

THE IMPACT OF ADMINISTRATIVE WORK ENVIRONMENT ON JOB PERFORMANCE

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Abstract

In the modern age, organizations are facing several challenges due to the dynamic working environment. One of the many challenges for organization is to gauge the performance of its staffs to meet the mission and vision. Therefore, this study investigates the level administrative work environment on job performance among administrative staffs at Budaya Restu SDN BHD, Malaysia. The study employed a quantitative methodology. Data was collected through a self-administered a survey questionnaire. The variables involved in this study comprises of work environment, reward, stress, and job performance. The questionnaire was adapted from a previous validated questionnaire. Stratified sampling was used to obtain data from 30 administrative staffs for the study. The results indicate a positive relationship between work environment factors and job performance through a multiple regression analysis which accounted for (96.8%). The most contributing factor is stress on job performance which accounted for (34.8%). The study concludes with some brief prospects that organizations need to appreciate the importance of good working environment for administrative staff to maximise the level of job performance.

Keywords: *Administrative Staff, Work Environment, Stress, Reward & Job performance*

INTRODUCTION

The work conditions faced by the administrative staffs in both the public and private sectors plays an important role in developing attituded towards performance of the organization. To achieve the goals and objectives of any organization, staffs must have a good

level understanding of job scope and attitude towards effective performance. Therefore, administrative staff working environment is the main key to determinate of the quality of productivity in the organization (Al Mamun, & Hasan, 2017). The question arises that how well workplace impact staffs learning more skills for the betterment and continuation of job performance. Research has shown that staff are not only to get salaries at the end of the month but to reach self-satisfaction to motivate them to be more productive in the workplace (Suwati et al., 2016). The working environment can be divided into both internal and external environment condition that can influence the attitude and spirit of results performance (Jain & Kaur, 2014). It is expected that decent, ideal, secure, healthy and comfort working environment will be of help to staffs. This is because staff performance is influenced by so many factors due to the working environment such as motivation, promotion, colleague interaction and leadership (Al-Omari & Okasheh, 2017).

Research Objectives

1. To determine the current level of administrative staff performance at Budaya Restu.
2. To examine the influence of work environment, stress, reward on job performance.
3. To determining the best predictor among factors environment, stress, reward towards job performance.
- 4.

Research Questions

1. What is the current level of administrative staff performance at Budaya Restu?
2. Is there any effect among a work environment, stress, reward on job performance with the level of job performance?
3. Which of the three factors work environment, stress, reward are significantly in explaining the variation in job performance?

LITERATURE REVIEW

Administrative Staff and Performance

The workplace is an organized environment that the company provides to accomplish its objective through the potential staff.

Systematized area can be defined as the arrangement of a workspace that corresponds to the nature of the job or task to be carried out (Khan et al., 2019). It can be configured with an office layout of cubicles, desks, chairs, and cabinets or just a worktable with a wall fitted with all sorts of hand tools appropriate for a workshop (Solomon, 2021). Therefore, performance is defined as actions or behaviours relevant to organizational goals leading to the success of staff (Elena-iuliana & Maria, 2016). Performance is a criterion for describing how work performance in a setting is gauged through evaluation and results based on the key performance indicator (KPI) (Na-Nan et al., 2018). Staff is ascribed with the nature of their is described job characteristics and other arrangements that constitute the performance. The competency of staff towards performance and reward management of a setting has an impact on morale and productivity (FarajAllah et al., 2018).

Numerous administrations have found that performance and reward systems were in fact driving source for staff productive that is inclined with organizational behaviour. The performance of an administrative staff has been associated with leadership and reward because there was positive relationship performance (Sulaiman, 2020). Research has shown with the periodic and consistence that human resource is the backbone of all organization because it has a vital position play (Kavanagh & Johnson, 2017). Another research asserted that compensation management system for staff was therefore the most important human resource management initiatives in achieving the objectives (Berman et al., 2021). The vicinity of the staff is a serious part that can influence the work performance towards the staffs.

The organization must provide a good facility and attractive surrounding for job performance (Alnaqbi, 2011). When there is a good atmosphere for working performance will be enhance through a collaboration. This will in turn create quality performance for task be given. The organizational environment is an influential determinant of contentment for both the productivity and the staff (Lee et al.,2020). Therefore, research has shown that with collective effects from organization and staff performance can improve which in will create productivity and satisfaction for both sides (Sundram et al., 2020). The influence both sides can be a strong dominate over the power governance traits. In addition,

working atmosphere is therefore assessed as one of the most important factors in job performance. Therefore, empirical studies have supported these ideas throughout conclusive investigations carried out analytically in this context.

Work Environment

The term work environment is used to describe the surrounding conditions in which staff functions. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures. The environment is a user's immediate environment that is exploited for its life or use. A workplace therefore provides the staff with a setting to perform a given task (Ek, & Mukuru, 2013). Work environment is one of the famous landmarks which have been given serious attention in the fields of organizational psychology and human resource management. Therefore, workplace is characterized as the ability of an individual to perform tasks successfully by using available resources at work. It is proposed by researchers that job performance has a positive relationship with work environment through the collaboration among staffs in the organization (Ashkanasy, 2014).

Although leadership and supervision have been seen as a predictor to a conducive work environment. Some researchers believe that for working environment there must be skills as predictor for staff performance (Erdogan, 2020). Thus, work environment is seen to be the contextual workplace with different occupations in the arene. Notwithstanding Work environment is relatively refers to the concentration and procedures that can profound impact on individual staff's performance (Nugroho, 2020). Work environment was found to be one of the significant factors that determine the engagement level of a staff. This refers that management which fosters a supportive working environment typically displays concern for staff desires and feelings that provides positive feedback and encourages them to voice their concerns towards the development of new skills and to solve work-related problems (Ramli, 2019). Therefore, a meaningful workplace environment that aids employees for focused work and interpersonal harmony is a key determinant of staff engagement.

Stress

Stress is seen as an uncomfortable emotional experience accompanied by predictable biochemical, physiological, and behavioural changes. It refers the state of mental or emotional strain or tension resulting from adverse or demanding circumstances (Singh & Ullah, 2016). Stress occurs when an individual is confronted with a situation that is perceived as overwhelming and with which they cannot cope. Too much stress or chronic stress can affect mental and physical health and increase the risk of premature mortality (Bamba, 2016). Stress is an unwanted reaction that pulled out staff during their working period in the organization.

Research has shown that staff are exposed to stress due to working expectation demand (Bataineh, 2013). Many studies have identified a comprehensive and multi-field literature as key factors such as work environment, management support, workload, and key performance indicator (KPI) (Wang, 2013). These key determinants are found to be challenging on job performance and have negative effect physically and mentally on the health of the staff. Sometimes severe stress causes negative effect on the staff environment (Owusu-Ansah,2016). Normally in the working place staffs are seen as individuals with different contribution for the betterment of the organization.

However, staff will not perform if their duties properly are not properly stated. This will directly affect and contribute to poor result and poor quality of work. Most of the previous studies show that pressure on the staff had a huge impact on an organization's operations. In fact, pressure from the worker can also cause problems for both the staffs themselves and their families as well as the communities surrounding them. Albeit, if attention is paid to this situation stress will affect staff attitude and be haviour toward performance (Dehghani et al.,2020). The organization should make a significant endeavour to develop efficient techniques or procedures to keep its staffs happy and free of stress. However, staffs are usually required to work overtime for longer hours in today's work life to meet their expectations of work performance as the demand for them increases daily and this places enormous stress on them. Work-related stress as a leading cause of low workplace efficiency.

Staff quality of life may be impacting some stress issues that may make the assigned role difficult and worrying for the staff to perform, unaware of the environment (Pingo et al., 2020). Stress influences organizational outcomes such as reduced performance, increased absenteeism, and dissatisfaction. Hard-working and valuable staffs enduring negative workplace experiences have broken their dreams, lost their goals or damaged their confidence. Studies by (Nene, 2020) believes that organization should try to identify emotional pain and reverse potentially lethal situations in the workplace. Several studies concluded have shown that job stress negatively affect staff performance considering the various factors involved and especially employee job satisfaction Dehghani et al.,2020) This has been confirmed by recent studies (Gao, & Li, (2021) shows that the existence of negative correlations between job stress and staff performance. According to Pingo et al., (2020) the quality of life of staff can be affected by several stress issues that can make an assigned task difficult and stressful for the employee, regardless of the environment. A study by Dehghani et al., (2020) asserted that reasons such as workload, role conflict and inadequate monetary reward are prime source of stress that decreases staff performance.

Reward

The concept of reward in an organization is based how the leaders and the subordinates sees the content. Reward can be defined as pay management systems that has a significant positive impact on maintaining and sustaining staff in the working vicinity (Dialoke & Nkechi, 2017). Organizations can attract by maintaining, and inspiring high-potential staffs and thus accomplishing high performance levels. Research has shown that reward management system is a core function of human resource discipline and a strategic partner with the organizational managements (Robescu, & Iancu, 2016). In addition, research has shown that financial and non-financial reward are motivators of staff.

Another researcher added that reward has different categories within the parameter of the organization it may tangible and non-tangible reward (Dialoke & Nkechi, 2017). This included intrinsic and extrinsic, the intrinsic are those reward inherent in the workplace and appreciated by the staff if the mission and

objectives of the organization is attained. However, the extrinsic reward included profits service contracts compensations bonuses, promotion, payments, working conditions and security (Amoatema & Kyeremeh, 2016). Salaries and promotion have been categories to be one influencer for staff performance through the history of staff performance in the organization.

Normally, individual appreciate reward in any effort been done right. Rewards has been mentioned to be one of the biggest of influence towards individual performance in the organization. Researcher believes that reward can be and always been a source of motivation among staff regardless of the institution. It has been found that reward can change individual towards the best performance. The research by Aktar et al., (2012) has confirmed that reward is a source of motivation that creates a vacuum of change in individual to the better person in the organization. Another researcher asserted that improvement of reward toward staff will increase their respective dedication to organization (Idris et al.,2017). This also in turn will spike contribution from individuals among the staff to achieve their goals. Reward has been found to influence staff to do their work properly and make it as a good of result (Harunavamwe & Kanengoni, 2013). The most appealing reward organization give their staff is salary increment, promotion, and best of allowance or other benefits associated with it.

Job performance

Job performance of staff is the most critical issue which plays an important role in accomplishing organizational performance. Job performance can be expressed as the capability of individuals to achieve their respective work aims and meet expectations to achieve benchmarks or accomplish the organizational goals. Although job performance deals with individual difference as determinants of organizational achievement, thus links should be considered with regards to the task performance, textual performance, and organizational citizenship connectivity (Islami et al., 2018). The correlations of job performance and job experience has been found to be a moderate level of correlation these consist of two dimensions length of experience and complexity (Elsayed et al.,2018). Research has shown that organizational commitment

has a positive relationship with job performance, however, multicultural competences do not a significant relationship (Berberoglu, 2018). Research over decades has shown that one of the main issues of lack of job performance is stress that consist of the following workload, job security, autonomy, role conflicts, shift work, low salary, technology change, low morale, and lack of recognition Vijayan, M. (2017).

Results

Table 1: Descriptive statistics

	Frequency	Percentage
Male	13	43.3
Female	17	56.6

The data consist of 30 administrative staff 43.3% of them are male respondents, whereas remaining 56.6% percent are females' respondents respectively.

Table 2: Correlation Statistics Correlation Matrix Statistic of Relationship between stress, reward, and work environment on Job performance.

	Stress	Reward	Work Environment	Work Performance
Stress	1.000	0.791	0.927	0.957
Reward	0.791	1.000	0.913	0.827
Work Environment	0.927	0.913	1.000	0.940
Job Performance	0.957	0.827	0.940	1.000

Correlation analysis was conducted to determine the relationship of work environment factors and job performance which revealed

that work environment has significant positive relation with job performance as $r=0.927$, $p < 0.05$, also stress has significant high positive as $r=0.957$, $p<0.05$ and for relationship with reward the value is significant and has a positive as $r=0.791$ at $p<0.05$.

The current level of work performance.

Table 3: Mean of all means

Variables	Mean	Total Score	Scale 1-5 (SD-SA)
Job Performance	4.0		
Stress	2.2		
Reward	3.8		
Work Environment	3.5		
Total	13.5	13.5/5	2.7

The result of the Mean of each variable were divided by the total scale of the quantitative instrument to get at the mean of all means. The variables involved were, job performance (4.0) and followed by stress (2.2), reward (3.8) and work environment (3.5). The total mean score is 13.5 divided by five scale used in the questionnaire which is 1 for Strongly Disagree (SD) to 5 refer to Strongly Agree (SA), 2.7 was found. According to Howell (2016), the mean with 2.66 at a moderate level. The result shows slightly above recommended level of mean at (2.6) which is 2.6 and above. In other words, the current level of job performance among administrative staff is above moderate level. This is an indication that the administrative staff performance is efficient in the organization.

The influence of work environment, stress, reward on job performance.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.968	.937	.929	.12924

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	6.420	3	2.140	128.123	.000
Residual	.434	26	.017		
Total	6.855	29			

This ANOVA table above shows the regression result between administrative work environment factors (stress and reward) towards job performance. The result shows that R Square is 0.937 and significant at 0.00. Therefore, the influence of administrative work factors (stress and reward) towards job performance is 93.7%.

The best predictor among factors environment, stress, reward towards job performance.

Table: 6 Coefficients

Model	Unstandardized coefficients	Standardized coefficients	t	sig
1	B	Std Error	Beta	
(Constant)	2.128	.339		.000
Stress	.348	.080	.613	.000
Reward	.014	.171	.011	.934
Work Environment	.322	.188	.362	.099

The regression coefficients table 6 shows the proposed variables impact on job satisfaction in general. It shows that the effect of stress on job performance is 0.613 with significant value at .000. The effect of reward on job performance is .011 with significant value .934, and work environment has .362 with significant value at .099. Therefore, the most contributing factor among the variables proposed by the study towards job performance is stress because the significant value is .613, with significant level of .000.

Conclusion

This study investigated the impact of administrative work environment on Job Performance among Budaya Restu staff in Sha Alam Alam, Malaysia. The research employed two analyses means oh all means and multiple regression analyses to understand the current level and the influence of administrative work environment on job performance among the staff. The results of the current level of performance among the staff was slightly above moderate level of expectation which means that the staffs are meeting the key performance indicators (KPI) of the organization. In addition, the multiple regression analyses shows that variables proposed by the researchers have impacted on the job performance. Among these variables stress is seen to be the most contributing factors on job performance.

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