial solutions such as consultancy, inspection and certification in the oil and gas industry. V has been established in Malaysia for more than thirty-five years and it has a vast range of clients such as Petronas, Shell, Exxon Mobil, Repsol and many more throughout the globe.

The merger and acquisition which took place in 2011 then had eight subsidiaries in which their offices were scattered throughout Malaysia; seven in peninsular Malaysia and one in Miri, Sarawak. Further to that, six out of seven offices in the peninsular were located in various parts of the Klang Valley area namely Glenmarie, Sunway and Kuala Lumpur.

AV is considered to be one of the pioneer companies to be involved in the oil and

gas industry and throughout its involvement, it can be said that AV is one of the successful and reputable companies among other oil and gas vendor companies. However, the fall of the crude oil price which gave a massive impact to the entire industry ever since the middle of 2014 did not fail to impose impact to AV as well.

The impact was not only felt by the major players (Petronas, Shell, Exxon Mobil, etc.) of the industry but also the vendor companies who provide their services to these major players. Vendor companies were trying to sustain during the crisis and unfortunately, some were not able to survive the crisis until they had to shut down their operations. Ever since then, the crude oil price is considered to be relatively in the lower margin compared to yesteryears where oil and gas employees were labelled to be on the higher paid salary scale.

Some companies, in order to sustain in the market has chosen to downsize their manpower, opting for cheaper solutions or suppliers, as well as relocating their existing offices. Most companies have retained its strategic location but has reduced their manpower which consequently increased employees pressure due to job insecurities. It was reported that more than four hundred and forty thousand people were laid off from their job in the industry worldwide and about 44% of them are from the service segment (Jones, 2017).

Apart from that, some companies have opted to find an alternative or substitute supplier who can provide cheaper products or services. Major companies have reduced their budget and expenses especially on the procurement part and some were also asking for discount from the amount agreed as per in the contract. Not only that, some companies struggled to settle the payment within the agreed payment tenure and requested for an extension (Storrow, 2016).

Having said that, AV has decided to maintain its work force but at the same time made some changes to the location of their offices around Klang Valley. Glenmarie which initially had two entities has gone through a restructuring process where it was merged into one entity as the directors of one of the entity sold off their shares to AV and left the company. The directors decided to let go of the entity due to the pressure given by AV global headquarters which was based in Spain.

Initially, the global headquarters was based in Mid Valley because AV's CEO was a Malaysian and after his retirement, the position was taken over by a Spaniard. He was the CEO of another division within A which was based in Spain. After the transition, the Spaniard CEO decided to relocate AV's global headquarters from Malaysia to Spain because it was not practical for the new CEO to be travelling back and forth from Spain to Malaysia all the time. Hence, AV's global headquarters was then relocated to Spain.

The Mid Valley office then started to face a lot of changes after the relocation of the global headquarters. One of their main changes were the relocation to the Glenmarie office besides other changes like downsizing and cost reduction. Then, the Glenmarie office was made to be the headquarters of AV Malaysia. Besides that, another entity also moved its operation to another entity's location which was based in Kuala Lumpur city centre. Hence, there were three main offices within the Klang Valley region with different types of operations under the AV Malaysia group. All of these decisions were made by the ultimate holding company based in Spain as they plan to bring all operations in Malaysia to be based under one roof.

It was a top down approach but the management were not transparent about the entire process with the employees as expressed by some during the interviews. This was because the management was still looking for an office that could fit all the operations, however it was very expensive or the location was not strategic at all. That was when the management decided to move one entity to Glenmarie and another entity into another entity's office within the city centre itself. Many employees only heard rumours of the relocation but were unsure of the final decision made by the management.

The information was supposed to be cascaded level by level but since the decision was not firm, some of the managers did not disclose any sort of information until there was an official letter from the CEO's office. Besides that, it was the decision made by the ultimate holding company which was in Spain at that time hence making it hard for the local managers to confront their subordinates.

The relocation decision was made by the regional management and later on was cascaded to all employees through the country manager and then to their respective branch managers. The employees on one hand were quite unhappy with the decision

made by the management because they felt the management knew what is going to happen and they were not asked to give a feedback on this but on the other hand, some were feeling relieved as their position in the company was not affected therefore increasing their job security level.

The relocation planning was made in end of 2015 and it has commenced with the planning work somewhere in April 2016. The process started by actually determining the total area that can be optimised with the additional employees who will be coming to the existing offices. Once the planning was completed, the contractors were called in to carry out some minor renovations. Apart from that, extra equipment were also installed in order to accommodate the additional employees that will be coming in.

The planning has started in the fourth quarter of 2016 and execution took place early of 2016 and is targeted to be accomplished by end of May 2016. A lot of work and time has been put into this in order to achieve the objective of cost reduction as well as retaining and not forgetting to increase performance of the employees. The relocation and renovation of the offices has been going on for two months in order to accommodate the additional colleagues from other offices.

Mostly, the renovation work was performed on the top floor where the management and the operations team were based. The renovation works was carried out during the weekends where it was planned in such a way in order to not interrupt the daily tasks at the office. The major renovation works was mainly on the wiring part which includes the electrical and communication lines. The wiring in the upper floor of the office was almost doubled compared to the previous or existing wirings. At the same time, more furniture was brought in as the electrical and communication wiring has to be placed at each employee's desk. In addition, extra cabinets were purchased and placed at the office for the new employees to store their files and documents.

The top floor office used to have an occupancy of thirteen personnel has now increased to twenty-three personnel. The layout of the top floor seating position has been changed in order to support the additional employees. Not only the layout but seating positions were changed as well, from clustered seating position to straight

rows of seating positions. The floor now is filled with desks, chairs and cabinets, hence it is quite congested and has limited walking space.

Apart from that, the car park has also become a problem now to all employees. The parking space in the office compound was already limited and employees were used to double park and block other colleagues' car and some used to park outside the office compound. It was an addition of six cars as not all of the new employees drive to work, some car pool and some commute using the public transport on a daily basis. Nevertheless, this addition of cars in the office has made the parking issue from bad to worse.

In the beginning, it was quite tough to accept the fact that they have to travel such a distance from the city centre and pass through the peak hour traffic on the highway to get to work daily, based on an informal interview with one of the new employees. They were already comfortable with the timing and practise they had in their previous place, hence changing it was one of the difficult moments for most of them.

Other than that, the working environment was also different, from corporate office at the urban area neighbouring a famous shopping mall to a sub-urban commercialised area. This change was also something that the new employees had to adopt. Adopting is one, another would be changing to suit the current working environment and culture was also said to be another challenge for some of them.

Figure 2: Workspace Layout (Before & After)



(Please note that drawing is not according to scale)

Another main issue that both new and existing employees had to face was the privacy issue. As more people move into the office, it has become more congested and this would bring down the level of privacy that one had before. Employees now have to start sharing the same common areas like meeting rooms, pantry and also the restroom. This issue also includes limitation of communicating with one another in the office with regards to personal or confidential matters.

Ever since the relocation, the management has laid off two employees who was the receptionist and also the driver. Both of them were part of the new employees which had to move from their KL office. The receptionist left the company within three months meanwhile the driver left after nine months. The CFO who was based in the Malaysian HQ has been asked to move to Spain and also three new employees who were initially from the KL office was transferred along with the CFO to be based with the rest of the Finance Group in Spain.

The driver who was the personal driver for the CFO then had little travelling work and the management decided to remove that position as well. However, the driver was still serving the company for an additional three months due to his service and was given a compensation before he left the company. Besides that, three more employees have resigned from the company where one of them was the existing employees of the company.

One of them tendered his resignation three months after shifting in to the new premise as the reason was travelling is an issue. He used to travel with the wife as she was working near to his previous office but now since the relocation he spends more time on the road beating the daily traffic and this caused exhaustion for him. It seems that he has found a job which is nearer to where ever the wife is working at.

Two more employees resigned at their fifth and sixth month after the relocation respectively. One of them found a job close by to where he was staying because he said it is not worthy for him to spend almost an hour on the road daily. Meanwhile, another employee resigned due to some personal issues that she did not disclose.

Most of them left the company due to work-life imbalance since they feel more time were spent away from home especially on the travelling part. Since some have left the company, the job scope for some of the employees have been redesigned. It was more to job enlargement because more tasks and responsibilities were given to the employees. These additional tasks were from those who have left the company and the management has not decided to take anyone new to replace the vacant position.

Table 17: Summary of employees' movement

	2015		2016
	Before	After	
No of employee	30	46	37
Terminated	-	2	-
Resigned	-	6	3
Transferred	-	1	3
Total employees	30	37	31

Chapter 4: Research Methodology

4.1 Introduction

The methodology and procedures involved in this study will be discussed in depth in this chapter. The objective of this chapter is to specify the chosen sample and methods used during the collection of data. Apart from that, research design, type of data and analysis methods were also described in the following pages. This study investigates an array of factors as discussed in the earlier topics including design, environment, communication and information technology and support.

4.2 Research Design

A research design acts as a procedure used to gather and analyse data, interpret and share the findings. A research design can be qualitative, quantitative as well as a mixed method design where it is a combination of qualitative and quantitative design. According to Rubin and Babbie (2010) (as cited in Duero, 2015), a qualitative design is a systematic subjective approach which is involved with natural and more interpretive study where interviews are conducted to gather data in order to carry out the investigation. A quantitative design however, is more descriptive and objective which the findings are empirical gained from data in the form of numbers (Saunders, Lewis, & Thornhill, 2012).

In addition, there are three types of research design which is known as exploratory, descriptive and explanatory where descriptive study uses structured interviews and generally associated with a quantitative research. On the other hand, exploratory and explanatory study uses semi structured and in depth interviews and normally associated with a qualitative research (Saunders et al., 2012)

This research has adopted the qualitative method using exploratory study which can be very helpful to find out what is happening at AV and to its employees due to the relocation and restructuring of the company recently. This study also enables the researcher to understand the context and gain additional insight from the feedback and findings from this study. However, the small sample size and generalisation of this sample size are the main disadvantage of a qualitative study.

By using this method, practical real-life situation is able to be analysed in order to gain insight into how the above mentioned factors can provide an impact to the work environment and work performance (Tipu, 2014). Further to that, this method would be an effective way to provide analysis and findings of an issue that has not been studied before. It was an interview done face-to-face with the respondents using a semi-structured questionnaire. A formal interview protocol was used in order to obtain consistency in the data collection which is widely used in a qualitative study (Castillo-Montoya, 2016).

4.3 Sample

An oil & gas vendor company in Malaysia which has gone through relocation and restructuring was selected. Since the study has adopted the qualitative research design hence a sample of 16 interviewees has been chosen out of 40 employees. Employees' feedback is crucial for this study; hence data is obtained from employees of all positions which include the manager, senior to junior executives. This study is confident that the data gathered and the outcome of the findings will be adequate to represent the entire organisation even though the sample size is smaller compared to a quantitative study.

4.3.1 Sample Selection (Respondent)

Interviews were conducted with 16 employees of AV which is around 50% of the population in the office. The respondents are chosen from different departments and majors such as operations, technical, finance, legal and human resource whereby each department will be represented by 3 or 4 respondents depending on the total number of employees in the respective department.

The interview was done separately in a meeting room which consumed around 15 to 30 minutes for each respondent. The interview was conducted during lunch hours of the company to avoid any dispute with the higher management of the company.

A set of general questions were provided to the respondent and as expected, there was interaction between the interviewer and the respondent because the questions were general and some of the respondents wanted more clarification. Their answers and feedback were then tabulated and analysed for the purpose of this study.

4.3.2 Respondent Characteristics

The respondents were selected randomly in order to support the study. The characteristic of the respondents is categorised by their gender, age, ethnicity, education qualification, education background, current position in AV, working experience in AV, previous working experience (if any), marital status and number of children (if any). The characteristic of the respondents has been tabulated and elaborated as below:

Table 18: Gender, Age & Ethnicity

Respondent	1	2	3	4
Gender	Female	Male	Male	Male
Age	26-35	26-35	36-45	26-35
Ethnicity	Filipino	Indian	Chinese	Malay

Respondent	5	6	7	8
Gender	Female	Female	Female	Female
Age	36-45	36-45	36-45	26-35
Ethnicity	Malay	Chinese	Punjabi	Malay

Respondent	9	10	11	12
Gender	Male	Female	Female	Female
Age	46-55	46-55	26-35	26-35
Ethnicity	Indian	Chinese	Malay	Malay

Respondent	13	14	15	16
Gender	Female	Male	Male	Male
Age	46-55	26-35	36-45	36-45
Ethnicity	Chinese	Indian	Indian	Indian

From above table, it can be seen that there are 9 females and 7 males involved in this survey. As for the age distribution, majority are from the age group of 26 to 35 years old with 7 of them, followed by 6 persons within the age of 36 to 45 years old and the rest of them (3 persons) are within 46 to 55 years old. This study involved

1 expatriate from the Philippines, 1 Punjabi, 4 Chinese, 5 Indians and 5 Malays. Respondents were chosen randomly for this study and from the table above, it can be seen that respondents are almost equal in terms of gender, various age group and diversified ethnicity. Please refer to the charts below:

Figure 3: Gender distribution chart

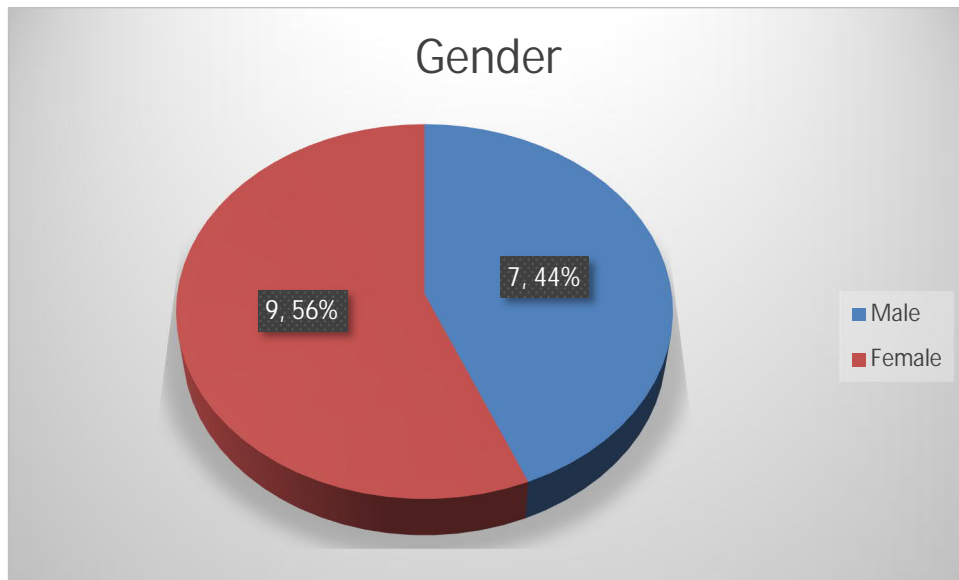


Figure 4: Age group distribution chart

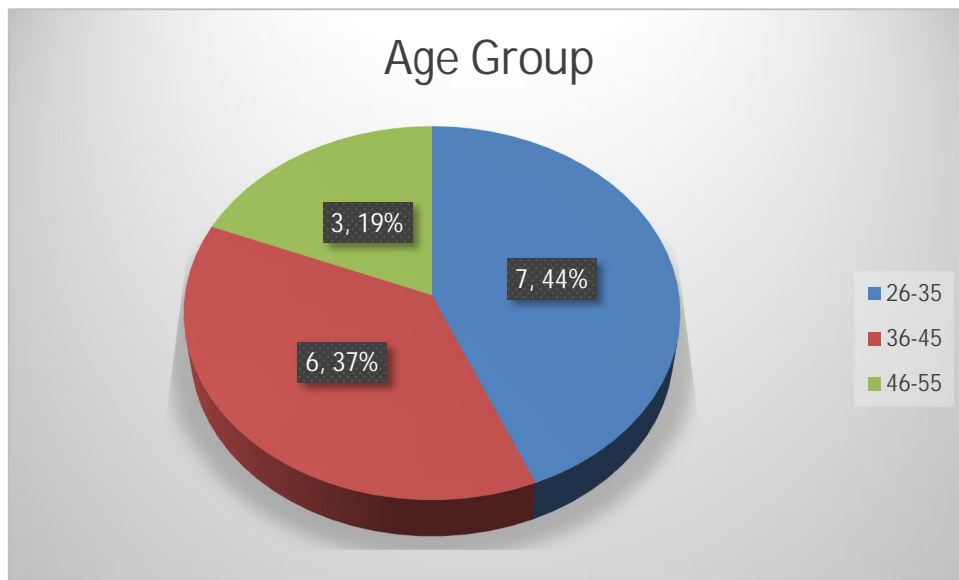


Figure 5: Ethnicity distribution chart

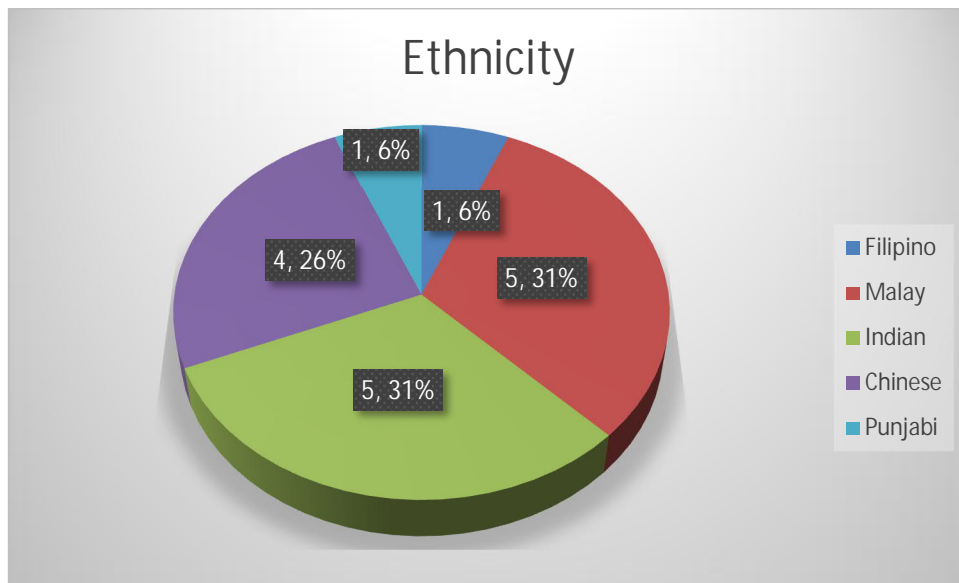


Table 19: Education Level, Education Background & Current Position

Respondent	1	2	3	4
Education Level	Degree	Degree	Diploma	Masters
Education Background	Abroad	Local	Local	Local
Current Position	PA to CFO	NDT Engineer	NDT Engineer	Operations Executive

Respondent	5	6	7	8
Education Level	Degree	Diploma	Degree	Degree
Education Background	Local	Local	Local	Local
Current Position	Operations Executive	Secretary	Senior Legal Advisor	Junior Executive

Respondent	9	10	11	12
Education Level	SPM	Diploma	Degree	Diploma
Education Background	Local	Local	Local	Local
Current Position	NDT Inspector	Treasury & Payroll Analyst	Junior Executive	Account Assistant

Respondent	13	14	15	16
Education Level	Diploma	Degree	Degree	Diploma
Education Background	Local	Abroad	Local	Local
Current Position	Accountant	Logistic Executive	General Manager	Senior Operations Executive

Table above shows that only 1 person who has SPM qualification and a Master's Degree where else 6 of the respondents has Diploma and majority of the respondent are graduates with a Degree qualification. There were only 2 respondents obtained their education outside of Malaysia and the rest of them (14 persons) studied locally in various institutions and universities. The study was conducted on 1 managerial level employee, 3 technical level employees and 3 junior executive level employees. Majority of the respondents fall into the executive level with 7 respondents and followed by senior executive level of 2 respondents. Managerial level employees could not cooperate much due to their workload at the office hence the study could only be done on one of them. Please refer to the charts below:

Figure 6: Education qualification distribution chart

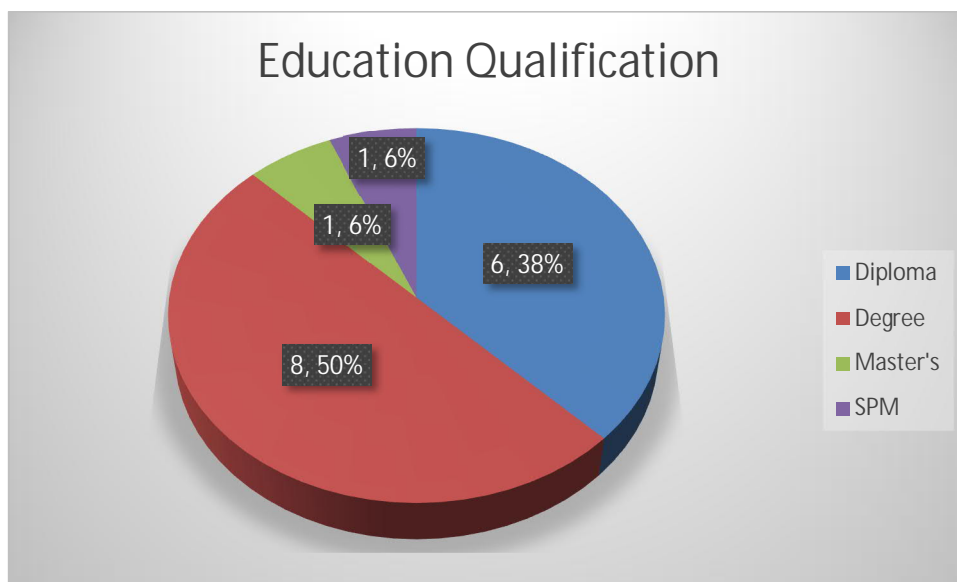


Figure 7: Education background distribution chart

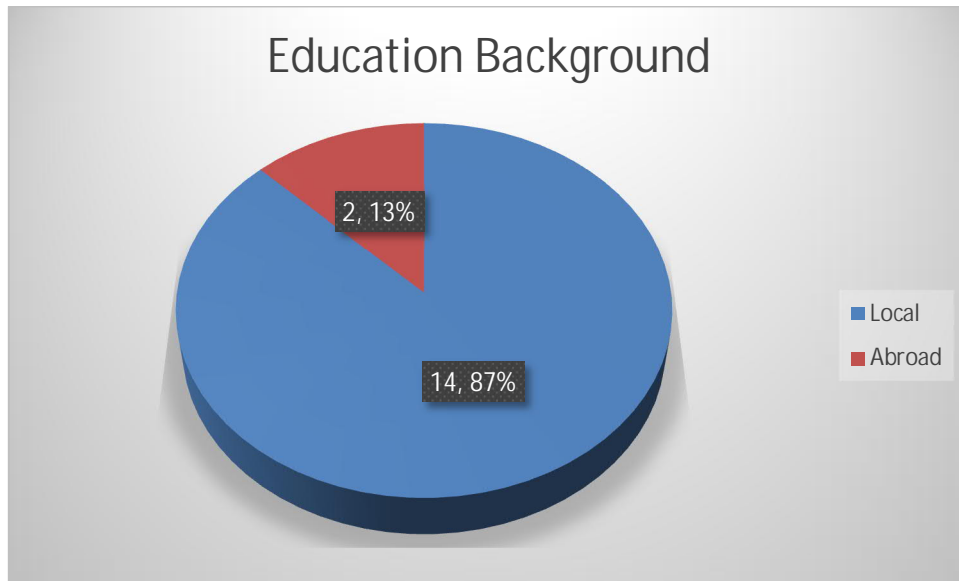


Figure 8: Current position distribution chart

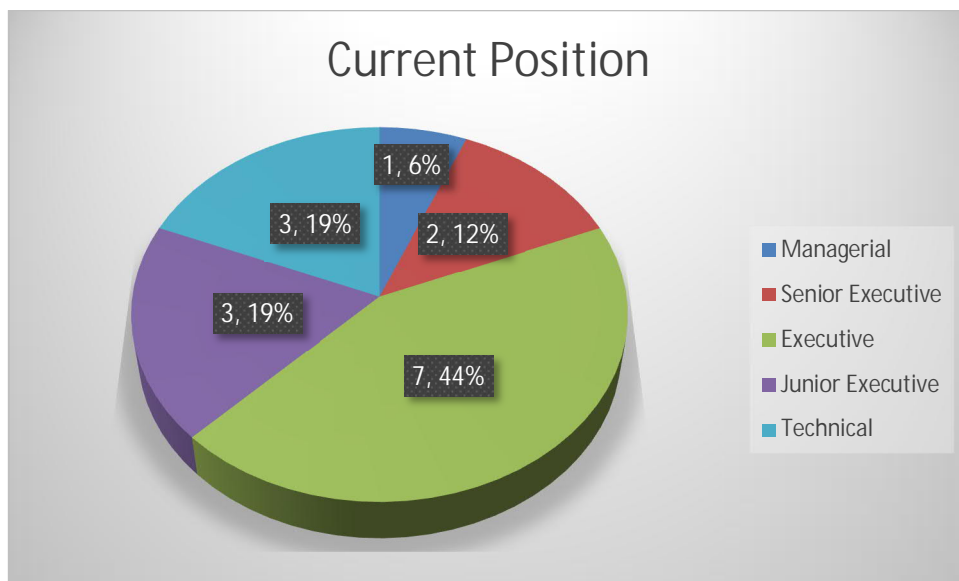


Table 20: Working Experience in AV & Previous Working Experience

Respondent	1	2	3	4
Service Length (AV)	5-10 years	2-4 years	> 10 years	5-10 years
Previous Experience	2-4 years	2-4 years	< 1 year	2-4 years

Respondent	5	6	7	8
Service Length (AV)	5-10 years	2-4 years	5-10 years	5-10 years
Previous Experience	5-10 years	5-10 years	5-10 years	0

Respondent	9	10	11	12
Service Length (AV)	> 10 years	> 10 years	5-10 years	2-4 years
Previous Experience	5-10 years	5-10 years	< 1 year	2-4 years

Respondent	13	14	15	16
Service Length (AV)	> 10 years	2-4 years	> 10 years	5-10 years
Previous Experience	2-4 years	< 1 year	2-4 years	5-10 years

The above table simply describes working experiences of the respondents. All respondents have been with the organisation for more than a year with majority of 7 respondents who have been working between 5 to 10 years. Followed by 5 respondents who have been with the organisation for more than 10 years and there were 4 respondents with 2 to 4 years of experience. A majority of them have been attached with AV for more than 5 years, hence they would have known the working culture in the company more than the new ones. There were 6 respondents each who has worked with other organisations before AV and has 5 to 10 years of experience as well as 2 to 4 years of experience respectively. Majority of them would have known the working culture in AV compared to their previous organisation. There were 3 respondents who has previous experience of less than a year with another organisation and there was also 1 fresh graduate who started the career in AV. Please refer to the charts below:

Figure 9: Length of service in AV distribution chart

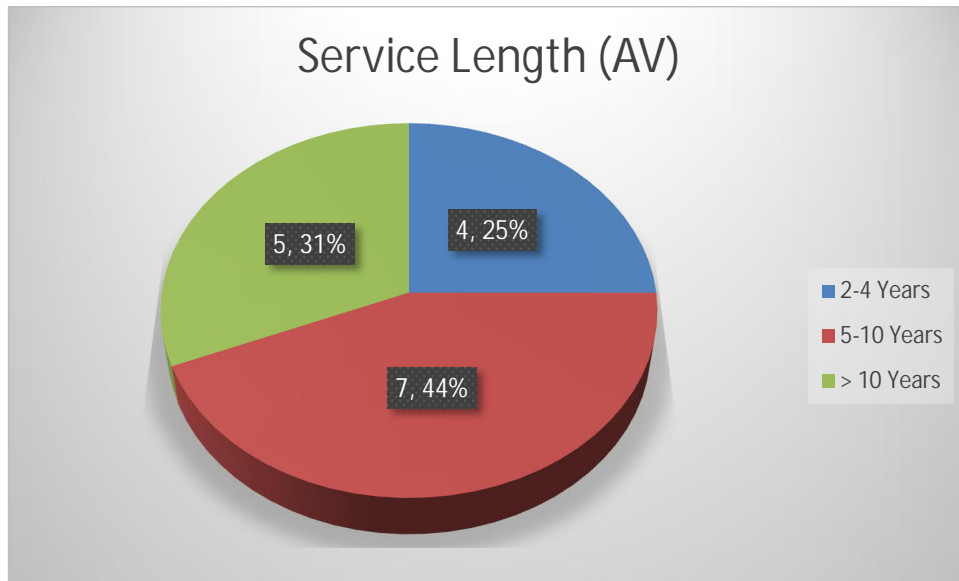


Figure 10: Length of service in previous organisation distribution chart

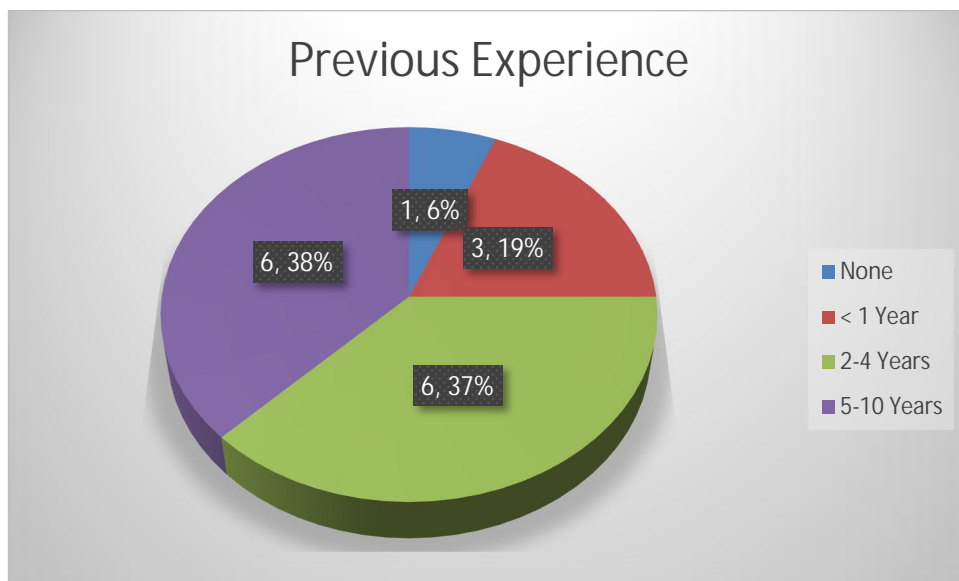


Table 21: Marital Status & Number of Children

Respondent	1	2	3	4
Marital Status	Single	Married	Married	Married
No. of Children	0	0	0	1

Respondent	5	6	7	8
Marital Status	Divorced	Married	Married	Married
No. of Children	3	2	1	0

Respondent	9	10	11	12
Marital Status	Married	Single	Single	Single
No. of Children	3	0	0	0

Respondent	13	14	15	16
Marital Status	Single	Married	Married	Married
No. of Children	0	0	2	3

Table above shows that the majority of the respondents are married (10 persons) with 6 of the respondents have kids. There are 5 respondents who are still single and one respondent who is divorced but has 3 kids. Even though the majority of the respondents do not have kids, majority of them are married and this would lead to “work-life balance” where they would want to spend time with their family. Please refer to the charts below:

Figure 11: Marital status distribution chart

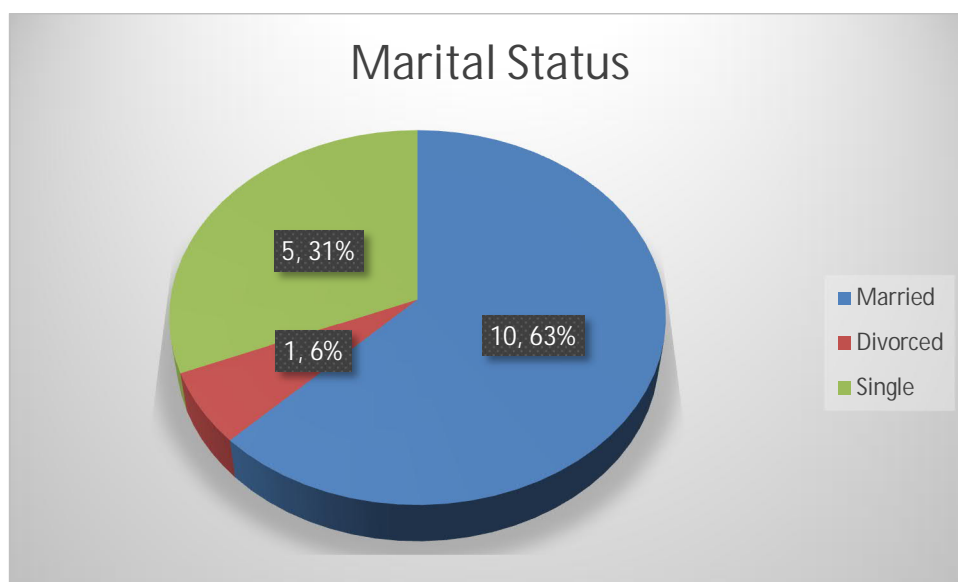
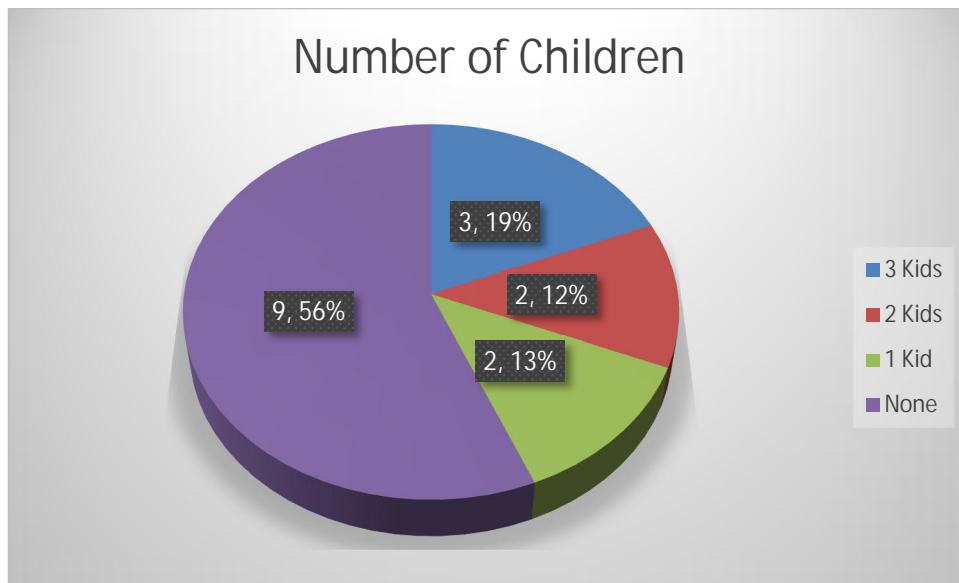


Figure 12: Number of children distribution chart



4.4 Procedure of Interview

The interview has been conducted by using a procedure which consists of five stages where the purpose of the study & the respondents is identified, the interview is constructed & carried out and finally results are recorded and analysed. The interview started off with an overall introduction to explain the purpose of this interview and the use of its findings. Following that, the interview was carried out using the questionnaire and further explanations were given to the respondents in order to enhance their understanding on the topic and question itself.

The following are the steps taken to conduct this study:

a. Purpose of the study:

The purpose of this study is to identify key factors that can enhance working environment and working performance of the employees at AV.

b. Respondent selection:

The selected respondent consists of 16 employees who were randomly chosen from various departments of AV. All of them have their own characteristics as explained earlier.

c. Interview questions:

A general set of semi structured questions were constructed for the interview, however there were more interaction between the interviewer and respondents in order to understand the question in depth and provide their best answers. The same set of questions and explanations were used for all respondents to keep the interview standardised.

d. Conduct interview & data acquisition:

The interview was done privately in the meeting room for each respondent to avoid the respondent to be biased and face any sort of interruptions. The answers and feedbacks were written on a paper as the interview took place for future reference. The overall data acquisition took 2 weeks by conducting 2 interviews in a day.

e. Analyse data and report results:

Data from all 16 respondents were collected and analysed in order to understand the relationship between working environment and performance. The data was examined and observed for any type of similarities or common patterns. These patterns were classified according to the abovementioned factors which enhances the validity of the research (Tipu, 2014).

4.5 Data Analysis Method

According to Duero (2015), interviews provide qualitative data and the way to analyse a qualitative data is different compared to a quantitative data. Moreover, a qualitative study requires more social interaction as well as interpretation and the

outcome of the study is believed to be more ambiguous and complex compared to a quantitative study. This event is known as the social constructionism hence a detailed analysis and understanding is much needed in order to evaluate the findings in depth (Saunders et al., 2012).

In addition, the analysis has to be sensitive to these characteristics or factors identified by the researcher so that the outcome of the study will be meaningful. There are two approaches namely deductive approach and inductive approach where a deductive approach uses existing theories to shape the approach that has been adopted to the research. On another note, an inductive approach is the opposite, as this approach builds up a theory which is adequate to the data and findings.

This study has adopted the inductive approach in order to analyse the collected data. There have been few guidelines and theories adopted from past research and studies that has played a significant role in deciding the factors and research objectives.

Chapter 5: Analysis & Discussion

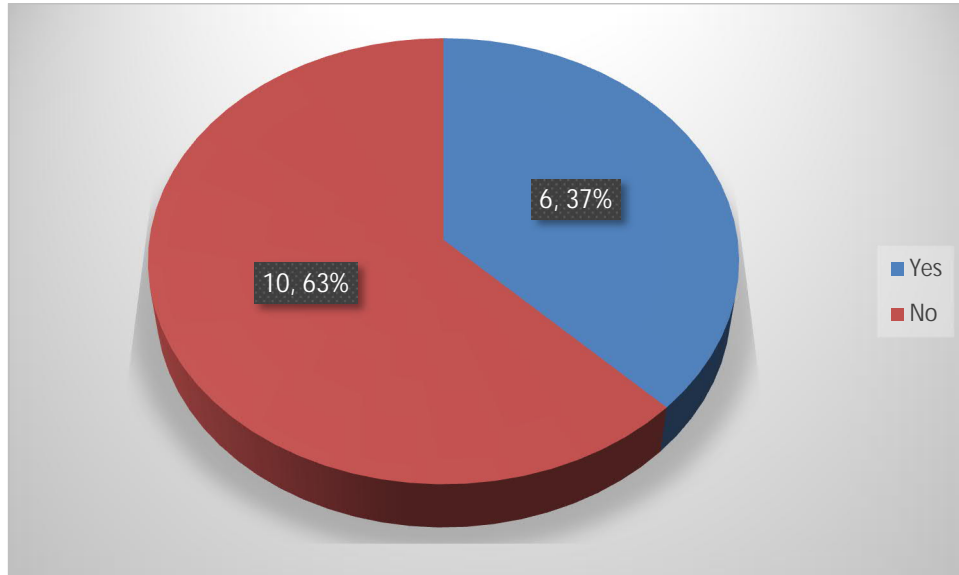
5.1 Analysis

The types of changes that took place in the YEAR 2016 are as follows:

- i) Relocation – Mid Valley office moving into Glenmarie
- ii) Restructuring – Two entities merging in Glenmarie
- iii) Downsizing – Lay off redundant employees
- iv) Cost reduction – Employee transfer and lack of allowances.

1. With reference to the above changes that took place in the YEAR 2016, were you consulted about them before they took place?

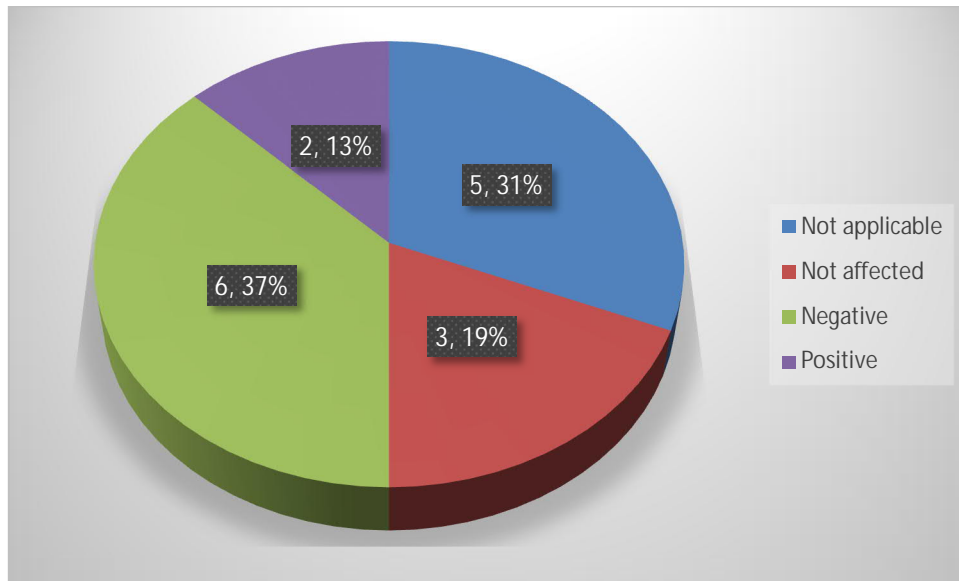
Figure 13: Number of respondents that was consulted about the changes.



Majority of the respondents were actually not consulted prior to the changes. Some of the respondents said that they only heard rumours about the changes but there was not an official statement released by the management. Some of them were disappointed with this and some said they were not affected as for them it did not matter much and has no effect on their performance. Majority of them who were disappointed were those who were asked to be relocated. Those who were not affected by the relocation were the ones who were already in Glenmarie in the first place and majority of them are in the middle level management and also the engineers.

2. If the changes took place in the YEAR 2016 without you being consulted, how were you affected and how did you respond or cope with such changes when they took effect?

Figure 14: Number of respondents that was affected with the changes.



About 50% of the respondents were not affected by the changes. Partially they have been informed of the changes and the rest of them were already based in Glenmarie. Apart from that, 6 respondents claimed that it has given a negative effect on them mostly because they felt that the management were not being transparent enough with the whole changes that is going to take place and it has led to disappointment. 4 out of the 6 respondents are from the lower level management hence it shows that the higher level management did not pass the information to their subordinates about the changes that is going to take place. However, there were also 2 respondents who were feeling positive with the change as one of them was staying nearer to Glenmarie compared to Mid Valley and another respondent were happy with the restructuring because the respondent felt that the company is growing and that would provide a better career growth within the organisation itself.

3. Out of all the organisational changes that took place in the YEAR 2016, please rank them from 1 to 5, where 1 represents most disliked, and 5 represents least disliked:

Figure 15: Number of respondents that chose “1” (Most disliked).

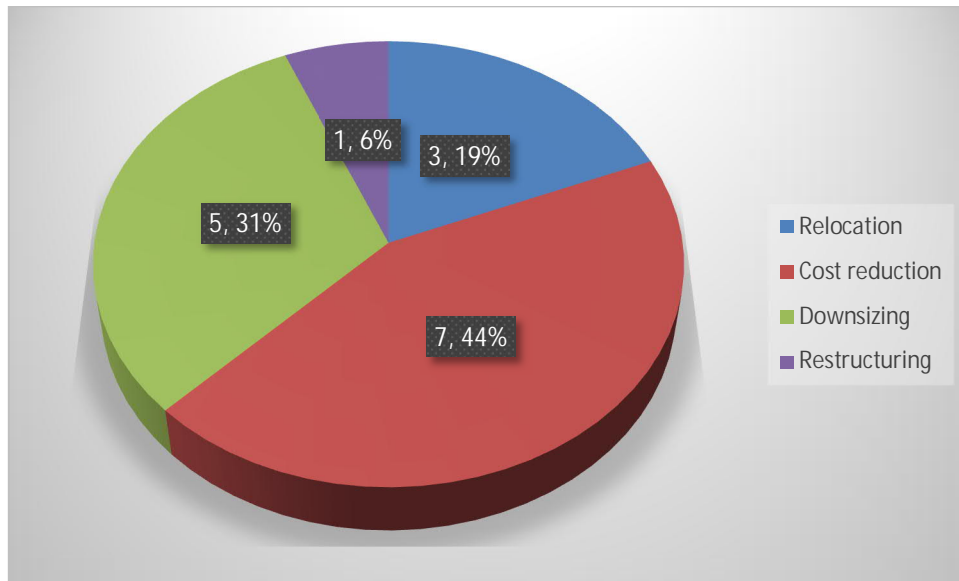
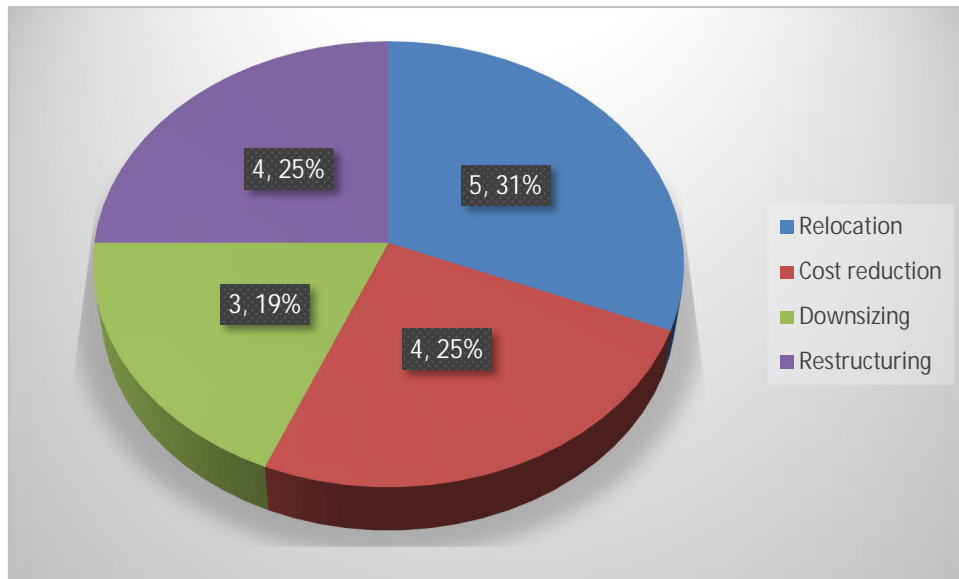


Figure 16: Number of respondents that chose “2” (Disliked).



By comparing charts in Figure 15 and Figure 16, it can be seen that the majority of the respondents were unhappy with the cost reduction, relocation and downsizing. These two charts illustrate the changes that is most disliked by the respondents. Restructuring was not the main change that was disliked the most.

Figure 17: Number of respondents that chose “4” (Less disliked).

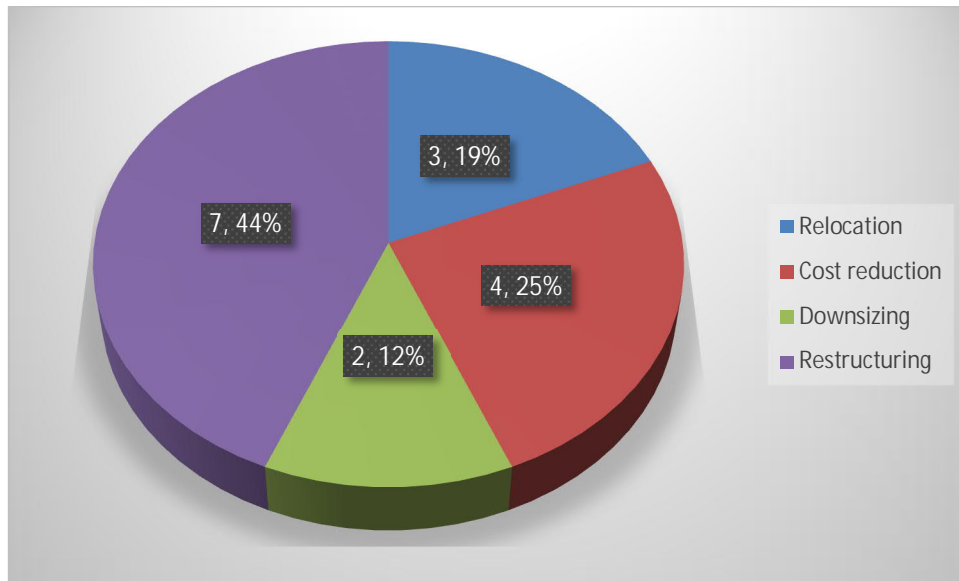
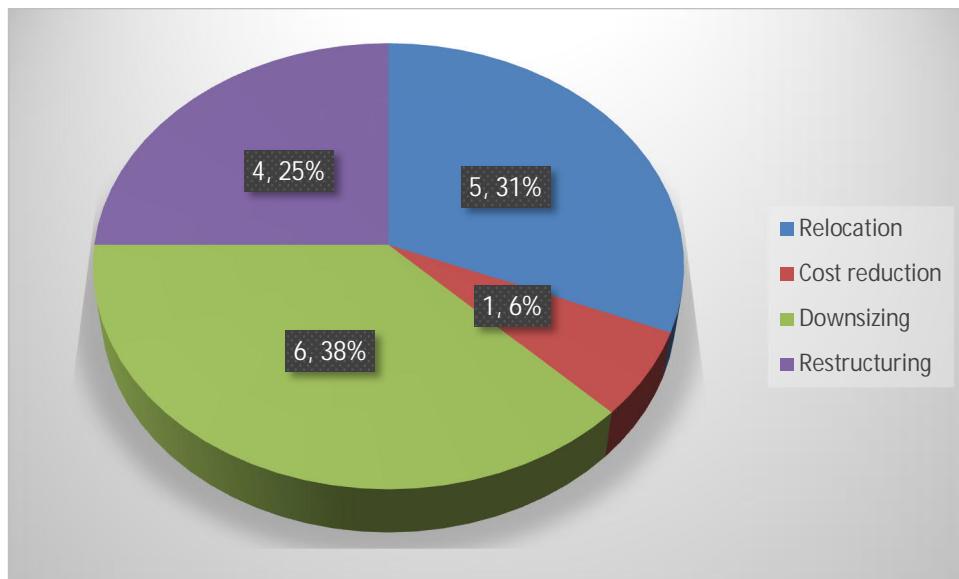


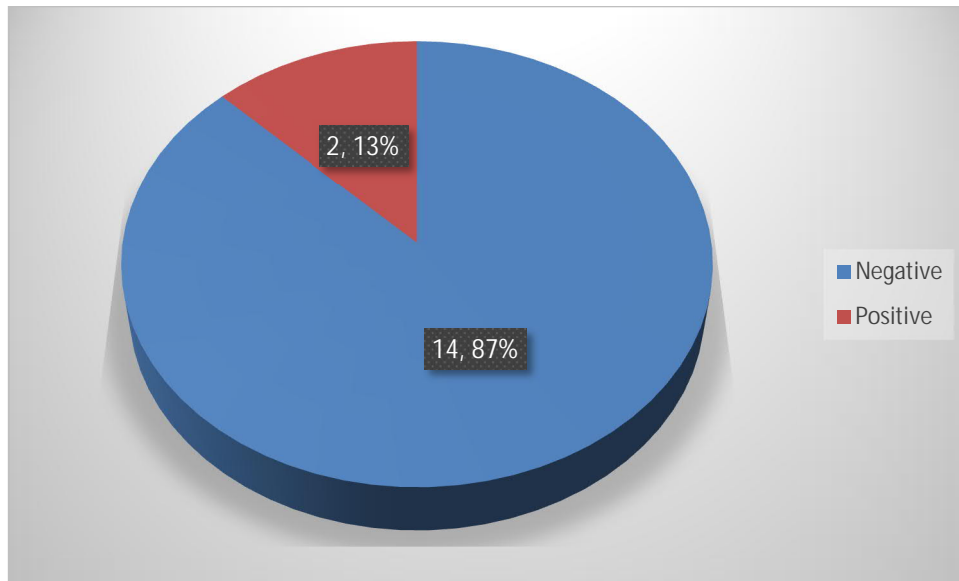
Figure 18: Number of respondents that chose “5” (Least disliked).



By comparing charts in Figure 17 and Figure 18, it can be seen that the majority of the respondents were unhappy with the restructuring, relocation and downsizing. These two charts illustrate the changes that is least disliked by the respondents. Cost reduction was not the main change that was least disliked by the respondents.

4. Please explain how the changes that took place in the Year 2016 affected you as an employee in the organisation?

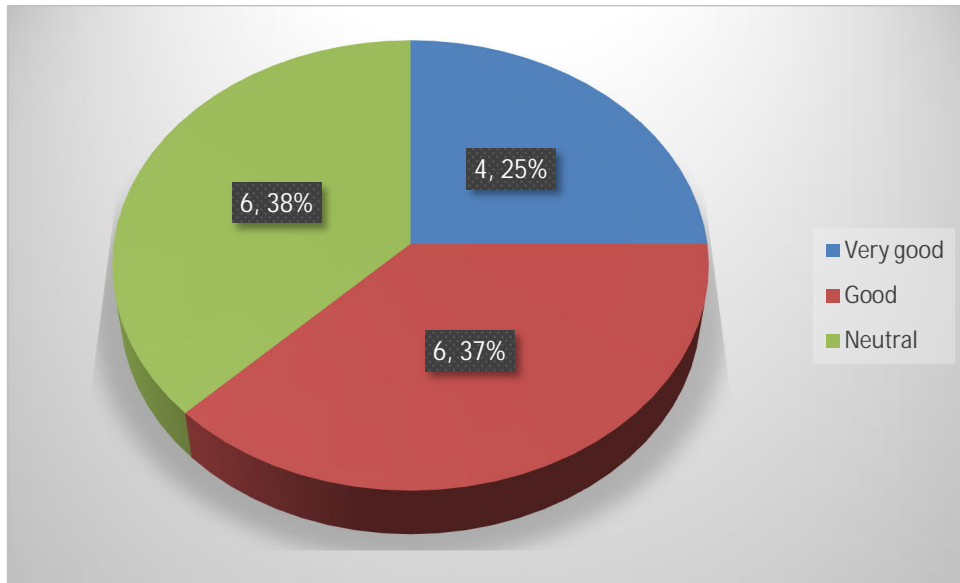
Figure 19: Number of respondents that has been affected by the changes.



The chart in Figure 19 clearly shows that the majority of the respondents were negatively affected by the changes that has taken place in AV. There were reasons like decrease in privacy level, office space becoming more congested and also increase in the workload. There were only two respondents who said the change allows them to work better with more people and Glenmarie office is very near to the respondent's current home.

*5: How would you rate your job satisfaction 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)*

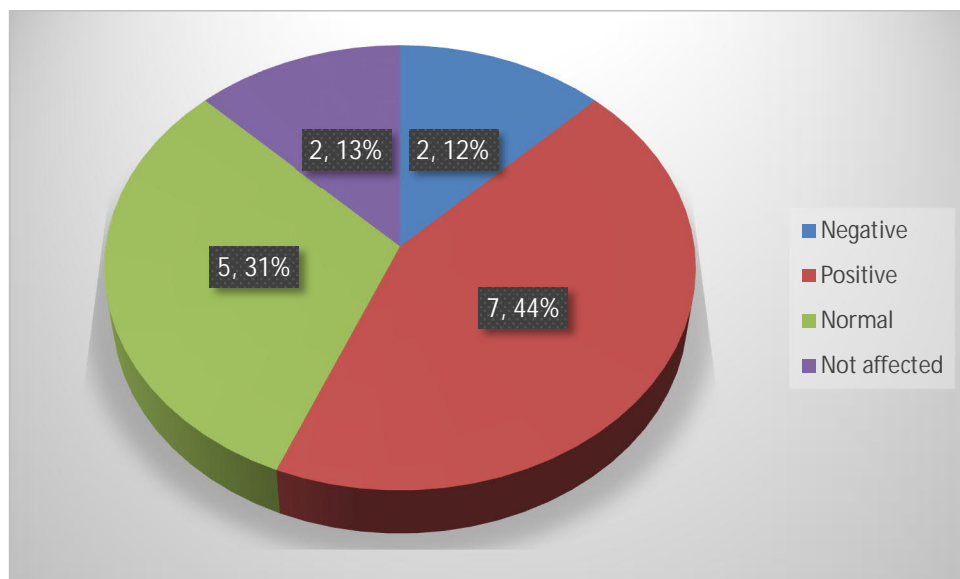
Figure 20: Number of respondents that has rated their job satisfaction level before the changes.



Most of the respondents rated their job satisfaction level was at neutral and good. There was no bad rating of job satisfaction level before the changes took place in AV.

Please explain the reason for your rating in Question 5 above:

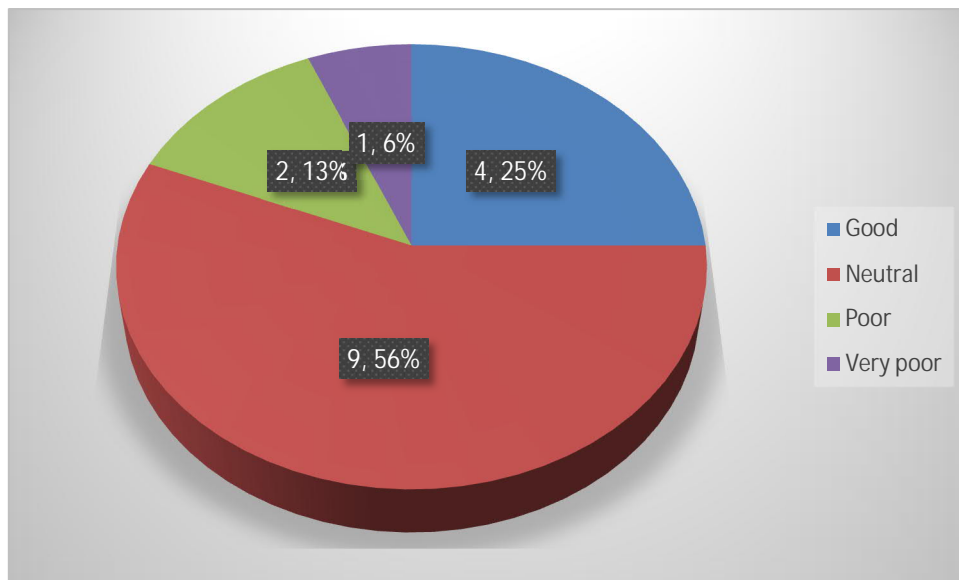
Figure 21: Number of respondents that has explained their job satisfaction level before the changes.



Majority of the respondents explained that their job satisfaction level in a positive way such as having good support from co-workers and supervisor. They also explained that it was normal because they were satisfied with the workload because they were already used to doing the task on a daily basis.

6: How would you rate your job satisfaction 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

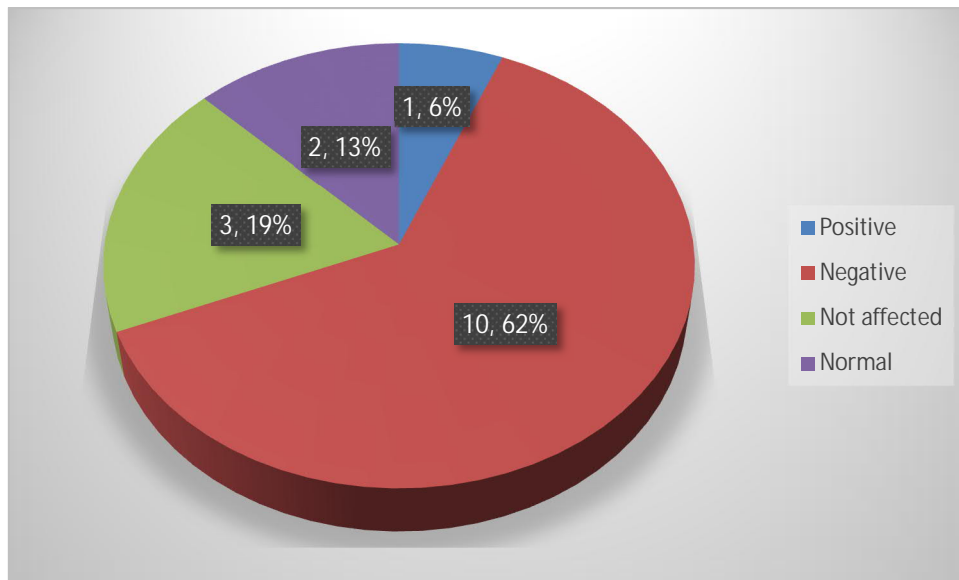
Figure 22: Number of respondents that has rated their job satisfaction level after the changes.



Comparing above chart to the chart in Figure 20 shows that there has been an increase in the number of respondents who has rated neutral and decrease in the number of respondent who rated good before this. The reasons were the increase in the workload, unclear job description and also job insecurities due to the downsizing.

Please explain the reason for your rating in Question 6 above:

Figure 23: Number of respondents that has explained their job satisfaction level after the changes

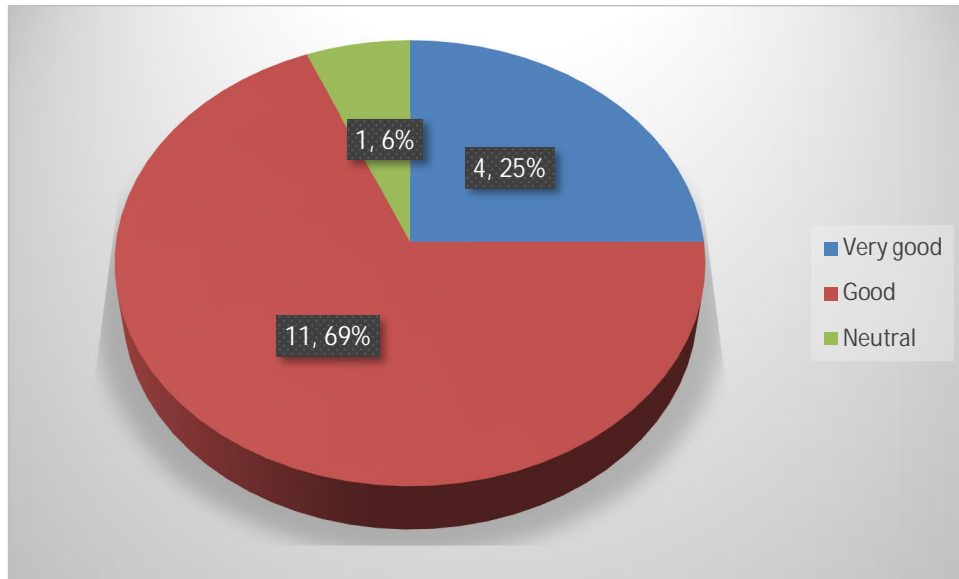


Comparing above chart to the chart in Figure 21 clearly shows that there was a drastic change in the number of respondent who has given negative feedback after the changes took place in AV. Mainly was because of the additional workload due to the restructuring and downsizing process that has happened. Few of them also expressed that the new tasks given were not clearly explained to them and it was not in the job description as well. It is time consuming when they have to juggle with the additional tasks with their routine workload hence they are dissatisfied with the changes.

Work Environment

7: How would you rate your working environment 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

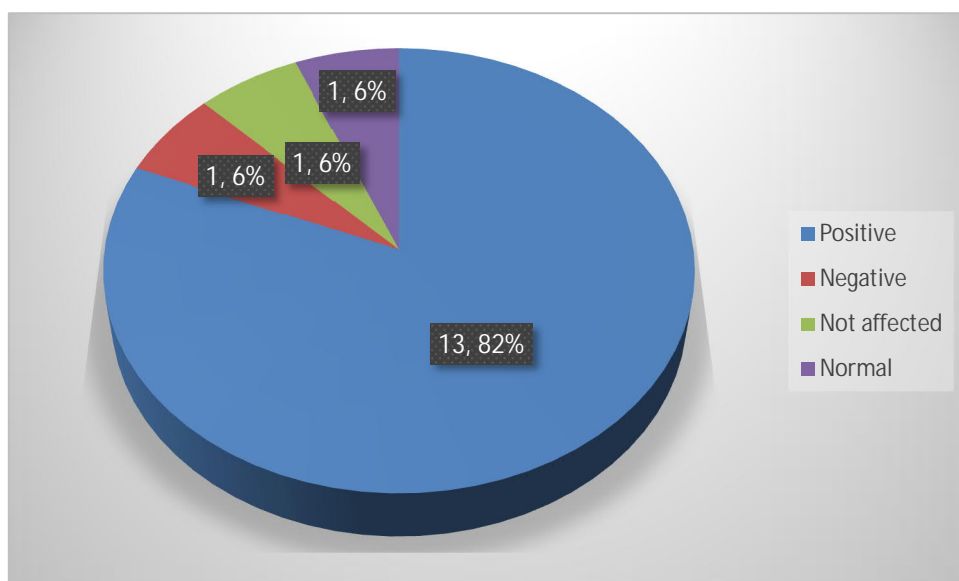
Figure 24: Number of respondents that has rated their working environment before the changes.



Majority of the respondents has rated their work performance good and very good before the changes. There was no negative rating recorded before the changes took place in AV.

Please explain the reason for your rating in Question 7 above:

Figure 25: Number of respondents that has explained their working environment before the changes.



From the chart in Figure 25, it is clearly shown that the respondents are feeling positive about their working environment before the changes took place in AV. Many of them said that they were comfortable with their working environment mainly because of the people that they work with. The team work and support made them feel good being at work and felt positive with their working environment.

8: How would you rate your working environment 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

Figure 26: Number of respondents that has rated their working environment after the changes.

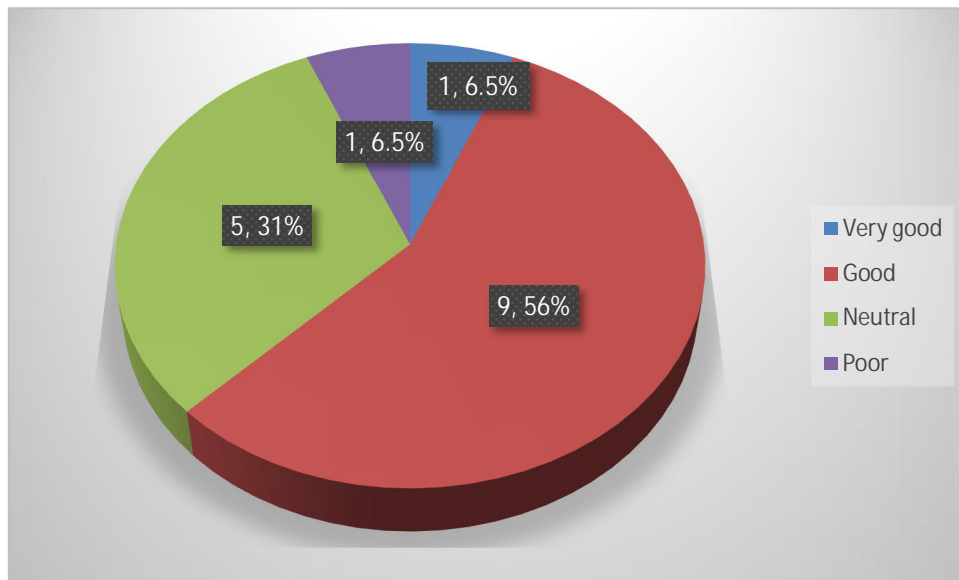
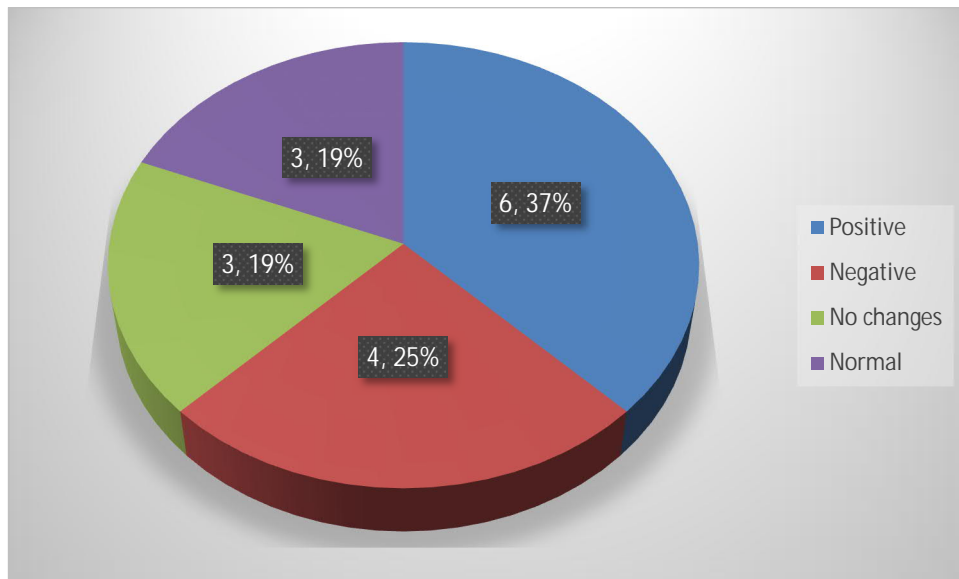


Figure above shows that there has been a drop in the number of respondents who had rated good and very good before the changes took place in AV. The number of respondents rated neutral has also increased after the changes took place.

Please explain the reason for your rating in Question 8 above:

Figure 27: Number of respondents that has explained their working environment after the changes.



Comparing chart above to the chart in Figure 25 shows how respondents are feeling and their explanation after the changes took place in AV. Even though there are still positive feedback from the respondents, the number of positive feedback has decreased meanwhile negative feedback has increased. Many negative comments were on the workspace layout which is now slightly congested compared to before. Apart from that, some has said that they do not have the same support from their supervisor or co-workers like how they used to have before.

On another note, majority still feels positive because it has allowed them to work with a bigger group of people and made it easier to communicate with each other. They also said that they expect the same amount of support as they got with the previous colleagues hence it enhances the working environment.

Work Performance

*9: How would you rate your work performance 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)*

Figure 28: Number of respondents that has rated their work performance before the changes.

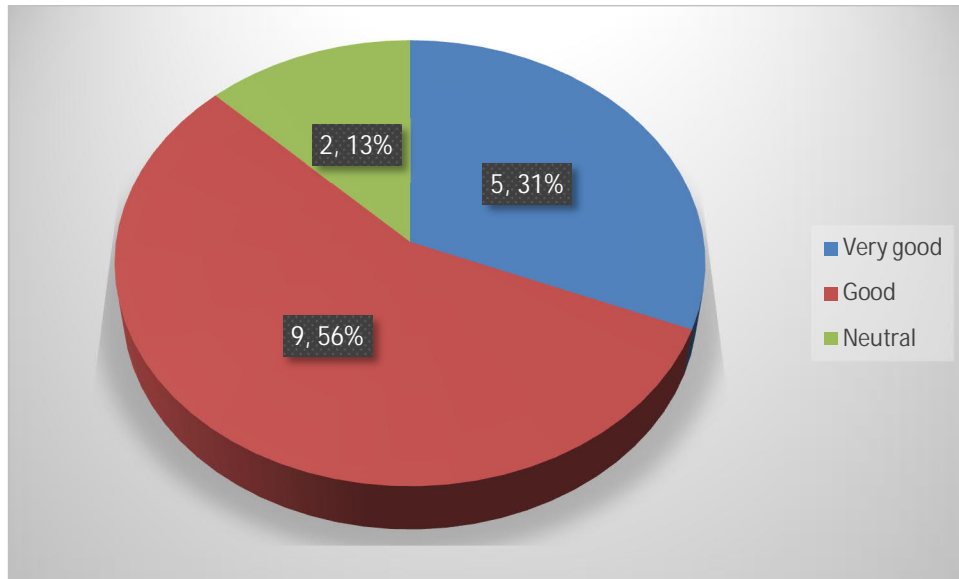


Chart above shows most of the respondents have rated neutral, good and very good for work performance before the change took place in AV. There were no bad ratings for work performance before the changes.

Please explain the reason for your rating in Question 9 above:

Figure 29: Number of respondents that has explained their work performance before the changes.

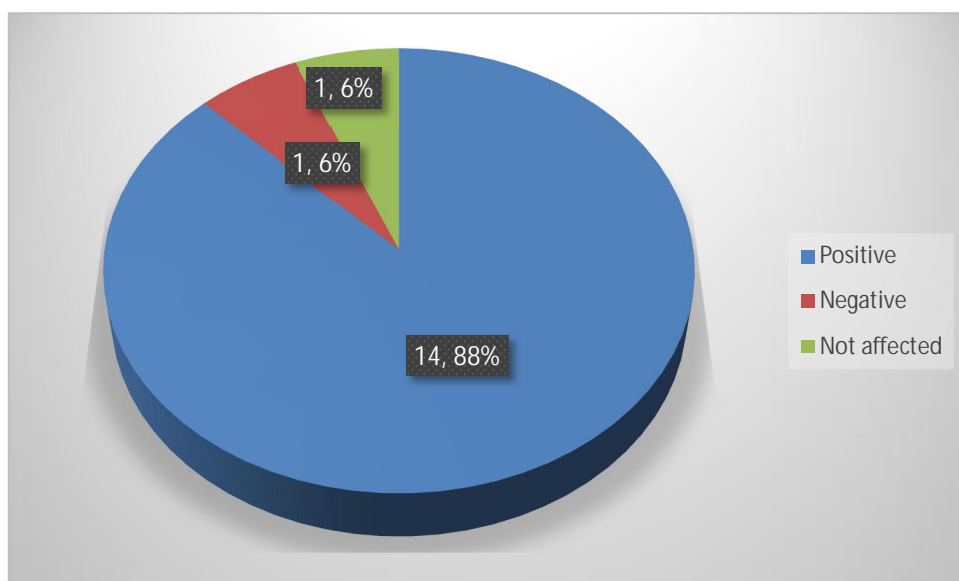


Chart shown in Figure 29 clearly shows that the majority of the respondents were feeling positive towards their work performance before the changes took place in AV. Many of their reasons were related to their work load, the job description and the support they had from their peers. There is only one respondent who has given a negative remark that it was previously micro managed by his superior.

10: How would you rate your work performance 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

Figure 30: Number of respondents that has rated their work performance after the changes.

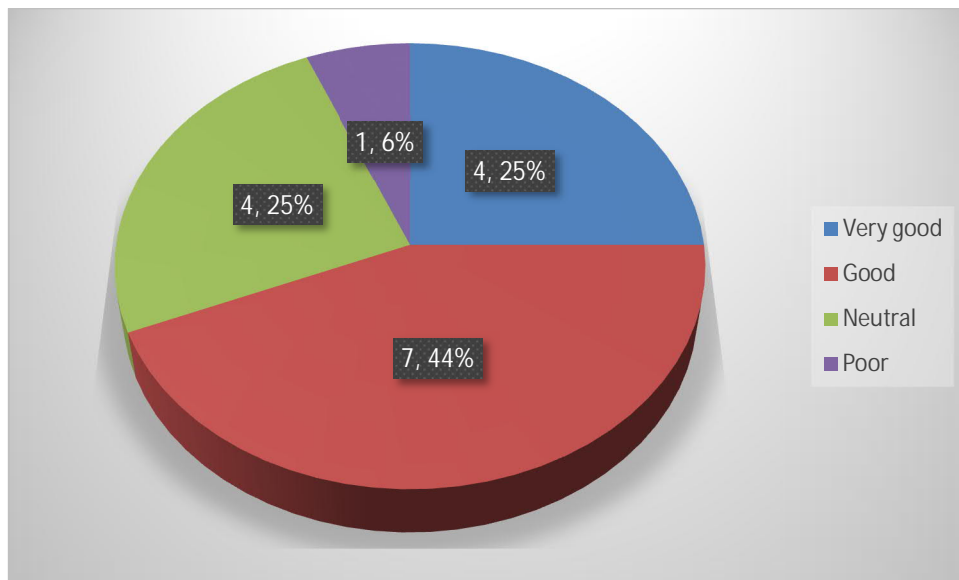
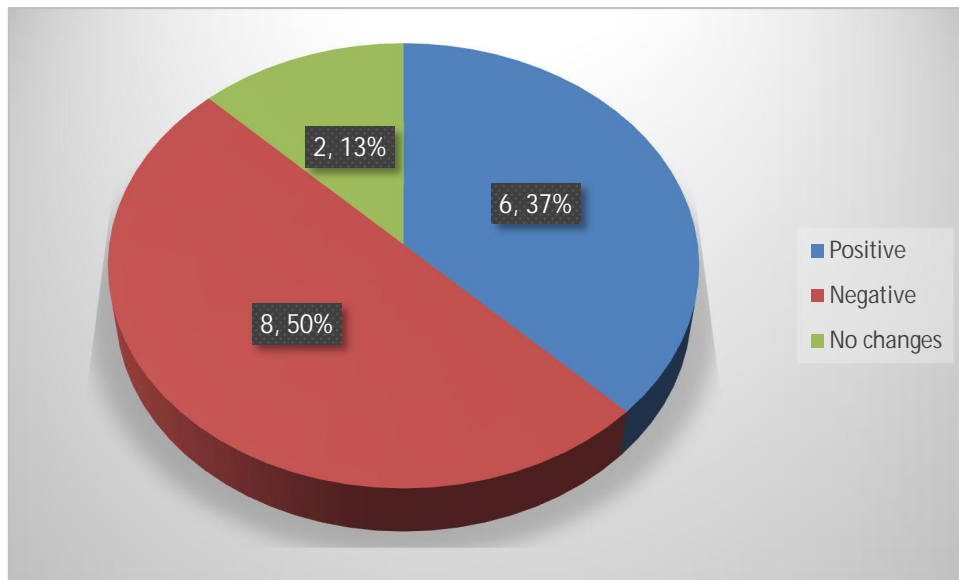


Chart in Figure 30 illustrates the number of respondents that has rated their work performance in AV after the changes took place. It can be seen that there was not much change in the work performance level compared to the chart in Figure 28. However, the number of respondents that has rated very good and good has decreased a little meanwhile neutral has increased and there is one respondent rated poor.

Please explain the reason for your rating in Question 10 above:

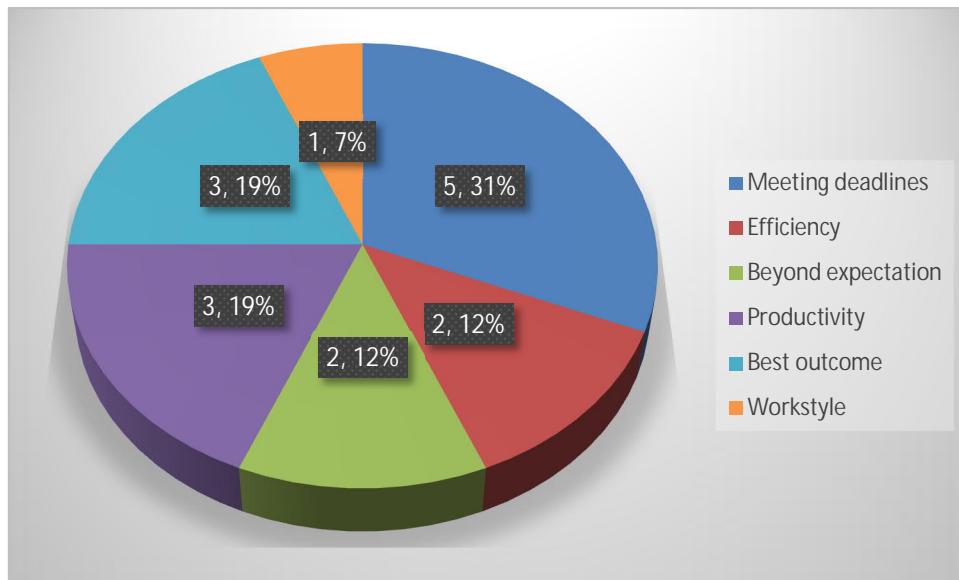
Figure 31: Number of respondents that has explained their work performance after the changes.



It is clear in the above chart that the rise in negative remarks and drop in positive feedback is obvious. The positive feedback was related to team support, profitability of the company and able to communicate with more co-workers to enhance current knowledge. However, the negative feedback was on the workload as it has increased since the changes took place in AV. However, there is no salary increment provided for the change of their original job description. Apart from that, they also expressed that some of their supervisors did not acknowledge or appreciate the additional tasks upon completion either. There are even respondents who said that there is no future prospect or career growth at the current stage. This has also led to job insecurity according to the respondent during the interview.

11: What does the phrase 'employee work performance' mean to you? Please explain.

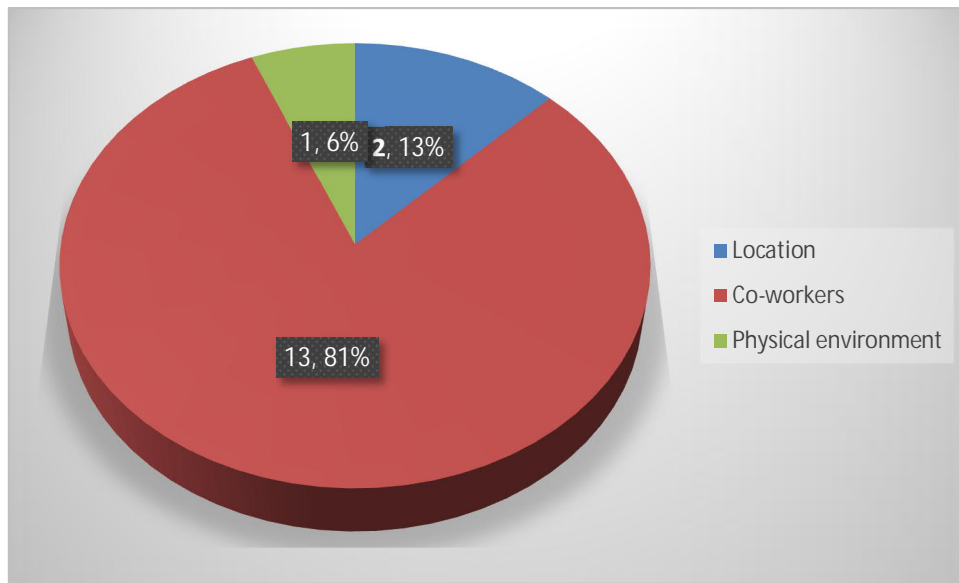
Figure 32: Number of respondents that has explained what does the phrase “work performance” means to them.



Based on the chart above, most of the respondents claimed that work performance simply means getting a task done within a given time. Apart from that, they also said that productivity and delivering the best outcome was their perception of work performance. Other than that, the respondents related work performance with efficiency at workplace, delivering an outcome beyond expectation and also working style. Referring to the chart again, it can be seen that majority of the respondents has related their work performance to carrying out a task efficiently and delivering the results before its deadline which leads to higher productivity.

12: What does the phrase 'working environment' mean to you? Please explain.

Figure 33: Number of respondents that has explained what does the phrase “work environment” means to them.



Based on the chart above, majority of them explained that work environment is the surrounding people in their workplace; co-workers, subordinates and supervisor.

13: Do you think YOUR working environment influences YOUR work performance?

Every respondent has said that working environment does influence their work performance in the firm.

Please explain the reason for your answer in Question 13 above:

Figure 34: Number of respondents that has explained how does the working environment affects their work performance.

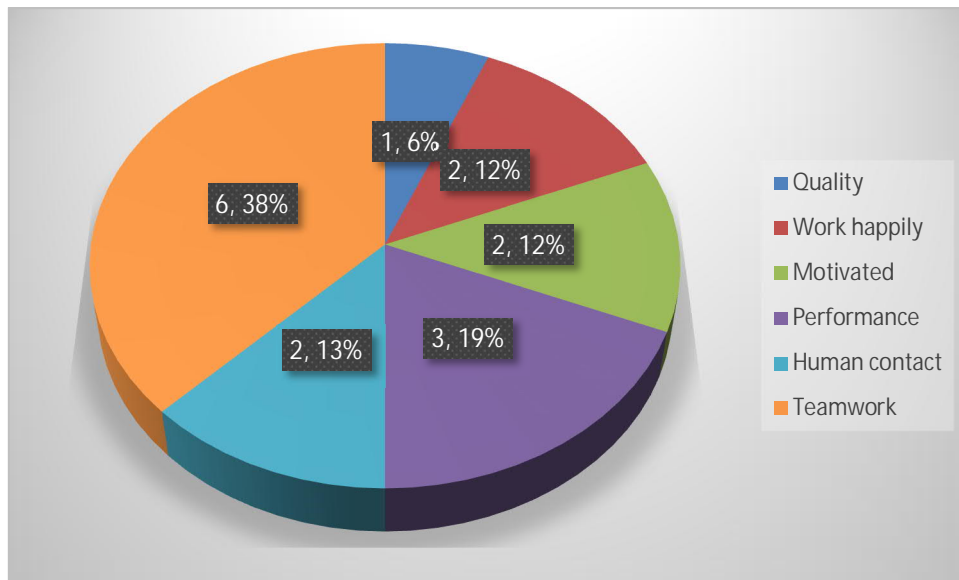


Chart in Figure 34 shows that 38% of the total respondents explained that their working performance and working environment is affected and the main factor was teamwork. By having good teamwork, cooperation level can be increased and at the same time it would be easier to have a discussion or meeting which leads to lesser errors and better planning. Other than that, respondents also said that their performance level will be affected in a negative way if they do not feel comfortable with the working environment and again said good co-workers enhances their performance. Working environment for some gives additional motivation and also feeling of working happily which enhances the quality of their work.

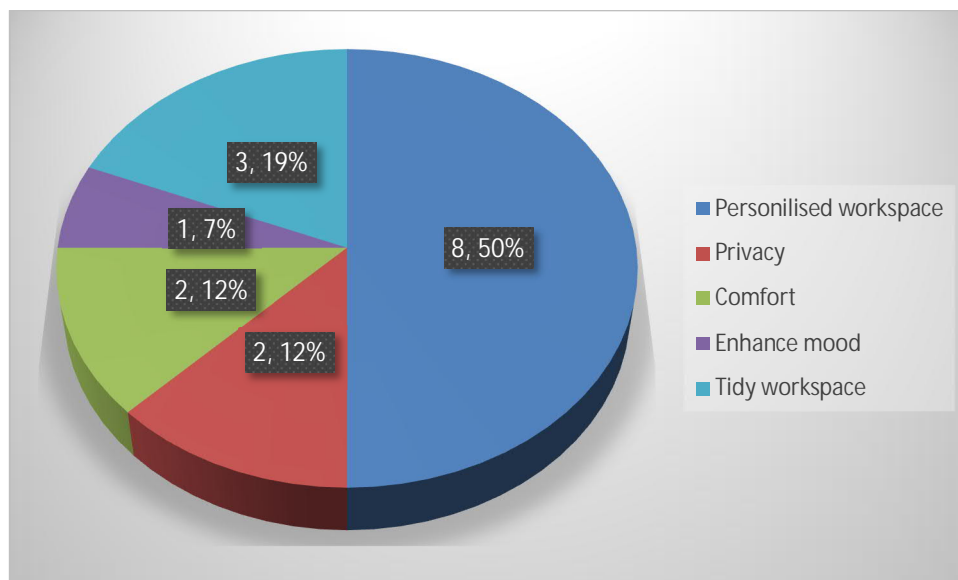
Design

1: Do you think the “Design” of the workplace affects employee's performance?

Every respondent agreed that “Design” of the workplace plays a role in their performance. Even the current “Design” is not a failure however, they feel that there might be minor improvements required in order to either enhance their level of performance or not to tarnish their current performance level.

2: How do you think “Comfort level” can increase employee's performance in the workplace?

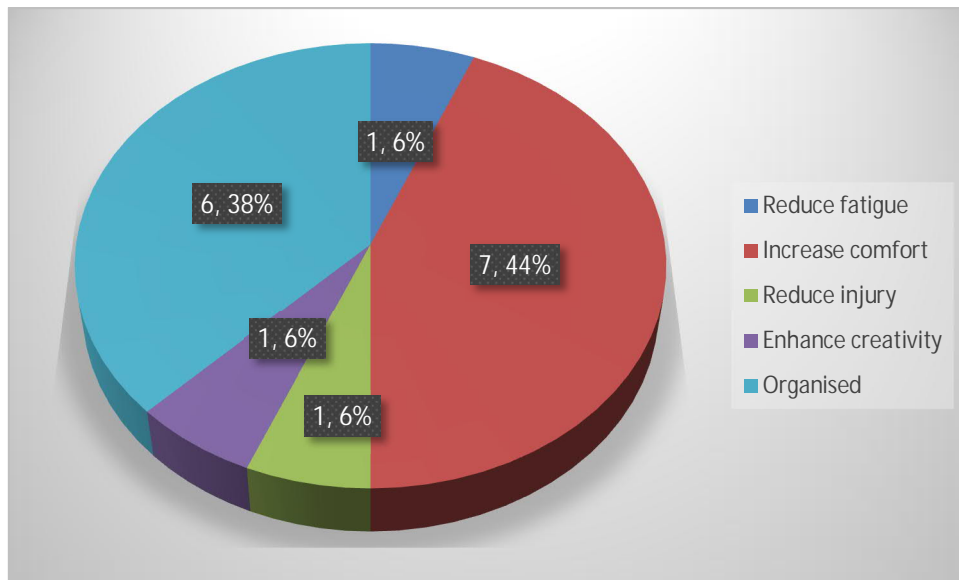
Figure 35: Number of respondents that has explained how does “Comfort level” can increase their performance in the workplace.



Half of the respondents said that having their personalised workspace could actually increase their performance level. The performance level is as explained in the previous chart. One of the main reasons of having a personalised workspace as it provides a feeling of being home and also feeling acknowledged at the workplace to have their own workspace. The personalised workspace also needs to be tidy and have sufficient space for them to work in order to enhance their work performance level. There were also some respondents who said that they would prefer to have more privacy because they deal with a lot of confidential matters at work and speaking with the presence of other co-workers does not seem right to them.

3: How do you think “Furniture” can increase employee's performance in the workplace?

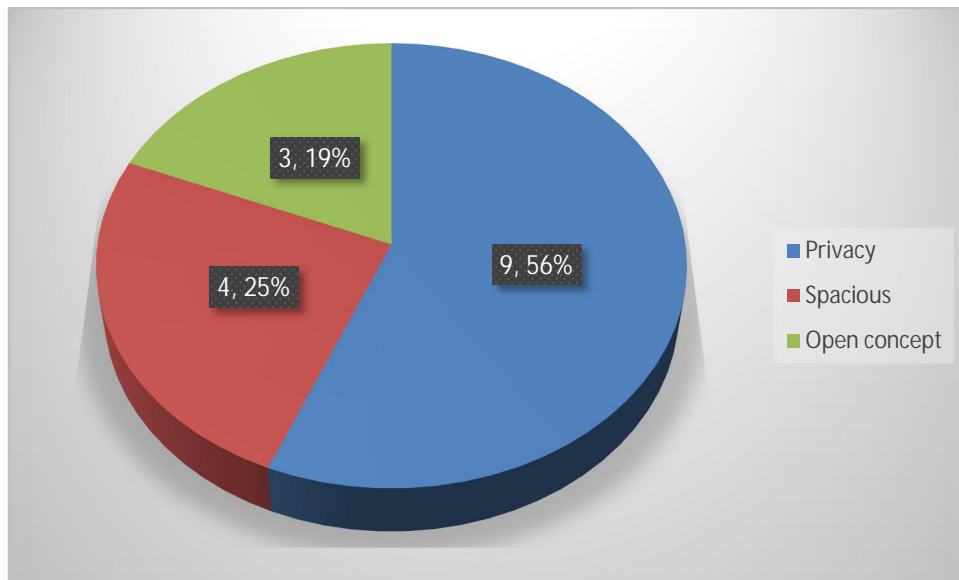
Figure 36: Number of respondents that has explained how does “Furniture” can increase their performance in the workplace.



Almost half of the respondents said that furniture especially the working chair can increase their comfort level in the workplace which then enhances their performance level as well. As discussed earlier, comfort level is known to affect work performance level. Apart from that, furniture also includes desks and cabinets which is related to storage. Many of them have highlighted that an organised workspace enhances their performance level. There was also a respondent that believes having modern or futuristic furniture can enhance creativity and enable them to work better. Besides that, on the health and safety part, some claimed that it could reduce fatigue and also injury if the chair is not too comfortable.

4: How do you think “Workspace layout” can increase employee's performance in the workplace?

Figure 37: Number of respondents that has explained how does “Workspace layout” can increase their performance in the workplace.



Based on the chart above, there were more than half of the respondents who preferred workspace with better privacy level compared to the current layout whereas there were only 3 respondents who said that they prefer the open concept as it eases the discussion with their co-workers. Majority said that they always deal with confidential matters during working hours and the current layout disables them from speaking freely with the clients. Some of them have to go away to the meeting room just to have a confidential work conversation. Apart from that, about 25% of the respondents expressed that they prefer to have a spacious workspace layout. The current layout is congested unlike before and there are not enough storage areas to store their working files.

Environment

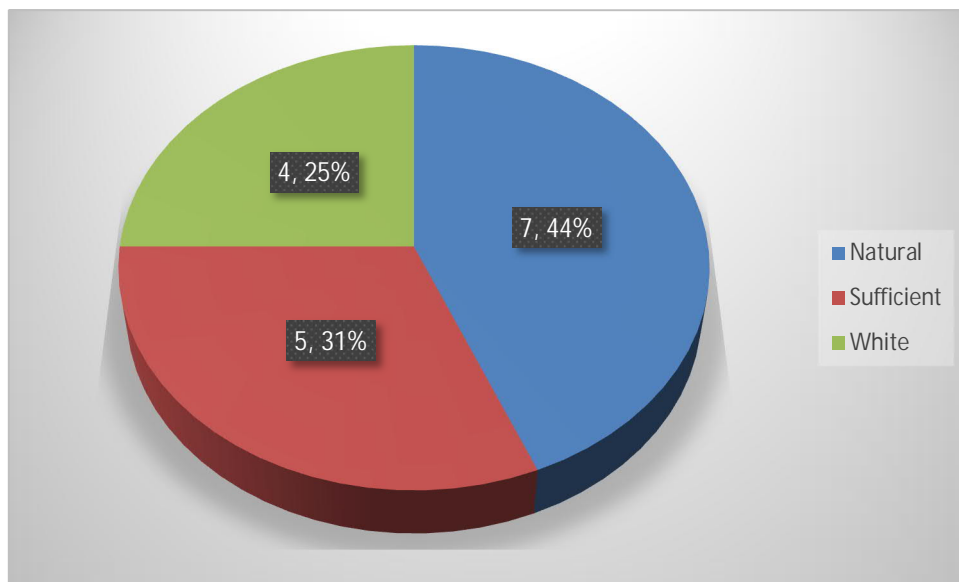
1: Do you think the “Environment” of the workplace affects employee's performance?

Every respondent agreed that their performance level does have an impact from the “Environment” of the workplace. Based on the interview, every respondent feels

that the current “Environment” is extremely good. However, some of them has said they would also prefer to have natural lighting together with the current lighting as well as air purifiers installed in the office.

2: *How do you think “Lighting” can increase employee's performance in the workplace?*

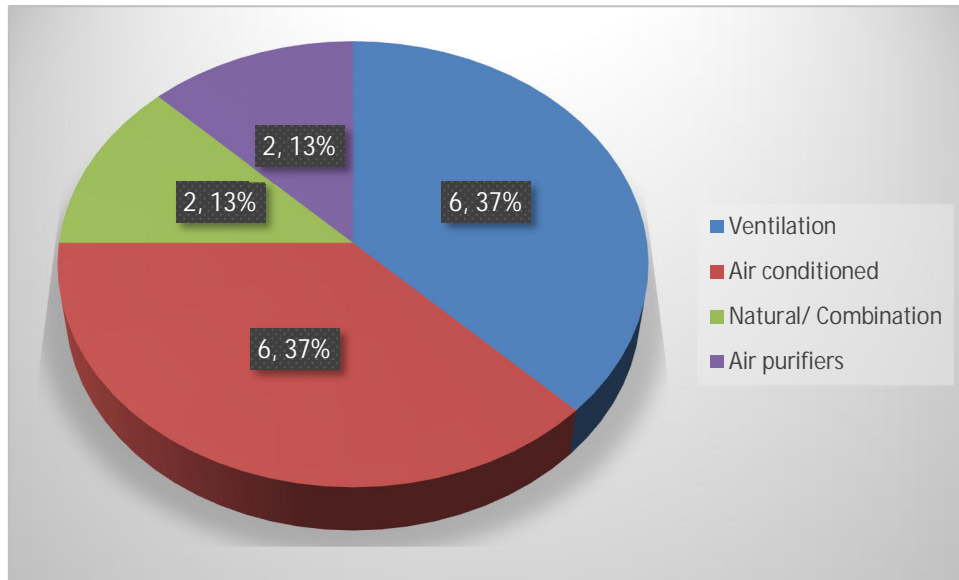
Figure 38: Number of respondents that has explained how does “Lighting” can increase their performance in the workplace.



All of the respondents agreed that lighting does affect their performance level in the company. Most of them feel that having natural lighting would be better compared to the existing white lighting that has been installed in the office. There were even some people who said that the current lighting system in the office is sufficient enough for them to perform their daily tasks. Some wanted whiter lighting at their workplace and they feel a brighter white light will enhance their current performance level. Most of the respondents who said that they wanted natural and a brighter white light explained that they can focus better and also do not feel sleepy during the working hours.

3: How do you think “Ventilation” can increase employee's performance in the workplace?

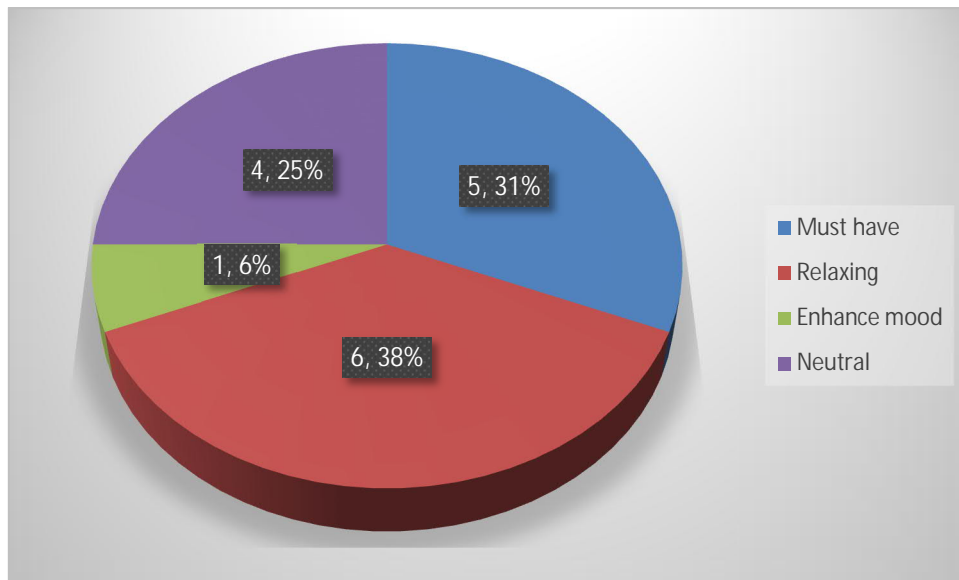
Figure 39: Number of respondents that has explained how does “Ventilation” can increase their performance in the workplace.



Based on the chart illustrated in Figure 39, almost half of the respondents has claimed that an air-conditioned environment would enhance their working performance. They also said that a better ventilation system would also enable them to work better as they would feel more comfortable. Apart from that, there were also respondents who have mentioned that they would prefer natural ventilation but unfortunately, the windows in the office were not able to be opened to allow natural ventilation. Additionally, some respondents said that installing air purifiers would enhance their performance level as well.

4: How do you think “Sound” can increase employee's performance in the workplace?

Figure 40: Number of respondents that has explained how does “Sound” can increase their performance in the workplace.



Most of the respondents said that they would prefer relaxing type of music which also includes slow or soothing music. They said that loud or excessive noise would cause disturbance and relaxed music would enhance their mood. Basically, all of the respondents have agreed that sound – music is a plus point for them in the office and some even said that they cannot perform their work if the office environment is too silent.

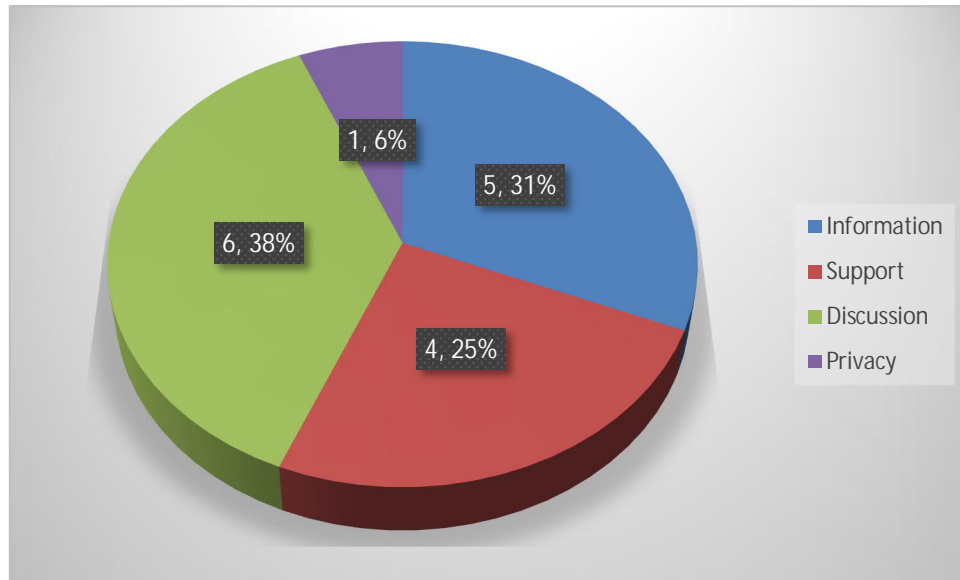
Communication & Information Technology (C & IT)

1: Do you think “C & IT” at the workplace affects employee's performance?

The interview has shown that all respondents believes that “C & IT” at the workplace has an impact to their performance. Communication is vital when it comes to business, especially to discuss with clients, share ideas among co-workers, and planning for upcoming projects with subordinates. On another note, Information Technology is something that cannot be denied in this current era. During the interview, every respondent agreed that they would not be able to carry out their daily task without an internet connection.

2: How do you think “Communication” can increase employee's performance in the workplace?

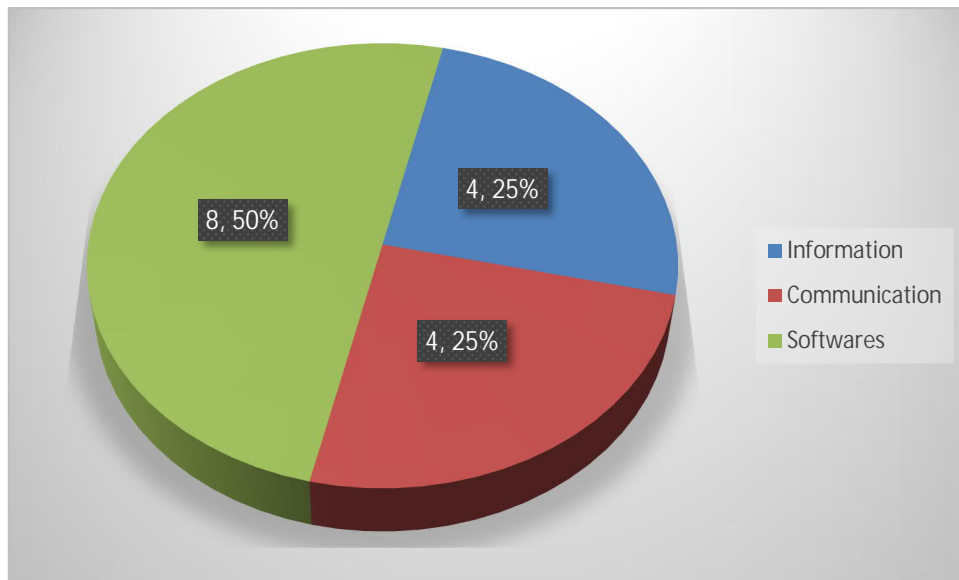
Figure 41: Number of respondents that has explained how does “Communication” can increase their performance in the workplace.



Based on the chart above, 38% of the total respondents agreed that communication is an important medium that includes discussion with co-workers. Knowledge and information sharing are also the other concerns raised by the respondents related to the discussion. Discussion with co-workers also shows that they are being supportive and about 25% of the respondents have agreed that communication is part of the support given by team mates. There was only one person who has raised privacy issue especially when they need to handle confidential matters.

3: How do you think “IT” can increase employee's performance in the workplace?

Figure 42: Number of respondents that has explained how does “IT” can increase their performance in the workplace.



Based on the chart above, half of the respondents has said that IT is related to the software that is applicable to their job at office. Most of them said that they require the updated version of those software that is being used. As being part of a service company, there are many special software to be used with the inspection equipment and other than that it would be the typical software or firmware used such as antivirus programs, Microsoft Office products and also specific programs used for accounts and finance. Apart from the software, other respondents has said that IT is related to the internet and also communication programs such as email and video conferencing. This enables them to have discussions and meetings from anywhere around the world without requiring them to be there physically. Additionally, the internet is widely used to obtain information and also share knowledge hence a fast internet connectivity is a necessity.

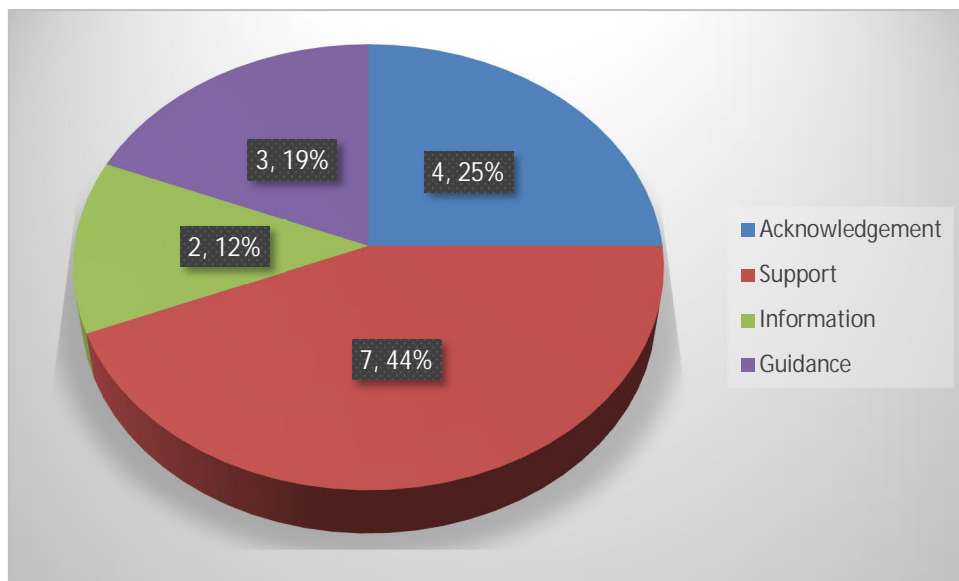
Support

1: Do you think “Support” at the workplace affects employee's performance?

All respondents agreed that “Support” which consists of support from their supervisor and sufficient job aid is very important because it affects their performance at the workplace. Guidance is required from the supervisor in order to be on the right track as the respondent is carrying out a task meanwhile job aid is required to ease the daily task and enables the respondent to complete a given task within the stipulated time.

2: *How do you think “Supervisor support” can increase employee's performance in the workplace?*

Figure 43: Number of respondents that has explained how does “Supervisor support” can increase their performance in the workplace.

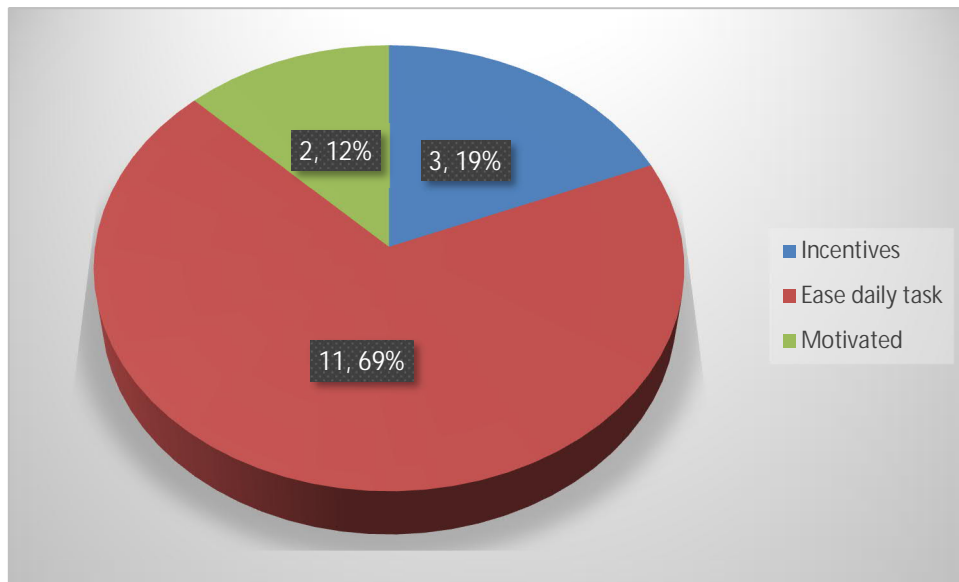


Almost half of the total respondents have said that they definitely require the support from the supervisor and also their co-workers. The supervisor need to be understanding and able to share and guide their subordinates towards the right direction. Other than that, a good team support is needed if they face difficulties in the process of accomplishing a given task. Some respondents said that even though they get the support from their supervisor, they are not motivated because the accomplished work is not being acknowledged hence this does not motivate them to perform better in the future. In addition, some respondents said that supervisors are also to disseminate the right information to their subordinates in order not to

have any sort of miscommunication. Miscommunication would only lead to more errors in work, additional work to rectify it and it would not be able to be delivered on time.

3: How do you think “Job aid” can increase employee's performance in the workplace?

Figure 44: Number of respondents that has explained how does “Job aid” can increase their performance in the workplace.



Based on the chart above, 69% of the respondents have notified that job aid is a critical requirement at the workplace because the job aids are used in a daily basis to ease their work. The job aids are not only to ease their routine works but also to get the task done within the stipulated time. All of the respondents said that the current job aid that has been provided by the company is sufficient and allows them to perform their daily work without any hiccups. Also, they expressed that they feel appreciated or privileged when they are given the job aid instead of asking to use their own. This would lead to demotivation and would affect their performance level. However, there were also 3 respondents who have informed that an additional allowance or incentives should be provided by the company such as medical, phone, internet as well as transportation for managerial level workers.

5.2 Discussion

Based on the analysis in the previous chapter, there have been a few findings that have been identified. First of all, the organisation should have been more transparent with their employees with regards to the organisational change. However, it did not give a lot of negative impact on the employees even though they were dissatisfied with the decision. Based on the analysis, only the higher level management were aware of the changes that is going to take place in the organisation. Hence making those in the middle and lower management level feel disappointed with the decision of the higher management.

Most of the respondents were unhappy mainly with the cost reduction. During the interview, they have expressed that it has been few years that some of them has gotten a pay rise or even bonus. Some of the respondents who are from a different division were entitled for bonus and increment but they were still quite dissatisfied because it was not as what they have expected. According the analysis, all of them who has served in AV for 2 to 4 years has chosen cost reduction as the “most disliked” changes happened in AV.

Those who were asked to relocate has also expressed that they were upset with the downsizing process that has taken place. They said that it was saddening to see their colleagues or team mates leave the company and a few of them started to have job insecurity as well. Besides that, they also said that the management should have informed them earlier so that they would have been prepared for the bad news or have ample time to look for another job.

Relocation was also one of the changes that has high records of “dislikes”. Some of the respondents expressed their dissatisfaction because they had to relocate their current home especially those who rely on public transportation and some has said that the working culture is different and adopting to it would take some time. Some also said that working at a place where everything was just a walk away was convenient compared to now. Most of them who has chosen relocation as the “disliked” changes took place in AV is in senior level who has been in service from 5 to 10 years.

There were also respondents said that restructuring has only increased the workload as now there are two divisions to be taken care of at the same time. This actually leads to more work load compared to before and as the cost reduction activities are taking place, there is no salary increment for the additional tasks that has been assigned for. The additional tasks also come from the downsizing activities. The work left by those who have left the company rolls on to the subordinates or team mates hence making the employees stressed with the overwhelming work load.

Besides that, the work load has been increasing after the changes and many respondents have expressed their dissatisfaction due to this. Some also said that the additional work load and the job description is not clear hence it is making it hard for them to perform the task properly. Few of them also said that they have been demoralised when they knew that their co-workers have been asked to leave the company and have also created job insecurity in them.

It is shown in the previous chapter that the job satisfaction level, the work performance level and working environment rating has a difference when it is compared before and after the changes took place. These three items were generally rated positive or good before the changes took place and then it was poor or negative after the changes took place. If the organisational changes were good, then it would have not made the employees to feel as such. Task completion and meeting deadlines were one of the main description given by the respondents who is within 26 to 35 years old and they are also the major group working in AV.

As discussed, all of the respondents said that the working environment has affected their working performance level. Teamwork actually plays a huge role in determining their peer's performance level. 8 out of 13 of them who has said work environment is related to teamwork are female, shows that they have to work along with their colleagues or rely on them in order to perform their daily tasks. Many said that having human contact on a daily basis does affect their motivation level and also the quality of work. The employees said that they would need to feel happy whenever they are at the workplace otherwise it would jeopardise their performance level.

On the design part, it is evident that a tidy and neat personalised workspace is an effective way to motivate their employees. 3 respondents who has said the above are all females and by this it can also be said that females are more particular in having a tidier workspace compared to males. Most of the male respondents has opted for personalised workspace is more preferable and during the interview, most of them said that they need their own space and it shall not be intruded.

In addition, it would also enhance their mood and also increase their comfort level in the work place. All of this can be factored up to a better or improved performance in their work. The comfort level is also affected by the furniture that is used in the workplace and it also concerns them in terms of their health and safety. Privacy level in the office shall be enhanced based on the findings however, it is not possible due to the space optimisation in the workspace layout. Even though the open layout is preferred by some, most of them still preferred a bit more privacy as they do handle some confidential matters.

The environment of the workplace also plays a role on the performance of the employees. All three factors which are the lighting, ventilation and sound does affect the mood of the employees and helps them to stay relaxed and also focused on their work. Natural lighting has been a preference for most of the employees. Besides that, sufficient bright light would help them to stay focused on their work unlike dim lights which makes them feel sleepy. Air-conditioned with proper ventilation is also a requirement by the employees nonetheless, the temperature of their workplace is also to be comfortable – not too warm and not too cold as well. Additionally, having smooth music played in the workplace would be a good option to keep the employees' mood positive. However, the volume of the music shall be kept at a low level otherwise it would only cause distraction. 4 out of the 6 employees who requested smooth music are identified to be the male respondents however most of the female respondents have said that music is a must in the office.

Communication and Information Technology (IT) is also considered as one of the main factors affecting an employee's performance. Communication basically covers discussion between co-workers, information and knowledge sharing and these factors are known to be a crucial part in an organisation. The IT part is also required in order to improve the employee's performance level. Latest and updated

software which does not fail often is required in order to ease the employee's daily tasks. Internet will be also used to communicate and obtain knowledge from the world wide web (WWW). All of them who has said IT is most commonly used for interaction, discussion and communication are all who have been working with AV for more than 5 years. Probably these senior level respondents are required to have regular online meetings and also to disseminate messages to their subordinates after the meeting.

Finally, support from the supervisor and job aid provided by the company also has a positive effect on an employee's performance. A supervisor plays an important role to their subordinates as their continuous support is always needed for guidance and to provide the right information in order to get a task complete within the timeline. Besides that, support from other co-workers is also crucial because an organisation is built by a group of people working together and not by one person. It is important to have supportive team members in order to excel in the workplace. Job aid is also needed in order to make the employees feel appreciated and by this it would enhance their ability and mood to work and perform better. Not only that, it would also help them to get the task done easily without much difficulties. Other than that, there are also some who has requested for travelling allowances, better medical incentives, and also allowances for internet and telephone bills. All of the respondents who has requested for this are married and these requests might be important for them due to their financial constraint to run the family.

5.3 Limitation of the Study

A research would always have some limitation and as mentioned in a book by Marshall & Rossman (2010), there is no perfect research as they are always trade-offs within the study. Likewise, there were some limitations identified as this research was conducted, especially during the time of the collection of data. It is

important for any research to identify these limitations and report them (Firmin, Bouchard, Flexman, & Anderson, 2014).

AV is a service provider company where it consists of site-based engineers and technicians as well as operational staffs who are office-based. During the interview, there were some concerns raised by the site-based employees whether to include site working environment. Some of them were also confused due to the similar reason that they were not sure if the working environment mentioned in the questionnaire was for office or site working environment.

Apart from that, factors identified in the framework of this whole study is biased towards physical environment more than to behavioural environment. The researcher's main concern was to identify those factors as many past researches has covered on the organisational behaviour factors.

Moreover, it was observed that most of the past research papers that was referred in this study were using quantitative method as their research methodology. Very minimal researchers have done qualitative analysis instead. Qualitative study would get more in-depth knowledge and understanding about the topic which is related to human feelings.

Chapter 6: Conclusion

This research project investigates the influence of working environment on an employee due to the organisational change that has taken place in AV. From the findings, it is evident that the working environment has a significant positive impact on the performance of an employee. It was also consistent with the previous studies reviewed in the earlier chapter that all the factors identified has been identified to play a role in enhancing the performance level of the employee.

The management could actually look into these factors and the results of the findings in order to enhance their working environment. It is clearly shown that the

performance and motivation level has decreased after the changes took place in AV in 2016. The management should identify ways to get the employees to feel motivated as they were before the changes. One of the many ways is to discuss with the employees and understand their needs and try to accommodate them. However, it should also be within the eligibility of the company. In other words, it should be a win – win situation for the company as well as those who are serving the company.

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Appendix 1: Tabulated comparison of previous study

Title of Study	Author	Sample of study	The research questions and objectives of the study	The findings of the said study	Limitations of the study
The Influence of Workplace Environment On Workers' Welfare, Performance and Productivity Quantitative Study	Emmanuel Majekodunmi Ajala	Employee of government parastatals in Ondo State Total 360 Respondent 350 (97.2%)	R1. What is the influence of workplace features on workers welfare, performance and productivity? R2. What is the influence of workplace communication on workers welfare, performance and productivity?	Lighting scores the highest - increases productivity and reduces fatigue and eyestrain. Communication is a crucial key role in the success of any workplace program and practices.	
Workplace Environment and Its Impact on Organisational Performance in Public Sector Organisations Quantitative Study	Dr. K. Chandrasekar	One public sector organisation Total 2000 employees Random respondent 285 (14.25%)	R1. To understand relationship between the employees and their work environment. R2. To analyse workplace factors affecting the employee's performance. R3. To suggest the measures to improve the working conditions for better performance.	Workplace environment plays a vital role in motivating employees to perform their assigned work. Human-to-human interaction through providing individualized support and encouragement to each and every employee. From this study it is known that public sector	

				organisations are providing a good workplace environment to their employees, which does not affect more on their work performance.	
Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey Quantitative Study	Demet Leblebici	50 Employees of a bank in Turkey	R1. Is there any relationship between the components of office environment and the performance level of employees? R2. Which component of office environment? Behavioural or physical has the greater impact on productivity of the employees. R3. Which elements of the two components of the office environment have the significant effect on the performance level of employees?	Almost all the attendees give strongly agree replies that relation with the supervisors, fair treatment and communications is important. Behavioural factor is more important than physical factors for the employees.	No performance management measures in the bank. 50 employees of the bank out of 300 who work in the same department.
Factors of Workplace Environment that Affect Employees Performance:	Nina Munira Naharuddin Mohammad Sadegi	200 Employees from 3 different departments (Random)	R1. To identify whether job aid contributes towards employees' performance.	Two independent variables that is significantly affects the employees'	

<p>A Case Study of Miyazu Malaysia</p> <p>Quantitative Study</p>		<p>139 Responses</p>	<p>R2. To examine whether supervisor support contribute towards employees' performance.</p> <p>R3. To determine whether physical work environment contribute towards employees' performance.</p>	<p>performance.</p> <p>The two independent variables are job aid and physical workplace environment.</p> <p>However, supervisor support is not significantly affecting the employees' performance</p>	
<p>The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District</p> <p>Quantitative Study</p>	<p>Asigele Oswald</p>	<p>30 health providers</p> <p>147 clients were interviewed</p>	<p>R1. To explore the effect of office building space on availability performance of reproductive and child health care provider.</p> <p>R2. To assess how health provider interaction with fellow worker affects health workers' productivity performance.</p> <p>R3. To explore availability of drugs in relation to competence performance of</p>	<p>The work environment has effect on the performance level of employees.</p> <p>Absence of office building, drugs, equipment can affect the performance of the employees.</p>	

		<p>reproductive and child health care provider.</p> <p>R4. To explore availability of equipment (BP-machine) in relation to competence performance of reproductive and child health care provider.</p> <p>R5. To assess presence of privacy in relation to health provider competence performance.</p> <p>R6. To find out how noise affects health workers' responsiveness performance.</p> <p>R7. To explore Clients' perception on elements of performance (availability, competence, productivity and responsiveness).</p>	
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Appendix 2: Questionnaire

Section A: Demographics

1. Gender

a) Female

b) Male

2. Age group

a) 18 – 25

b) 26 – 35

c) 36 – 45

d) 46 – 55

e) 56 – 59

3. Ethnicity

a) Malay

b) Indian

c) Chinese

d) Others: _____ (please state)

4. Educational qualification

a) Diploma or equivalent

b) Degree

c) Master

d) PhD

e) Others: _____ (please state)

5. Education background

A) Local

b) Abroad

6. Current Position

7. Length of Service in AV

a) Less than a year

b) 2-4 Years

c) 5-10 Years

d) More than 10 Years

8. Length of service in previous organisation.

a) None

b) Less than a year

c) 2-4 Years

d) 5-10 Years

9. Marital status:

a) Married

b) Divorced

c) Single

10. Number of children (if any):

(please state)

Section B: Organizational Changes in the Year 2016.

Please answer the following questions with reference to the period before and after the Year 2016 in which a number of organisational changes took place. The types of changes that took place in the YEAR 2016 are as follows:

- i) Relocation
- ii) Restructuring
- iii) Downsizing
- iv) Cost reduction

1. With reference to the above changes that took place in the YEAR 2016, were you consulted about them before they took place?

- a) Yes
- b) No

2. If the changes took place in the YEAR 2016 without you being consulted, how were you affected and how did you respond or cope with such changes when they took effect?

Please explain: _____

3. Out of all the organisational changes that took place in the YEAR 2016, please rank them from 1 to 5, where 1 represents most disliked, and 5 represents least disliked:

- 1. _____ (most disliked)
- 2. _____
- 3. _____
- 4. _____
- 5. _____ (least disliked)

4. Please explain how the changes that took place in the Year 2016 affected you as an employee in the organisation?

Job Satisfaction level

Definition: Pleasurable & positive emotions towards work. Liking the current job.

Question 5: How would you rate your job satisfaction 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 5 above:

Question 6: How would you rate your job satisfaction 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 6 above:

Work environment

Definition: Workspace to perform assigned task. Physical environment & behavioural environment.

Question 7: How would you rate your working environment 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 7 above:

Question 8: How would you rate your working environment 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 8 above:

Work Performance

Definition: Productivity. Motivation. Knowledge and skill. Creativity and innovative. Responsiveness. Attendance. Customer feedback.

Question 9: How would you rate your work performance 12 months **BEFORE** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 9 above:

Question 10: How would you rate your work performance 12 months **AFTER** the changes that took place in the Year 2016? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please explain the reason for your rating in Question 10 above:

Question 11: What does the phrase 'employee work performance' mean to you?
Please _____ explain

Question 12: What does the phrase 'working environment' mean to you? Please
explain

Question 13: Do you think YOUR working environment influences YOUR work
performance?

- a) Yes
- b) No

Please explain the reason for your answer in Question 13 above:

Section C: Design

Question 1: Do you think the “Design” of the workplace affects employee's
performance? (Comfort level, furniture & workspace layout)

- a) Yes
- b) No

Question 2: How do you think “Comfort level” can increase employee's
performance in the workplace? (Ergonomics & personalised workspace)

Question 3: How do you think “Furniture” can increase employee's performance in
the workplace? (Ergonomics, comfort & safety)

Question 4: How do you think “Workspace layout” can increase employee's performance in the workplace? (Usage of space and design, visual & privacy)

Section D: Environment

Question 1: Do you think the environment of the workplace affects employee's performance? (Environment consists of lighting, ventilation and sound)

- a) Yes
- b) No

Question 2: How do you think lighting can increase employee's performance in the workplace?

Question 3: How do you think ventilation can increase employee's performance in the workplace?

Question 4: How do you think sound can increase employee's performance in the workplace?

Section E: Communication & Information Technology (C & IT)

Question 1: Do you think C & IT at the workplace affects employee's performance?

- a) Yes
- b) No

Question 2: How do you think communication can increase employee's performance in the workplace?

Question 3: How do you think information technology can increase employee's performance in the workplace?

Section F: Support

Question 1: Do you think support at the workplace affects employee's performance?
(Support consists of supervisor support and job aid)

- a) Yes
- b) No

Question 2: How do you think supervisor support can increase employee's performance in the workplace?

Question 3: How do you think job aid can increase employee's performance in the workplace?

THANK YOU FOR YOUR TIME AND PARTICIPATION