

Accelerating Job Performance through Physical Working Conditions: Evidence from Apparel Sector in Sri Lanka

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ABSTRACT: Enthusiastic and hardworking employees are biggest assets of any organization. The working conditions in the majority of industries are weak, unsafe and unhealthy. This includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, high temperature, fatigue, monotony and the negative attitude and behaviors supervisors' and colleagues'. People, who are working in such conditions cause on employee's poor performance. Thus overall performance of the organization is decreased due to the working conditions. Therefore, the quality of the employee's working conditions that most impacts on achieving their performances. Apparel sector is the emerging sector which contributes to Sri Lankan economy more and more. Creating a better work conditions in which employees are productive is essential to increased profits for all the apparel sector industries in Sri Lanka. Therefore, this paper presents several working conditions both including physically and psychologically which directly or indirectly effect on employee's job performance. The main purpose of this study was to investigate the impact of working conditions (WC) on job performance (JP) of employees in apparel industry in Kandy district, Sri Lanka. The sample used for this study consists of 147 randomly selected employees of apparel industry in Kandy district Sri Lanka. The data collection methodology of the study was questionnaire survey.. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 21. Mean Score and Standard Deviation were used for all the variables for correlation coefficients and regression analyses were used for inferential analysis. The hypotheses were tested using the regression coefficient (Beta). Accordingly, eight hypotheses were accepted while two hypotheses rejected. At the end, a few recommendations and future research directions were suggested by the researcher.

Keywords - Employee Performance, Working Conditions, Apparel Sector, Sri Lanka

1. INTRODUCTION

The agricultural, industrial, and service sectors are the three most important economic contributors to the Sri Lankan economy. When it comes to the industrial sector, the textiles and apparel industry is one of the largest in Sri Lanka, employing a large number of people and making a significant contribution to the Sri Lankan economy by providing a greater number of job opportunities. More than 15% of the country's workforce is made up of employees from the apparel industry. The apparel industry has risen to prominence in Sri Lanka's export trade. Apparel industrial products account for more than 40% of total exports, of industrial products (Central Bank of Sri Lanka, 2020). The apparel industry is facing increasing competition, and survival is dependent on how well they perform in comparison to their competitors. In other words, the organization's

competitive advantages determine its success. When it comes to gaining a competitive advantage, human resources are given top priority because they are distinct from other production factors (i.e. money, machinery, materials, and processes). Furthermore, when compared to other resources, it has an unlimited capacity. To be successful, organizations always expect their employees to give their all. It necessitates employees going above and beyond their normal duties and responsibilities. As a result, most organizations believe that a dedicated workforce is a more valuable asset to the organization than other factors.

According to previous research, job satisfaction occurs when the workplace develops certain qualities that lead to workers performing better on the job (Judge & Larsen, 2001). As a result, a suitable working environment should be created for employees to carry out their responsibilities while fully utilizing their potential and providing quality service to customers (Vratskikh, Masadeh, Al-Lozi, & Maquableh, 2016). As a result, satisfied employees lead to satisfied customers (Atamba, 2019). Numerous studies support the idea that when managers are supportive of their employees, they perform better at work due to lower stress levels and encouraging behavior from their immediate supervisors (Taghipour & Dejbani, 2013). Job performance is realized when an individual can complete the task assigned to him/her under fewer constraints at work (Matsuo & Yozgat et al., 2019). The basic functions, settings, situations, conditions, and circumstances under which people work can be simply defined as the working environment (Chandrasekar, 2011). The sum of the interrelationships that exist between employees and employers, as well as the environment in which they work, which includes the technical, human, and organizational environments. When people are at ease, they are at their best. Furthermore, the state of mind is affected by both physical and emotional factors. A more pleasant working environment contributes to lower absenteeism and higher employee performance. An employee's job performance can be simply defined as the accomplishment of work-related tasks or skills. This is also a combination of employee behavior, which is measured across multiple dimensions. According to the literature, there is a link between the working environment and job performance. As a result, performing jobs efficiently and effectively contributes to the achievement of organizational goals and objectives. As a result, working conditions within the organization are critical to improving employee job performance.

Existing research has found a connection between working conditions and job performance (Fine & Kobrick, 1978; Mohapatra & Srivastava, 2003; Naharuddin & Sadegi, 2013; Brill, Margulis, & Konar, 1985; Chandrasekar, 2011; Dolden & Ward, 1986; Davis, 1984; Vischer, 2008). Having the right environmental factors, both physical and psychological, will result in improved performance (Buhter, 1997 & Chandrasekar, 2011). Khan et al. (2011) investigated the impact of workplace environment and infrastructure on employee performance among a sample of 150 respondents from Pakistan's education sector and concluded that workplace incentives had a positive impact on employee performance while workplace infrastructure had no significant impact on employees. In-office settings, a large number of work environment studies have been conducted. One study, for example, suggested that management make an additional investment in ergonomic tables and chairs to boost worker productivity (Miles, 2000). Furthermore, some studies have looked at the effect of work environment factors like the height and thickness of workstation partitions, furniture measurements, and the amount and availability of file and work storage on individual and team performance (Visser, 2008). According to Kahya's (2007) research, job characteristics and working conditions have an impact on job performance in a manufacturing setting. According to studies conducted in the context of the hotel sector, working conditions in the hotel sector are deplorable (Wight & Pollert, 2006). However, a lack of studies has been conducted to investigate the impact of environmental conditions on job performance in the context of apparel industry in Kandy district in Sri Lanka.

Identifying the impact of the work environment on the job performance of apparel employees will help managers better understand how to improve worker performance. As a result, in an attempt to fill this research gap, this study investigates the impact of work environment factors on performance-related matters in the context of the apparel sector in the Kandy district of Sri Lanka.

1.2. RESEARCH OBJECTIVES

- 1) To examine the impact of physical working conditions on machine operator's job performance
- 2) To examine the impact of psychological working conditions on machine operator's job performance
- 3) To examine the impact of ventilation on machine operator's job performance.
- 4) To examine the impact of temperature on machine operator's job performance.
- 5) To examine the impact of noise on machine operator's job performance.
- 6) To examine the impact of interior infrastructure on machine operator's job performance.
- 7) To examine the impact of lighting on machine operator's job performance.
- 8) To examine the impact of fatigue on machine operator's job performance.
- 9) To examine the impact of monotony on machine operator's job performance.
- 10) To examine the impact of the attitude of supervisors and colleagues on machine operator's job performance.

2. LITERATURE REVIEW

2.1. Maslow's Hierarchy of Needs Theory

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels compelled to satisfy. This need can lead to tensions that influence a person's work attitudes and behaviors. Maslow created a theory based on his observations. A definition of need that proposes that humans are motivated by multiple needs and that These requirements are arranged in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator. A person begins at the bottom of the hierarchy (pyramid) and seeks to satisfy basic needs first (e.g. food, shelter). Once these physiological needs have been met, they no longer serve as a motivator. The individual advances to the next level. Workplace safety requirements could include physical safety (e.g., protective clothing) as well as protection against unemployment, loss of income due to illness, and so on. Social needs recognize that most people want to be a part of a group. These would include the need for love and belonging (e.g., working with a colleague who supports you at work, teamwork, communication etc.). Esteem needs are about being recognized for a job well done. They reflect the fact that many people seek the esteem and respect of others. A job promotion could help. Self-actualization refers to how people perceive themselves; this is frequently measured by the degree of success and/or challenge attained work. It is also important to ensure that employees are not just working for the sake of working. financial incentives One should create an environment in which employees want to work because they enjoy their jobs, resulting in higher performance Incentives are also used. When you want your employees to go the extra mile to help you reach your goals, motivate them targets. Maslow's hierarchy of needs model has a lot of potential in the business world. The message is obvious - if management can determine which level each employee has attained, then can select appropriate rewards (Bushiri, 2014).

2.2. Job Performance

The achievement of the organization about its set goals is referred to as performance. Individual potential and how well it is realized by the individual are linked to performance. Employee job performance is an important issue for any organization because it refers to whether or not an employee does his or her job well. Job performance has a significant impact on an organization's profitability (Bevan, 2012). Inefficient job performance will result in a disaster for the organization due to lower productivity, profitability, and overall organizational effectiveness (Okoye & Ezejiofor, 2013). Job performance refers to the actions that employees take in their jobs that are relevant to the organization's goals. Employee performance refers to the completion of a task by an individual employee (Nelson & Quick, 2009). It includes outcomes obtained or attained as a result of individuals' or teams' contributions to the organization's strategic goals. Employee performance, according to Sinha (2001), is dependent on the employees' willingness and openness to doing their job. According to Motowildo, Borman, & Schmit (1997), job performance is based on employee behavior, and the outcome is critical for organizational success. Muchinsky (1997) defined job performance as a synthesis of employee behaviors. He went on to say that it can be monitored, measured, and evaluated as outcomes at the employee level and linked to organizational goals. As a result, job performance is an important determinant of organizational success. Stup (2003) also stated that to have a standard performance, employers must ensure

that their employees' tasks are completed on time to achieve the organization's goal or target. It is related to the willingness and openness to try and achieve new aspects of the job, which will increase the individual's productivity (Sinha, 2001). Employers may be able to monitor their employees and help them improve their performance if the work or job is completed on time.

Job performance is regarded as the most important aspect in generating continuous profit in the organization, particularly in profit-oriented organizations. Employee performance is assessed on an individual basis during job performance reviews, which take into account factors such as time management, leadership skills, and productivity. Many factors can influence an employee's job performance, such as the physical work environment, equipment, meaningful work, performance expectations, and feedback on performance, the reward for the good or bad system, standard operating procedures, knowledge, skills, and attitudes (Stup, 2003). However, the physical work environment has been extensively researched because it has a significant impact on employee job performance.

There are various dimensions to job performance. Three factors influence job performance, according to Blumberg & Pringle (1982) these are the ability variables, which are the requirements that help to achieve job performance, the motivation variables, which are the variables linked with employees to determine job performance, and the opportunity variables, which include work environment factors such as temperature, noise level, group and leadership characteristics of the job, all of which have a joint effect on job performance.

Task performance

Task performance refers to behaviors that are role-specific, distinguish one job from another, and contribute to the organization's technical core (Campbell, McCloy, Oppler, & Sager, 1993). On the other hand, this contributes to the larger organizational, psychological, and social environment in which the technical core operates.

Contextual performance

Contextual behaviors are thought to be a way for an employee to give back to the organization; therefore, if an employee is satisfied with his or her job, the employee may be more likely to reciprocate by assisting others through contextual performance (Edwards, Bell, Arthur, & Decuir, 2008). Employees who perform poorly on the job may be less likely to perform extra duties, endorse, support, or defend the organization's objectives, or engage in other contextual behaviors. The researcher used task performance and contextual performance to assess job performance in this study.

2.3. Working Conditions

Globalization and the increased use of technology have brought about significant change and created new demands for the business world. Organizations' strategic intent today is to achieve lightning-fast innovation and to have people work better, smarter, and faster. Recognizing the current challenges of the business environment, and to survive, organizations have begun to place a greater emphasis on managing the performance of their employees, as well as meeting their comfort needs by providing an effective workplace environment that allows them to attract and retain top talent. Organizations can no longer afford to squander their workforce's potential in today's competitive environment. There are several key factors in an employee's workplace environment that have a significant impact on their level of motivation and performance (Rorong, 2016). The company must meet the needs of its employees by providing good working conditions to increase employee efficiency, effectiveness, productivity, and job commitment (Raziqa & Maulabakhsha, 2015).

2.3.1. Physical Working Conditions

One of the essential human requirements that enable people to perform their work effectively under defined conditions is a physical work environment. The quality of an employee's workplace environment has the greatest influence on the level of motivation and subsequent performance. According to the findings of the study, the physical work environment has a significant impact on employee performance. To ensure employee productivity, management must pay attention to the Physical Work Environment so that employees feel at ease and happy to work for the company (Rorong, 2016). Employee performance is directly affected by the physical work environment. According to Amir (2010), a physical workplace is an area in an organization that is set up in such a way that the company's goals can be met. The physical environment is made up of elements

that relate to the ability of office occupants to physically connect with their office environment. A physical work environment can cause a person to fit or misfit into the workplace environment. According to Naharuddin & Sadegi (2013), a physical work environment can also be referred to as an ergonomic workplace. Physical work environment fulfilment likens to the degree to which employees sees themselves as being fulfilled, or content, inside the states of their physical work environment (Khoso, Kazi, Ahmedani, Ahmed, & Khoso, 2016;). So this is an imperative factor which enhances the effectiveness and the gainfulness of the employees (Muchinsky, 2003)in an organization. Work performance and behavior are constantly influenced by physical work conditions such as noise, illumination, heat, humidity, and so on. Many workplace behavior issues, such as productivity, morale, absenteeism, accidents, fatigue, and so on, are now becoming more widely recognized. And these can be addressed by raising awareness of working conditions. While extreme conditions may cause health problems, working conditions at less extreme levels may cause safety issues, leading to poor performance (Saiyadain, 2004). Several factors have an impact on the physical working conditions of employees. Ergonomists have identified various aspects of the physical environment as work stressors, such as noise, lighting, temperature, air quality, and workplace design. Furthermore, McCoy & Evans, (2005) stated that the elements of the working environment must be appropriate so that employees are not stressed while performing their duties. They also stated in their article that the physical element is important in developing the network and relationships at work.

2.3.2. Dimensions of Physical Working Conditions

There are numerous physical working condition dimensions, such as noise, lighting, temperature, air quality and work environment design, ventilation, storage space, tidiness, crowd and furniture design, and so on. This study focuses primarily on the dimensions listed below.

Ventilation

This is covered by workplace regulations and it states that work needs to be adequately ventilated by clean air. Hence, this is important for the control of dust, fumes, gases, aerosols, climate, and thermal comfort factors. Opatha (2009) mentioned proper physical working conditions. Temperature and ventilation, according to him, should provide employees with tolerable temperatures if they are to work soundly, ensure the flow of fresh air with appropriate temperature and humidity, provide space at appropriate locations, and maintain electric fans (to circulate fresh air), coolers and heaters, and so on. provide air conditioning to regulate and control any or all of (movement and changing of air for freshness), temperature (maintaining comfortable heat levels), humidity (maintaining proper relationships between moisture in the air and the temperature), and air purity (filtering out objectionable particles such as dust, smoke, and fumes from an enclosed area), install thermostats to avoid overheating and under heating.

Temperature

Indoor temperature is one of the most fundamental characteristics of the indoor environment. Opinions on the optimal temperature for human comfort have been contradictory (Seppanen, Olli, Fisk, William J., & Lei, Q.H., 2006). All indoor workplaces must be reasonable during working hours, with no minimum or maximum limit. It varies depending on where you live. According to Vimalanathan & Babu (2013), the independent and interaction effects of temperature and illumination have significant effects on office workers' productivity, with the effect of indoor room temperature having a greater influence than illumination. The temperature within buildings varies depending on the season and weather conditions. As a result, maintaining an appropriate temperature is critical. As a result, numerous studies have revealed that both high and low temperatures have a negative impact on organizational performance.

Noise

Excessive noise exposure can permanently damage the ear, resulting in noise-induced hearing loss. Ambient properties such as noise can be generated in the workplace by sources such as telephones, employee conversations, or noises generated by industrial equipment (e.g., construction sites, factories) (Raffaello & Maass, 2002). As a result, the high noise and vibration of the machines and equipment have an impact on the

employees' performance. According to Ajala (2012), one of the leading causes of employee distraction is noise, which leads to decreased productivity, serious inaccuracies, and increased job-related stress. According to Opatha (2009), workplace noise control (freedom from unwanted sounds within or outside the organization) should be as follows. Discourage employees from making unnecessary noise, use sound-absorbing materials for four walls and ceilings, install machines that produce a lot of noise in a separate shed and properly maintain them, put carpets on the floors to reduce noise caused by employee movement, use sound-proof walls, double doors, and glass panes to prevent noise from entering the premises (external noise), and locate business activities in places where external noise is absent or minimal.

Interior infrastructure

These are an organization's basic facilities and structure. Spatial layouts have a significant impact on how employees perform their tasks (Al-Anzi, 2009). Closed office floor plans, which may include each employee having their own office or a few people in each office, provide employees with more privacy than open-plan office layouts. As a result, the office layout encourages employees to work in a specific manner. As a result, improved interior infrastructure makes it easier to complete tasks while maintaining a relaxed mindset. Office furniture is a type of interior infrastructure that greatly aids an organization's performance.

Lighting

Lighting levels must be appropriate for the task and must meet Standards. Working in dim or overly bright environments can cause eyestrain, headaches, irritability, and, ultimately, decreased productivity. Workers generally require lighting for visual tasks, and indoor lighting is essential due to the lack of natural light in offices and work spaces (Mills, Tomkins, & Schlangen, 2007). Thus, bad lighting can be defined as lighting that is not appropriate for a specific task, whereas good lighting results in increased employee performance and the creation of a pleasant indoor environment. Chandrasekar (2011) added to this argument by confirming that an unsafe and unhealthy workplace environment, such as poor ventilation, inadequate lighting, and excessive noise, can negatively impact workers' health and productivity.

Lighting an environment is a complex task that is primarily considered during the building's design stage (by architects and interior designers). Lighting, on the other hand, should be designed for the tasks that people are performing in that environment. Lighting guides can appear to be very complex, technical documents. According to research, giving employees in open-plan offices local control over lighting can increase job satisfaction and reduce stress. Light from a directional source can cause glare when it bounces off reflective surfaces such as display screens. Blinds, correcting the angle of the light source, and using glare filters can all help to control this, as can the use of up-lighting.

2.3.3. Psychological Working Conditions

The psychosocial aspect of the workplace is widely regarded as one of the most pressing issues in contemporary and future societies. Because of the importance of the psychological environment, things are getting better all the time. This refers to the interactions between the environment and working conditions, organizational conditions, work functions, and content, effort, workers' characteristics, and those of family members (Vischer, 2008). As a result, this environment has a broad impact on the employees' entire lives, and the nature of the psychosocial factors is complex, encompassing issues relating to workers, the general environment, and work. Individual associations with the working environment are important because they influence an individual's ability to take control of their work and the level of stress they experience in the workplace (Warr, 2002). He also stated that the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over time, are behavioral factors that may affect the performance of bank employees at work (Kularathne & Senevirathne, 2020). The process by which work environments create psychological environments, on the other hand, is somewhat less transparent and direct. There are numerous other factors that can improve or degrade employee performance, some of which include role congruity, supervisor support, and leadership styles in banks. These are just a few of the factors that can have an individual and collective effect on employee performance (Samson, Waiganjo, & Koima, 2015).

2.3.4. Dimensions of Psychological Working Conditions

Fatigue, esteem needs, work-life balance, monotony, supervisors' and colleagues' attitudes, boredom, and so on are all aspects of the psychological working environment. According to previous research, the following dimensions will be investigated in this thesis, which primarily contribute to the psychological working environment.

Fatigue

This is a state of being extremely tired, weary, or sleepy as a result of insufficient work, stress, or anxiety. This is very common among these industrial workers. Also, this is a cause when one's physical and mental state is tired and one is working (Nordqvist, 2017). Kularathne (2020) has noted that Stress is kind of feeling that a person experienced and the COVID-19 has boosted the employee stress when they work using technologies and online platforms.

Monotony

This is the endless repetition of the same work. When there is a lot of the same thing, it leads to monotony (Monotony, 2017). Factory workers who perform the same task repeatedly will have lower employee morale, which will lead to poor performance.

Attitudes and Behavior of Supervisor and Colleagues

Employees differ from one another, as do their behaviors and attitudes when dealing with one another. If all parties can demonstrate good behavior, it benefits all parties. The interpersonal role of supervisors is critical in encouraging positive relationships and increasing employee self-confidence, which in turn improves employee performance (Oswald, 2012). According to a study conducted by Namuba (2008), supportive supervision is very important for the employee to perform better in his or her tasks. It has a direct negative impact if there is no friendly environment among colleagues. As a result, colleagues' assistance is critical in completing their tasks most efficiently (Kularathne & Senevirathne, 2020).

2.4. Empirical Research

Some theoretical and empirical research on the researcher's topic has been conducted. According to a research which is conducted by Srivastava (2008) in January, the study examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel. The analyses revealed that participants who perceived their work environment as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The two constituents of work environment were also found causing significant variance in employees' job behavior and their perception of organizational effectiveness.

Srivastava (2008), examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel. The analyses revealed that participants who perceived their work environment as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The two constituents of work environment were also found causing significant variance in employees' job behavior and their perception of organizational effectiveness. Regression analyses revealed that among the various components of work environment, working condition, welfare provisions, interpersonal relations, and trust and support predominantly contribute to employees' job behavior and organizational effectiveness. The results also specified that psycho-social environment in work-place exert more impact on employees' job behavior and organizational effectiveness than the physical environment does.

Chandrasekar (2011), the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Naharuddin and Sadegi (2013) have conducted study aiming to investigate the effect of workplace environment's factors towards employees' performance. Data was collected through the survey method; total 139 employees participated from three main workplaces of Miyazu (M) Sdn. Bhd. Based on the findings it shows that only supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment are having a significant relationship towards the employees' performance. Employees' performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment. The three factors determine on how the employees' get engaged or attached to the organization. By conducting this project, the researcher could be able to identify the factors that could contribute to workplace environment that affect employees' performance. Therefore, the main purpose of this research is to investigate and to get a clearer picture on the factors that affect employees' performance from three different working places at Miyazu Malaysia Sdn. Bhd.

2.5. Physical Working Conditions and job Performance

The result has shown in the research of Khoso, Kazi, Ahmedani, Ahmed, & Khoso (2016) which conducted in private hospitals of Hyderabad stated that there is a positive relation between factors of work place environment and employee performance. In fact, it depicts that factors of workplace environment have significant impact with employee performance. It also shows that the second important factor of employee performance is job aid. Physical workplace environment could be the third most important that could affect employee performance in private hospitals of Hyderabad. Therefore, result reveal that employee do not necessarily perform because of monetary rewards, but there are non-monetary factors like adequate physical space, noise level, supervisor support, and clear instruction, worksheet that can also affect employee's performance. A research by Roeloelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2003) in his study found out that workplace environment plays a big role in increasing employees' performance. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' performance.

2.6. Psychological Working Conditions and Employees Performance

According to the study of Srivastavas' study (2008) which comprised 360 technical supervisors and operating core personnel randomly selected from 4 industrial organizations and the results of the study enable us to conclude that physio -legal as well as psychosocial environment of work organizations extend significant effect on job satisfaction and job performance of its members and also on effectiveness of the organization

perceived by the employees. The results also specified that among other components of two constituents of work environment, working conditions, welfare provisions, interpersonal relations, and trust and support prevailing in the work organizations play dominant role in determining the level of employees' job satisfaction and performance, and the extent of organizational effectiveness. The results also specify that psycho-social environment, in comparison to physical environment of workplace; exert greater impact on employees' job behavior and organizational effectiveness (Kularathne, 2021). According to the research by Quible (2000) discovered that follow mentioned elements affected both the psychological and physiological welfare of the workers, causing such conditions as eyestrain, fatigue, headache, back pain, and nausea etc. The result has shown in the research of Khoso, Kazi, Ahmedani, Ahmed, & Khoso (2016) which conducted in private hospitals of Hyderabad stated that supervisor's support could be the most important factor that could affect employee performance.

3. METHODOLOGY

3.1. Conceptual Framework

A conceptual framework is a framework that the researcher believes best explains the natural course of the subject under investigation (Adom, Hussein, & Agyem, 2018). For this study, physical working conditions and psychological working conditions were considered as independent variables and job performance was the dependent variable in the conceptual framework.

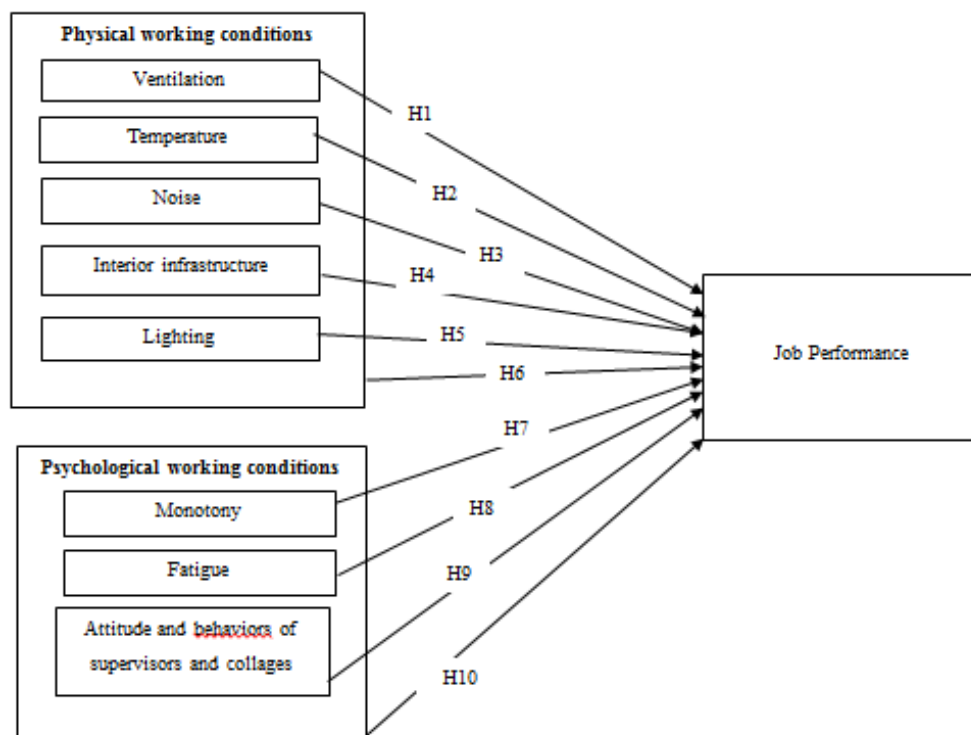


Figure 1: Conceptual Framework

Source: Author Compiled

3.2. Research Hypotheses

The research developed eight hypotheses as follows.

- H1:** There is a significant impact of ventilation on machine operator's job performance.
- H2:** There is a significant impact of temperature on machine operator's job performance.
- H3:** There is a significant impact of noise on machine operator's job performance.
- H4:** There is a significant impact of interior infrastructure on machine operator's job performance.
- H5:** There is a significant impact of lighting on machine operator's job performance.
- H6:** There is a significant impact of physical working conditions on machine operator's job performance.
- H7:** There is a significant impact of fatigue on machine operator's job performance.
- H8:** There is a significant impact of monotony on machine operator's job performance.

H9: There is a significant impact of attitude of supervisor and colleagues on machine operator's job performance.

H10: There is a significant impact of psychological working conditions on machine operator's job performance.

3.3. Operationalization Table

Table 1 Operationalization Table

Variables	Dimensions	Questions	Source
Physical Working conditions	Ventilation	My workplace enough capability to obtain natural ventilation directly (windows, ventilators etc.). There is a clear air surrounding within my work place.	Premarathne & Kappagoda (2020)
	Temperature	The temperature in the work place is appropriate to my tasks. My office environment provides facilities to cool the work place when it is high tempered. (air condition, fans etc.).	
	Noise	My work place noise distractions are not disturbing my works. The vibration of the machines causes for some healthy problems to me.	
	Interior Infrastructure	The furniture I use is comfortable. The working space area is sufficient and roomy enough. The sanitary facilities which are provided by the company, is sufficient (toilets, washing facilities, waste bin, changing rooms, lunch room etc.).	
	Lighting	Ample amount of natural light comes into my work place. Existing lighting conditions are enough to do my tasks efficiently.	
Psychological working condition	Fatigue	My daily work targets make me tiredness. My duties are hard to finish within my work time. My work place launches various programs to reduce my fatigue at the work place. Sometimes I feel anxiety due to my tasks at the work place.	Premarathne & Kappagoda (2020)
	Monotony	Repetitive tasks make me uncomfortable and boring. Time to time I am assigned to other tasks at the work place. .I can listen to the music or radio within workplace and it reduces my monotony at work place. .Mind relaxing activities reduce my lazy at the work (funny game breaks, tea time breaks and others).	
	Attitude and behavior of supervisor and colleagues	My supervisor kindly helps me for the corrections of my tasks. My supervisor respects the coworkers' opinions. I can rely on my supervisor/line manger to help me out with a work problem. My colleagues are friendly with me at the work place. My colleagues are being with me at any condition for me. I have enough time to being with my friends at the work place.	
Job performance	Task performance	I am capable of handling my assignments without much supervision. I use to complete my assignments on time. My colleagues believe I am a high performer in my organization. I use to maintain high standard of work. I am very passionate about my work.	Pradhan and Jena (2017)
	Contextual performance	I used to extend help to my co-workers when asked or needed I extend my sympathy and empathy to my co-workers when they are in trouble.	

		I communicate effectively with my colleagues for problem solving and decision making.	
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Source: Author compiled

3.4. Research Design

Research philosophy used for this study is positivism since this study is a quantitative study which develop hypotheses to be tested at the end of the study. In this study, it focuses on theory testing in a different context which does not include an inductive. This study adopted descriptive research design since the study is going to find the factors affecting employee performance of machine operators in the apparel industry in Kandy District in Sri Lanka.

Population and Sampling

The targeted population for this study was 147 machine operators who are working in apparel industry in Kandy district, Sri Lanka. The researcher selected two most leading apparel companies in Kandy district, Sri Lanka. According to their annual statistics (2020), existing cadres of those two apparel companies were consisted of 85 from Smart shirt (pvt) Ltd and 62 from Emj apparel (pvt)Ltd.

Sample size is decided based on the Morgan table and using simple random sampling technique. Sample was made out from the population as a representative of the population. Out of targeted population, 147 machine operators were selected as the sample from most leading two apparel companies by using simple random sampling method and it was applicable for the population of this study because all machine operators in both apparel companies have more similar job descriptions and job specifications to relevant jobs particularly. Therefore, the sample was homogeneous and directly could be used to examine the whole population of this study.

Data Collection

For this study, primary data were gathered through this designed questionnaire.

The researcher studied the structure and the system of questions and answers of previous researchers to construct the most effective questionnaire. Questions were constructed in an easy way such that the respondents can understand clearly and answered. The purpose of each question was carefully considered. Therefore, variables are adequately measured and no superfluous questions asked. Double barreled questions are not a good way of questioning and those were not asked. All the general instructions for the respondents on filling the questionnaire and the importance of answering all questions were mentioned. The questionnaire developed with two parts.

Part I

In this part it was aimed to gather demographical information of the employees. Also it includes 5 closed ended questions. In this part researcher aimed to identify age, gender, working experience and educational level and marital status. The personal data should be gathered with due regard to the sensitivity of the respondents' feelings, and with respect for privacy.

Part II

Part II includes working environment which is independent variable of the study and it consists with two sub variables as physical working environment and psychological working environment. Physical working environment is comprised with 11 questions based on the five dimensions and psychological working environment is comprised with 14 questions based on three dimensions. And also this part consists with job performance which is dependent variable of the study and it consists with two dimensions as task performance and contextual performance. Task performance is comprised with 5 questions and contextual performance is also comprised with 3 questions.

4. DATA ANALYSIS

4.1. Analysis of the Demographic Variables

The demographic variables of this study include age, gender, marital status, educational level, and work experience. Study gathers data from a sample of 148 machine operators by distributing a structured questionnaire. However, only 147 responses were received to the researcher. The randomly selected sample was consisted of both males and female machine operators. Out of the total respondents (N=147), 56

respondents (38.1%) are male and 91 respondents (61.9%) are female. Out of the total respondents (N=147), 29 respondents (19.7%) are within age 18-25. 51 respondents (34.7%) are within 26-35 age category. 47 respondents (32%) are in the 36-45 age group. According to the above shown data, 20 respondents (13.6%) are over ages 46. Out of the total respondents (N=147), 58 respondents (39.5%) are single. 89 respondents (60.5%) are married. Out of the total respondents (N=147), 67 respondents (45.6%) have educated up to G.C.E. (O/L). And also according to the table 64 (43.5%) respondents have educated up to G.C.E. (A/L). 14 respondents (9.5%) have Degree. And also according to the table 2 (1.4%) respondents have other qualifications. Out of the total respondents (N=147), 50 respondents (34%) have less than 1-year work experience. 49 respondents (12.9%) have 1 to 2-year work experience. And also 44 respondents (29.9%) have 2 to 3-year work experience. 34 respondents (23.1%) have more than 3-year work experience.

4.2. Reliability test

Table 3 Reliability Statistics

Variable	Cronbach's Alpha	Items
Physical working condition	0.851	11
Psychological working condition	0.864	14
JP	0.936	8

Source: Survey Data (2022)

According to table 3, Cronbach's Alpha values of physical working environment are 0.851, psychological working environment is 0.864 and the job performance is 0.936. All factors reliability values were between 0.7 and 1. In general context, Cronbach's Alpha should be greater than its minimum value of 0.7 and all variables are relatively higher than the general accepted value. Therefore, all those all questions can be accepted.

4.3. Descriptive Statistics Analysis

This section analyses individual variables by using descriptive statistics to identify their basic nature. An overview of the scales that were utilized, including number of responses mean, standard deviation and Skewness, Kurtosis are presented. A summary of the descriptive statistics is presented table 4.

Table 4. Results of descriptive statistics for Independent Variables

	Mean	Std.dev	Skewness	Std. Error	Kurtosis	Std. Error
Ventilation	4.5816	.62494	-3.067	.200	10.771	.397
Temperature	4.5408	.58377	-2.386	.200	7.532	.397
Noise	3.9082	.95448	-.254	.200	-1.507	.397
Interior infrastructure	4.4898	.60352	-2.614	.200	8.619	.397
Lighting	4.5816	.65439	-2.649	.200	7.865	.397
Physical working condition	3.6837	.45631	-2.720	.200	9.040	.397
Fatigue	3.6105	1.28783	-.360	.200	-1.723	.397
Monotony	4.2619	.69940	-1.608	.200	4.112	.397
Attitude and behaviors of supervisors and collages	4.5125	.63122	-3.123	.200	11.247	.397
Psychological working condition	4.1283	.72854	-1.018	.200	1.224	.397

4.4. Pearson Correlation Analysis

This section examines the relationship between independent variables and dependent variables to test the

hypothesis of the research. Therefore, Pearson correlation analysis was used and its results are represented in table 5. Correlation coefficient for the relationship between ventilation and job performance is 0.880 that is significant at 0.02($p < 0.05$). So that it can be concluded that there is a positive relationship between ventilation and job performance. Correlation coefficient for the relationship between temperature and job performance is 0.765 and that is significant at 0.03($p < 0.05$). So that it can be concluded that there is strong positive relationship between temperature and job performance. As shown in Table 5, correlation coefficient for the relationship between noise and job performance is 0.253 and that is significant at 0.00($p < 0.01$). So that it can be concluded that there is a moderate positive relationship between noise and job performance. Correlation coefficient for the relationship between interior infrastructure and job performance is 0.840 and that is significant at 0.02($p < 0.05$). So that it can be concluded that there is strong positive relationship between interior infrastructure and job performance. Correlation coefficient for the relationship between lighting and job performance is 0.780 and that is significant at 0.02($p < 0.05$). So that it can be concluded that there is a strong positive relationship between lighting and job performance.

Correlation coefficient for the relationship between physical working condition and job performance is 0.848 that is significant at 0.00($p < 0.01$). So that it can be concluded that there is a positive and significant relationship between physical working environment and job performance. Correlation coefficient for the relationship between fatigue and job performance is 0.165 and that is significant at 0.00($p < 0.01$). So that it can be concluded that there is moderate positive relationship between fatigue and job performance. Correlation coefficient for the relationship between monotony and job performance is 0.615 and that is significant at 0.03($p < 0.05$). So that it can be concluded that there is a moderate positive relationship between monotony and job performance. Correlation coefficient for the relationship between attitude and behavior of supervisors and colleagues and job performance is 0.847 and that is significant at 0.00($p < 0.01$). So that it can be concluded that there is a strong positive and significant relationship between attitude and behavior of supervisors and job performance. Correlation coefficient for the relationship between psychological working environment and job performance is 0.539 and that is significant at 0.00($p < 0.01$). So that it can be concluded that there is a positive and relationship between psychological working condition and job performance.

Table 5 Result of Pearson's Correlation Analysis

Independent Dimension	Job performance
Ventilation	.880**
Temperature	.765**
Noise	.253*
Interior infrastructure	.840**
Lighting	.780**
Physical working condition	.848*
Fatigue	.165*
Monotony	.615**
Attitude and behaviors of supervisors and collages	.847*
Psychological working condition	.539*
Correlation is significant at the 0.01 level (2-tailed). *	
Correlation is significant at the 0.05 level (2-tailed). **	

Source: Survey Data (2022)

4.5. Multiple Regression Analysis

Table 6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.331	.152		-2.171	.032

Ventilation	.231	.062	.217	3.719	.000
Temperature	-.093	.064	.082	1.454	.148
Noise	-.067	.054	.095	1.221	.004
Interior infrastructure	.046	.073	.042	.638	.004
Lighting	.051	.059	.050	.870	.076
physical working environment	.731	.162	.227	1.719	.001
Fatigue	-.077	.054	.210	1.021	.004
Monotony	-.302	.097	.317	3.119	.002
Attitude and behaviors of supervisors_and_collages	.538	.093	.509	5.787	.000
Psychological working condition	.253	.135	-.277	-1.876	.003

a. Dependent Variable: Job performance

Source: Survey Data 2022

The previous section investigated the relationship between key research variables. This section aims to examine those relationships using regression analysis. Regression analysis has been used to measure the impact of independent variables (physical working environment including ventilation, temperature, noise, interior infrastructure, lighting and psychological working environment including fatigue, monotony, attitude and behavior of supervisors) on the dependent variables (job performance).

The coefficient of $\beta = .231$ of ventilation shows that it has a significant positive influence on job performance. H1 hypothesis of the study is supported. Every one unit increases in ventilation effect to increase job performance 0.231, by holding other variables constant. The coefficient of $\beta = -.093$ of temperature shows that it has no significant influence on job performance since the probability value is greater than 0.05 ($p = 0.148$). Hence, H2 hypothesis of the study can be rejected. The regression coefficient of noise indicates that it has a negative impact on job performance ($\beta = -.067$, $p < 0.000$). This result further supports the H3 hypothesis of the study. This indicates one unit decrease in good noise level affects to increase the job performance in .067. The coefficient of $\beta = .046$ of interior infrastructure shows that it has a positive significant influence on job performance. H4 hypothesis of the study is supported. Every one unit increases in interior infrastructure will effect to increase job performance .046, by holding other variables constant. The regression coefficient of lighting indicates that it has no a positive impact on job performance ($\beta = .051$, $p > 0.05$). This result rejects the H5 hypothesis of the study. The regression coefficient of physical working environment indicates that it has a positive impact on job performance ($\beta = .731$, $p < 0.05$). This result accepts the H6 hypothesis of the study. Further, the regression coefficient of fatigue indicates that there is a negative impact on job performance ($\beta = -0.77$, $p < 0.05$). This result not supports the H7 hypothesis of the study. The coefficient of $\beta = -.302$ of monotony shows that it has a negative significant influence on job performance. H8 hypothesis of the study is also supported. Every one unit decrease in low level of monotony, will effect to increase job performance 0.302, by holding other variables constant. And also regression coefficient of attitude and behavior of supervisors indicate that it has a significant positive impact on job performance ($\beta = 0.538$, $p < 0.000$). This result also supports the H9 of the study. The coefficient of $\beta = .253$ of physical working condition shows that it has a positive significant influence on job performance. H10 hypothesis of the study is also supported.

Based on the results, the regression model can be built as follows.

$$Y = \beta_0 + X_1\beta_1 + X_3\beta_3 + X_4\beta_4 + X_6\beta_6 + X_7\beta_7 + X_8\beta_8 + X_9\beta_9 + X_{10}\beta_{10} + \varepsilon$$

Where,

Y = Job Performance (JP)

β_0 = Constant (The intercept of Y)

X1 = Ventilation (V)

X3 = Noise (N)

X4 = Interior Infrastructure (II)
X6 = Physical Working Environment (PWE)
X7 = Fatigue (F)
X8 = Monotony (M)
X9 = Attitude and behaviors of supervisors and collages (A)
X10 = Psychological working condition (PWC)
 ε = Error in the model

$$JP = 0.231(V) - 0.067(N) + 0.046(II) + 0.731(PWE) - 0.077(F) - 0.302(M) + 0.538(A) + 0.253(PWC) + \varepsilon$$

5. Conclusion and Discussion

The purpose of this study is to identify the different working conditions that effect on employee's job performance among machine operators of apparel sector in Kandy district, whether working conditions impacts on job performance and further it was strived to ascertain whether there is any relationship between the working conditions and the job performance. The researcher identified two categories of working conditions such as physical and psychological working conditions. Ventilation, temperature, noise, interior infrastructure and lighting were identified as main dimensions of physical working conditions and fatigue, monotony and attitude and behavior of supervisors were identified as the main dimensions of the psychological working conditions. On the basis of these variables ten hypothesis were established to achieve research objectives. In this study, simple regression analysis and Pearson's correlation analysis were used for hypothesis testing. All hypotheses in this research were concerned with a significant relationship (Table 7).

5.1. Hypothesis Testing

Table 7 Summary of Hypotheses Testing

Hypothesis	Result
H1	Accepted
H2	Rejected
H3	Accepted
H4	Accepted
H5	Rejected
H6	Accepted
H7	Accepted
H8	Accepted
H9	Accepted
H10	Accepted

In this study, simple regression analysis and Pearson's correlation analysis were used for hypothesis testing. All hypotheses in this research were concerned with a significant relationship. According to the results of correlation analysis, it indicated that there is a significant positive relationship between physical working conditions and the value is most near to the strong positive relationship. Further psychological working conditions and the job performance also has the significant positive impact on the job performance and the correlation value also near to the strong positive relationship. Therefore, this supports to the objectives of the research.

According to the results of multiple regression analysis, the study has achieved $R^2 = 0.88$ and 0.93 of physical working conditions and psychological working conditions respectively. It indicates that 88% and 93% of the variation in the dependent variable can be explained by two main independent variables. Adjusted R^2 values indicated that there was a high degree only eight hypotheses, including H1, H3, H4, H6, H7, H8, H9 and H10 were accepted and two hypotheses were rejected including H2 and H5. According to the hypothesis results it can be concluded that physical working conditions such as ventilation, noise, interior infrastructure, and

psychological working conditions such as monotony and attitude and behavior of supervisors are the different working conditions that effect on employee's job performance in apparel sector in Kandy district. This supports to the primary objective of the research. According to the results of the research, physical working factors such as interior infrastructure, noise and ventilation are the mostly effecting factors on job performance and the attitude of supervisors and colleagues can be identified as the most influencing factors on psychological working environment. Further, the study conducted by Siriwardhana and Kularathne (2022) also has stated that working environment has a positive impact on employee engagement. Employee engagement is positively related with job performance of the employee. Hence, the findings of this study for H6 are supported by a previous study. According to Quible's (2000) research, the following factors had an impact on the employees' psychological and physical health, leading to problems including eyestrain, weariness, headaches, back pain, and nausea, among others. The findings of a study done by Khoso, Kazi, Ahmedani, Ahmed, & Khoso (2016) at private hospitals in Hyderabad indicated that supervisor support may be the most significant variable influencing staff performance.

6. Recommendations

According to the findings of the research following recommendations can be proposed. This study investigated the impact of physical and psychological working environment on employees' job performance. According to the results both environment positively and significantly effect on job performance. So the company owners should prepare some programs to enhance the job performance through proper working environmental facilities both physically and psychologically. According to the findings of this study working condition has a positive impact on job performance. If apparel sector can be promoted their existing facilities, it will highly increase the job performance of the apparel sector. And also in the current context the employees have negative willingness toward the company because the companies only target on their output. So the apparel sector industries should implement the human relational programmers that highly impact on the satisfaction of the employees. And also the attitude and behavior of the supervisors are not positive according to the survey data. So they have to practice their behavior in a familiar manner with their employees and employees have to be treated by the supervisors. The evaluations of the performance by the employees are not satisfying the company objectives and timely measurements can be implemented by the organizations.

7. Future Research Directions

According to the research main objective was to identify the impact of working conditions on employees' job performance in apparel sector. This research focused only the Kandy District (with special reference Smart Shirt Tex (Pvt) Ltd in Teldeniya and Emj Tex (Pvt) Ltd in Teldeniya). But other researchers can expand other dimensions of working conditions and job performance. And also can explain another industry such as health care, banking, manufacturing industries etc. Only additional research can determine whether these results will be found in other population and contexts. And the sample size of this research is 148 respondents. Future research can be done increasing this sample size. This research studied two dimensions of job performance. Then can research about other dimensions (performance traits, task performance, and social behavior). Future researchers can measure impact of working conditions on turnover, motivation, job satisfaction etc.

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