

The Influence Of Working Environment On Employees Performance: The Case of Koya Technical Institute In City Erbil/Iraq

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Abstract:

To explore innovative approaches to work, organizations must venture beyond their customary roles and comfort zones. They should strive to establish a work environment that fosters enjoyment, a sense of purpose, pride, and realization of potential for their employees. The objective of the study conducted at the Koya Technical Institute in Erbil, Iraq was to evaluate how the working environment influences employee performance. The study employed a descriptive research design and a simple random sampling technique, resulting in a sample size of 60 respondents. The data were collected using structured questionnaires. The study findings indicate that the working environment of the organization has an impact on its members, according to the respondents. Additionally, the study identified several issues that, if addressed by the management, could enhance employee performance. These issues include the need for a more flexible working environment, mitigation of work-related noise distractions, improvement of supervisor-subordinate interpersonal relationships, provision of job aid, implementation of performance feedback mechanisms, and enhancement of work incentives to motivate employees in their job performance.

Keywords: Work Environment, Employees' performance, Organizations, Koya Technical Institute, Erbil/Iraq

1. Introduction

Workforce efforts and performance are vital to an organization, serving as its core and driving force. Employee performance plays a significant role in an organization's success, with even slight changes having noticeable effects. Exceptional employee performance leads to exceptional organizational performance. Therefore, it is essential to implement crucial measures to achieve an organization's goals. The work environment influences employee behavior, reflecting the effectiveness and efficiency of the workplace (Al-Omari & Okasheh, 2017).

Surroundings, whether physical or non-physical, have an impact on individuals and are considered a part of the environment. The term 'work environment' refers to the surroundings in which people work to achieve organizational goals. This includes tools, systems, structures, and procedures that affect employee performance, potentially positively or negatively impacting it (Satyvendra, 2019). According to Al-Omari and Okasheh (2017), work environment refers to the environment in which a group of people collaborates to complete tasks. The physical aspects of the workplace environment include the location and surrounding area, encompassing tangible assets such as ventilation, noise levels, air quality, parking lots, and tangible perks such as meals, tea, and coffee. It also encompasses office buildings and their setups (Mathew 2015).

The evolution of technology has introduced new competitive challenges for meeting the organizational requirements of the work environment. While incentives and physical infrastructure are important aspects of the workplace, intangible factors also play a crucial role in an organization's success. These factors cannot be seen but can be assessed through the achievements and outcomes generated. Examples of intangible factors include policies, incentives, rules, work culture, interpersonal relationships, supervisor support, and compatibility with colleagues (Genzorová, 2017). Administrators can evaluate employee performance based on various indicators, including work commitments (Schaufeli et al., 2006), work-related family conflicts (Greenhaus and Beutell, 1995), depression (Radloff, 1987), work identity, job fit (Kristof-Brown et al., 2006), job satisfaction (Hackman and Oldham, 1976), and numerous other aspects. These aspects provide insights into the performance of employees within an organization. The working environment has the potential to enhance job effectiveness as it significantly influences employees' achievements and performance. The relationship between job satisfaction and employee performance has been observed among different individuals and its impact on work (Atmaja & Puspitawati, 2018). A higher level of job satisfaction indicates a greater level of employee achievement, even in challenging and long-term jobs (Mathew 2015).

Furthermore, when an employee feels like a misfit in their job, it does not necessarily mean that they are unsuited to the role or lack the necessary skills. There may be various other work-related factors in the environment that cause stress and lead employees to believe that they are not a suitable match for their job, ultimately affecting their work performance, as noted in a study by Sturman and Walsh (2014). For example, if they are assigned tasks beyond their capacity and do not receive adequate support or time to complete them, even if they are rewarded for achieving their targets, they may still feel unsatisfied. This lack of job satisfaction, combined with a lack of support from supervisors, can result in job stress, low productivity, and diminished performance (Leblebici, 2012). The working environment and job dissatisfaction not only result in poor employee performance, but can

also have psychological effects, leaving employees feeling demotivated and restless at work, ultimately impacting the success of an organization (Abowd et al., 1999). As a result, employees currently focus on the current situation and working environment to assess their performance under different conditions and identify the conditions that enable them to perform at their best (Satyvendra, 2019).

While individuals are grateful for their financial stability, they no longer view the workplace as a second home, despite spending most of their days there. They often feel compelled to adapt to uncomfortable environmental conditions in the office, which can gradually lead to depression, stress, and long-term health issues (Jena 2016). The working environment plays a vital role in determining work quality and employee performance levels (Genzorová, 2017). The way the working environment engages employees influences their desire to learn new skills and abilities as well as their motivation levels, performance, and productivity, as observed by Bushiri (2017). With increasing competition among computing firms and countries, effective and efficient employee performance has become essential for any organization (Awan, 2015).

According to the literature by Minarsih, Gagah, and Suwati (2016), the primary objective of work for individuals is not just to earn a paycheck but also to experience self-satisfaction and comfort in the working conditions they face every day. Employee performance is influenced by various factors, such as working conditions, motivation levels, support, and leadership, as demonstrated by Satyvendra (2019). To achieve ambitious goals, organizations must pay attention to even the smallest factors that can impact their objectives. Employees are essential assets of any organization, and their performance greatly influences an organization's goals. Poor environmental conditions and ineffective management by supervisors can have significant repercussions for achieving these goals, making it difficult or even impossible to meet objectives under unfavorable conditions (Okasheh, 2017).

According to Lelebici (2012), well-managed organizations consider their employees as foundational resources for productivity, performance, and quality. These organizations view employees not only as capital investments but also as a fundamental source of improvement and success. To achieve improvement and ultimately succeed, it is crucial to satisfy employees in the workplace by enhancing their working environment and fostering loyalty and commitment to their work (Lelebici, 2012). The workplace environment plays a pivotal role in maintaining employees' calm and content in their work. Therefore, organizations should carefully consider factors such as office location, design, policies, and procedures to ensure that they enhance employee motivation and determination to achieve target objectives. This in turn leads to increased productivity and

optimized employee performance (Awan, 2015). Jena (2016) emphasizes that efficiency, effectiveness, and core competencies are key factors in evaluating employee performance, attracting potential customers, and retaining them through the delivery of high-quality services, ultimately contributing to organizational success. The importance of the working environment on employee performance and its subsequent impact on organizational success have been highlighted in the studies mentioned above. This study delves into a detailed examination of workplace environmental factors and their effects on employee performance.

2. Literature Review

2.1 Working environment

Noah & Steve (2021) defined the working environment as an encompassing concept that includes all the forces, actions, and influential factors that currently or potentially affect an employee's activities and performance. This represents the interrelationship between employees and the environment in which they work.

According to Alkaabi et al (2022), the effectiveness of knowledge sharing within organizations relies on how the work environment is designed to harness it as an asset. By creating a work environment that promotes employee satisfaction and facilitates the exchange of ideas, organizations can enhance their effectiveness and enable employees to benefit from collective knowledge. In turn, this serves as a motivating factor for higher productivity.

Taiwo (2010) presented a threefold categorization of the working environment. The technical environment encompasses tools, equipment, technological infrastructure, and other physical or technical elements that enable employees to fulfill their responsibilities. Human environment pertains to interactions with peers, colleagues, teams, leadership, and management. It is designed to encourage informal interactions and facilitate knowledge sharing and idea exchange, ultimately aiming to maximize productivity. The organizational environment includes systems, procedures, practices, values, and philosophies that are under management control. Issues within the organizational environment, such as measurement systems that prioritize quantity over quality, can influence employee productivity.

2.2 Employee Performance

According to Naharuddin & Sadegi (2013), employee performance is influenced by their willingness and openness to perform their jobs. Employees possessing this willingness and openness can enhance their productivity, ultimately leading to improved performance.

Lankeshwara (2016) further explains that, to achieve a standard level of performance, employers need to ensure that employees stay on track to accomplish organizational goals and targets. By keeping employees focused and providing the necessary support, employers can monitor their performance and help them improve.

Additionally, implementing a reward system based on employee performance is crucial for motivating employees and encouraging them to excel at their tasks. Stup (2003) identified several factors that contribute to the success of employee performance, including the physical work environment, availability of equipment, engaging and meaningful work, clear performance expectations, feedback on performance, a fair reward system, standard operating procedures, and the knowledge, skills, and attitudes of employees.

Alkaabi et al (2022) defined performance as reliant on internal motivation, but the presence of internal factors such as necessary skills, intellectual capacity, and resources also have an impact. Therefore, employers should provide appropriate working conditions to ensure that employees meet required performance standards.

2.3 Working Environment Factors that Affect Employees Performance

A favorable and encouraging work environment creates circumstances that empower employees to perform at their best, utilizing their knowledge, skills, and competencies along with available resources to deliver high-quality services for the organization. The following factors were identified based on this study:

2.3.1 Supervisor Support

A supervisor, also known as an experienced leader, possesses problem-solving skills and serves as a role model within the first level of organizational management (Gibson, 2004). As experienced leaders, supervisors are actively involved in training programmes. These programs involve establishing objectives, selecting trainers, developing lesson plans, choosing appropriate methods and techniques, preparing materials, scheduling programs, and conducting training needs analysis (Gibson, 2004; Elangovan & Karakowsky 1999). Naharuddin & Sadegi, (2013) suggests that supervisors can also act as trainers for employees, guiding them through operational processes, particularly when new procedures are introduced. Supervisor support is crucial in influencing employee performance, although there are instances in which supervisors may fail to provide adequate support. One example is miscommunication between employees and supervisors regarding the delivery of information or job processes (Naharuddin & Sadegi, 2013).

To achieve optimal employee performance, employees and supervisors must be fully committed to the relationship. When both parties are fully committed, they lead to positive employee performance outcomes (Blau, 1964).

2.3.2 Job Aid

According to Alkaabi et al (2022), job aids serve to direct and guide employees to enhance their performance. They also provide support to employees in their performance. An example of the military's reliance on job aid between 1958 and 1972 was examined by Rossett & Schafer (2012), who demonstrated a significant and positive contribution to military performance. The results of the military analysis indicated that job aids saved money while maintaining employees' work performance. There are three ways to improve performance through job aid (Harvey, 2008). The first is external support, where employees take leave from work to seek external sources for job reference. The second way is through extrinsic support, where job aid is provided within the system itself. The third method, known as intrinsic support, involves using insider knowledge or software to enhance workflow efficiency.

2.3.3 Physical Work Environment

The physical working environment can be either a good or poor fit for individuals in the workplace. This is also referred to as an ergonomic workplace, emphasizing the importance of research on creating an ergonomic environment for employees. An ergonomic physical workplace can help prevent nerve injuries in employees ((Brandstätter et al, 2016). Raziq & Maulabakhsh (2015) emphasized the need for proper elements in the working environment to prevent employee stress during job performance. They also highlighted the significant role of physical elements in fostering networking and relationships within the workplace. Improving the design of the physical workplace can lead to a performance increase of five to ten percent for employees (Leblebici, 2012).

Jawaad et al (2019) further discusses elements related to the working environment, particularly focusing on the office layout plan and office comfort. According to Amir (2010), the physical workplace refers to the area in an organization that is arranged in a way that aligns with the organization's goals.

2.3.4 Performance Feedback

Performance feedback involves the exchange of information and resolution of conflicts between employees and their supervisors. It encompasses providing positive feedback on employees'

strengths and acknowledging areas that require improvement. Managers and supervisors should be proficient in addressing the various workplace factors that affect employee performance. While supervisors offer feedback and express their requirements, employees are encouraged to provide feedback on their needs. While this process is typically formal, it can also be informally managed by fostering closer relationships between the two parties (Chandrasekar, 2011).

2.3.5 Workplace Incentives

The organization plays a crucial role in identifying what motivates employees and establishing formal and informal structures to reward desired behaviors. These rewards can take the form of both internal rewards, such as challenging assignments, and external rewards, such as higher compensation and recognition from peers (Chandrasekar 2011). The poor performance of professional employees can be attributed not only to factors within the working environment, but also to deficiencies in human resource management practices, such as a lack of recognition for high-performing employees, subpar working conditions, the absence of a performance appraisal system, and inadequate feedback on performance outcomes. Therefore, implementing significant changes in areas such as promotions, compensation, and benefits is crucial for ensuring employee satisfaction, and consequently, increasing productivity.

2.4 Conceptual Framework

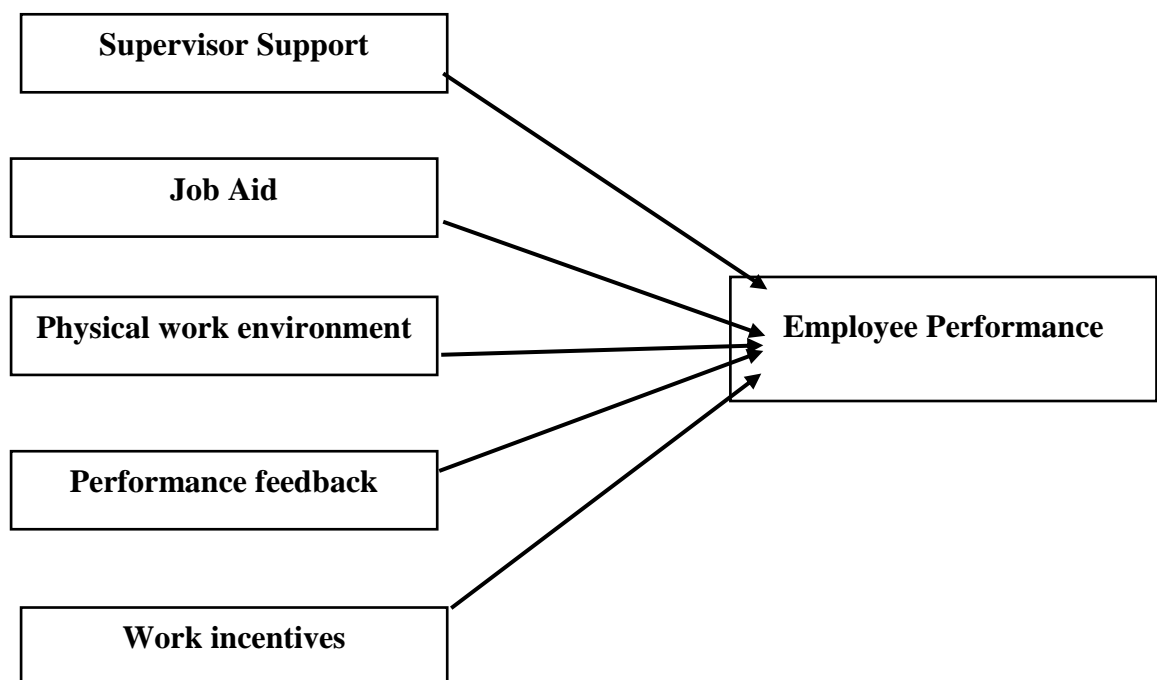


Figure 1: Conceptual Framework

2.5 Theoretical Framework

The theoretical framework aimed to provide an understanding of the variables discussed in the conceptual framework. It establishes a connection in which a group of factors influences a person, ultimately shaping their performance by either enhancing or diminishing it.

2.5.1 Supervisor Support and Employee Performance

Supervisors who oversee employees play crucial roles as supporters. They collect and distribute the resources required for employees to perform their tasks effectively while also offering positive reinforcement for their accomplishments. The interpersonal role of supervisors within the work environment is significant, as it fosters positive relationships and boosts employees' self-assurance. Consequently, this leads to enhanced employee performance (Blau 1964).

2.5.2 Job Aid and Employee Performance

Job aid is an external tool used by individuals to assist them in their work. Its purpose is to provide support for job-related activities (Florez-Arango et al., 2011). As one of the factors within the working environment that influence employee performance, job aids are employed to provide real-time guidance for job execution. By utilizing job aid, employees receive support in performing their tasks and planning for their development, ultimately leading to optimal performance. Job aids streamline work processes, make them more efficient, and reduce the occurrence of errors. Examples of job aids include templates, guides, models, and checklists.

2.5.3 Physical Work Environment and Employee Performance

The workplace environment can significantly impact employee performance and safety. Physical factors, such as inadequate layout or excessive crowding, can increase the likelihood of accidents, such as tripping or colliding with objects. In addition, factors such as noise can cause discomfort to employees, resulting in reduced productivity. Employee performance can be influenced by both the nature of their tasks and the conditions of their work environments. Creating a favorable environment enables employees to channel their energy and focus on their work effectively (Hamidi et al., 2020).

2.5.4 Performance Feedback and Employee Performance

Performance feedback is a consistent provision of information to employees regarding their job performance. It should include both positive reinforcement of what employees are doing well and

constructive feedback on areas that need improvement. Feedback should strive to be impartial and deliver the necessary interpersonal and conflict resolution skills. It can take the form of informal feedback or can be incorporated into a formal performance management process (Chandrasekar, 2011).

2.5.5 Work Incentives and Employee Performance

The common belief is that salary and promotions are the primary factors influencing work incentives and employee performance. However, it is equally important to create a motivational work environment in which employees are treated fairly. Regardless of the level of involvement in the overall business processes, managers should ensure that each employee feels valued and plays a significant role in larger endeavors. Fostering loyalty among workers is crucial for motivating them and ultimately boosting productivity and performance. Thus, organizations must identify what motivates their employees and establish formal and informal systems to reward them, as this working environment factor enhances performance.

2.6 Research hypotheses:

H1: Supervisor Support influences Employee Performance.

H2: Job Aid influences Employee Performance.

H3: Physical Work Environment influences Employee Performance.

H4: Performance Feedback influences Employee Performance.

H5: Work Incentives influence Employee Performance.

3. Research Methods

This study employed primary data collection methods that specifically utilized a descriptive research design. The selection of the descriptive research design was based on its ability to gather a substantial number of responses from a diverse group of individuals. This research was conducted at the Koya Technical Institute in the city of Erbil, Iraq. This study aimed to target human resource management officers responsible for employee performance management as well as the employees themselves. The total population at the Institute of Finance Management was 265 employees, including both teaching and non-teaching staff. The study used a sample of 60 respondents, consisting of both teaching and non-teaching employees, who completed questionnaires to obtain the study's findings. A random sampling technique was employed to collect data, as defined by Creswell (2005), as the random selection of individuals from a population subset. Data were collected using structured questionnaires based on a 5-point Likert Scale, and the Statistical Package for Social Sciences (SPSS) software was used to analyze the findings.

4. Findings and Data Analysis

4.1 Profile of Respondents

The identification of respondent characteristics was carried out to provide a description of the study sample. These characteristics include age, gender, and job type, which will be further elaborated on below:

Table 1. Profile of Respondents

Demographic	Characteristic	Frequency	Percentage
Gender	Male	36	60%
	Female	24	40%
Age	20-30 years	15	25%
	31-40 years	29	48%
	41-50 years	10	17%
	50 and above	6	10%
Type of job	Academic	18	30%
	Academic/ Administrator	30	50%
	Administrator	12	20%

The study aimed to examine the gender distribution of respondents in order to gather insights from the questionnaires. The table above illustrates that 60% of respondents were male, while 40% were female. Age was considered an important factor in assessing the impact of the working environment on employees' performance at the Institute of Finance Management. The largest group of respondents, accounting for 48%, fell within the 31-40 age range, followed by 25% in the 20-30 age group, and 17% in the 41-50 age group. The smallest proportion of respondents, making up 10% of employees, was in the 50 and above age category. Table 1 shows that 50% of the respondents were academic/administrative staff, while 30% were academic staff, and the remaining 20% were administrators.

4.2 Supervisor Support

A supervisor's competence in providing support in the workplace is essential. Table 2 presents the responses regarding how employees rated the level of support they received from their supervisors at their respective work locations.

Table 2: Supervisor Support

Responses	Frequency	Percent	% Cumulative percent
Strongly agreed	21	35%	35%
Agreed	17	28%	63%
Neutral	7	12%	75%
Disagree	9	15%	90%
Strongly disagree	6	10%	100%
Total	60	100%	

Source: Researcher

According to the data presented in table 2, 35% of employees strongly agreed that their supervisor provided support in enhancing their workplace performance. On the other hand, 28% of respondents agreed that their supervisor was effective in planning and organizing tasks to improve performance. Conversely, 15% of employees disagreed with their supervisor's contribution to their job performance, while 12% had a neutral opinion on the matter. Finally, 10% of respondents strongly disagreed with their supervisor's support. A supervisor's proficiency in providing support is crucial for guiding employees through operational processes and ensuring tasks are completed efficiently.

4.3 Job Aid

The response provided sheds light on the existence of job aids within the organization, which positively impact employees' job performance.

Table 3: Job Aid

Responses	Frequency	Percent	% Cumulative percent
Strongly agreed	16	27%	27%
Agreed	18	30%	57%
Neutral	10	17%	73%
Disagree	8	13%	87%
Strongly disagree	8	13%	100%
Total	60	100%	

Source: Researcher

According to the data presented in table 3, it can be observed that 30% of employees agree that the existence of job aids within the organization significantly contributes to their job performance. Additionally, 27% of employees strongly agree that the presence of job aids positively impacts their performance. On the other hand, 17% of employees hold a neutral stance regarding the use of job aids to enhance performance. Conversely, 13% of employees disagree with the notion that job aids play a role in their performance. Similarly, 13% of employees strongly disagree with the presence of job aids being beneficial to their job performance. The presence of job aids at the organization supports employees in performing their tasks, planning for development, and ultimately simplifying their work processes while reducing error rates.

4.4 Physical Working Environment

In this study, the physical working environment has been recognized as a factor influencing employees' performance, as indicated by the responses obtained through the distribution of questionnaires.

Table 4: Physical Working Environment

Responses	Frequency	Percent	% Cumulative percent
Very bad	15	25%	25%
Bad	12	20%	45%
Moderate	23	38%	83%
Good	4	7%	90%
Very good	6	10%	100%
Total	60	100%	

Source: Researcher

Based on the data presented in table 4, the majority of employees, comprising 30%, described their physical working environment's impact on their performance as moderate. They reported that it influenced their willingness to stay in the office and work comfortably. On the other hand, 23% of employees expressed that the physical working environment was unfavorable for them to stay in the office and work comfortably. Approximately 22% of employees described the physical working environment as good, enabling them to stay in the office and work comfortably. Moreover, 18% of employees rated their physical working environment as very good, while the remaining 7% found it to be very bad in terms of comfort and workability. The majority of employees agreed that there is a strong connection between the physical working environment and their motivation to perform well. This emphasizes the organization's responsibility to provide a friendly working environment that enables employees to work comfortably and excel in their roles.

4.5 Employee Performance Feedback

The responses provided shed light on how supervisors utilize performance feedback to improve employees' performance.

Table 5: Employee Performance Feedback

Responses	Frequency	Percent	% Cumulative percent
Always	15	25%	25%
Usually	12	20%	45%
Sometimes	23	38%	83%
Rarely	4	7%	90%
Never	6	10%	100%
Total	60	100%	

Source: Researcher

According to the data presented in table 5, it is evident that 38% of employees reported occasionally receiving performance feedback from their supervisor. Following this, 25% stated that they always receive performance feedback, while 20% mentioned that they usually receive feedback. In contrast, 10% of employees stated that they never receive performance feedback, and 7% stated that they rarely receive it. It is important to note that employee performance feedback plays a significant role in enhancing performance as it includes both positive reinforcement for what employees are doing well and constructive feedback on areas that require improvement.

4.6 Work Incentives

In this study, work incentives were recognized as an important factor influencing employees' performance. The following responses from employees shed light on how incentives contribute to their job performance.

Table 6: Work incentives

Responses	Frequency	Percent	% Cumulative percent
Strongly agreed	31	52%	52%
Agreed	13	22%	73%
Neutral	8	13%	87%
Disagree	3	5%	92%
Strongly disagree	5	8%	100%
Total	60	100%	

Source: Researcher

As depicted in table 6, the majority of employees (52%) strongly agreed that work incentives within the organization serve as a motivating factor, positively impacting employee performance. Additionally, 22% of employees agreed that work incentives contribute to their motivation to perform well. On the other hand, 13% of employees expressed a neutral stance regarding the role of work incentives in driving performance, while 8% strongly disagreed with work incentives being a motivating factor. The remaining 5% of employees disagreed with the notion that work incentives impact employee performance. Work incentives play a significant role in enhancing employee performance as they allow employers to monitor progress and support employees in improving their performance. Implementing a reward system based on employee performance further motivates employees to excel in their tasks.

5. Discussion

The studies findings indicate that gender parity exists within organizations, with a nearly equal distribution of males (60%) and females (40%). This suggests that organizations do not discriminate based on gender in their hiring practices. A significant proportion of employees fall within the 31-40 age range, where performance becomes a priority, as individuals aim to develop their careers and plan for retirement. The majority of respondents possess a degree, indicating that the Koya Technical Institute hires qualified employees who possess the necessary skills and knowledge to perform their duties effectively. This hiring practice contributes to better overall workplace performance. This study also revealed that several work environment factors influence employee performance. Employees expressed satisfaction with their physical work environments. Factors such as supervisor support, job aid, physical work environment, performance feedback, and work incentives were found to enhance employee performance. Employees believe that an improved physical work environment would encourage better performance. Promotion opportunities based on high performance are perceived as motivating factors. Most respondents felt fairly compensated for their work, but it is important to note that pay alone serves as an extrinsic motivator. A comprehensive compensation package that encompasses various aspects enhances employee performance. Regarding management and leadership styles, the results indicated that management was a role model for high performance. However, employees are not involved in decision-making processes within the organization. Involving employees in decision making would foster a sense of responsibility and appreciation, thereby increasing their commitment to their work. Koya Technical Institute recognized the importance of training and development, as evidenced by providing opportunities for employee growth. This enables employees to acquire the skills and knowledge necessary to excel in their roles. The findings also highlighted that employees were able to maintain a balance between work and personal life, although the organizations were not flexible enough to fully enhance their work-life

balance. Overall, the analysis indicates that a conducive work environment significantly enhances employee performance.

6. Conclusion

The working environment plays a crucial role in motivating employees to perform their assigned tasks effectively. In today's competitive business landscape, monetary rewards alone are not sufficient to inspire the required level of performance. The ability to attract, retain, and motivate high-performing employees has become increasingly important in modern organizational settings. The study also highlighted that employee performance can be enhanced if management addresses the issues identified during research. Ultimately, this research revealed that the working environment significantly impacts employee productivity. Consequently, organizations are responsible for creating a favorable working environment that promotes employee comfort and facilitates optimal job performance.

7. Recommendations

Conducting regular meetings with employees to address their concerns can serve as a motivating factor. Managers should receive counseling to foster positive relationships with their subordinates. Organizations should prioritize the implementation of effective work-life balance programs for their employees, as this can significantly motivate and retain them. Management should make concerted efforts to establish a work environment that attracts, retains, and motivates employees, ultimately leading to increased organizational productivity. Providing adjustable and flexible furniture for all employees promotes comfort and long-term well-being. Employers should ensure favorable working conditions to enhance employee morale and efficiency. Customizing benefit programs to suit employees' needs is an example. Additionally, management should effectively communicate organizational goals and strategies to employees in order to align their efforts with the organization's mission and vision.

8. Limitations of the Study

This research focused on employees at the Koya Technical Institute in the city of Erbil, Iraq, to investigate the influence of the working environment on their job performance. However, the limitations of this study can be seen as potential areas for future research to explore the impact of work environment on employee performance across various units. Future research could encompass both public and private sectors to gain a more comprehensive understanding of the topic.

9. Suggested area for Further Study

This study exclusively investigated the influence of the working environment on employee performance at the Koya Technical Institute. Hence, it is recommended that future researchers extend their research to include other companies or institutions, including those located in different regions or rural areas. Furthermore, additional research should focus on examining the benefits that organizations can gain from enhancing their working environment.

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