

Effect of Motivation on Employee's Job Performance in Corporate Professionals of National Capital Region (India)

Abu Bakr^{1*} Prof. Nasir Zamir Qureshi²

¹ Research Scholar, Department of Commerce, Aligarh Muslim University, Aligarh, UP, India

² Professor, Department of Commerce, Aligarh Muslim University, Aligarh, UP, India

Abstract – The aim of this research paper is to investigate the impact of motivation factors on the performance of employees in the corporate sector. The study takes into account three factors of motivation, namely Workplace Environment, Co-Worker Relationships and Work-Life Balance and tested its impact on the job performance of the employees. The study reviewed number of past researches and then establishes hypotheses for the present research. The sample size of the study is 314 and the population is primarily the HR professionals and employees of different organizations of NCR, India. The data is analyzed through statistical techniques i.e. regression analysis in order to determine the impact of independent variables on the dependent variable. The results of the data analysis conclude that all of these factors i.e. Workplace environment, Co-Worker Relationships and Work-Life Balance has positive and significant impact on the employee performance. The study also suggests that Co-Worker Relationships was the most significant factor amongst all which impacts most the employee performance. The study concludes that organizations should introduce appropriate motivation strategies for their employees which fulfill all their needs and wants, so that employee can perform better for the organization.

Keywords: Motivation, Motivation Factors, Employ Performance

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INTRODUCTION

As per Re'em (2011), the term motivation is extracted from the Latin word Motus meaning "moving, turning, influencing, and exciting" It is also possible to describe motivation as an act of giving encouragement for helping others (Shanks, 2012).

Motivation refers to the combination of motive and actions. It derived from the Latin word "move" which means to move (Diaz-Fernandez, 2017).

Motivation is an important constituent of employee performance (Janssen & Bidwell, 2007). Even when an employee has right skills, capabilities, experience, objective and a positive work environment, he or she would not get the job done until he has enough motivation to meet the desired goals and objectives. Organizations are becoming more globalized day by day. Therefore the researcher has been curiously searching for ways to improve employee motivation and productivity (Juslén & Tenner, 2005).

Companies seek a competitive edge and to achieve a competitive edge, performance and talent retention is important. Motivation is the only key to retain

talent. So, to retain talent, the workplace should be engaging and motivating Regardless of the economic environment, companies are focusing on the goal to create such a workplace where workers want to stay, grow in their career, share their knowledge, skills and experience (Mullane, 2017). Some recent researches have been proven that the employee's productivity is partially determined by his skills and abilities, the motivation level is the one other major determinant. Motivation is determined by the level of effort employee put in the right direction to accomplish his objective as well as the level of persistence of an employee to face the obstacle towards his goal (Naharuddin & Sadegi, 2013).

According to Burton (2012), there are two forms of motivation, intrinsic and extrinsic motivation. Intrinsic motivation is mostly all the self-satisfaction of the person and the benefit of achievement of this type of motivation exist inside himself. Intrinsic motivation drive originates from the person inside and causes the individual to feel emotionally excited (Reem, 2011). Burton (2012) said intrinsic motivation is all the self-satisfaction of a person and usually the reward is within the action itself. It

doesn't need external influences to affect the activities. Intrinsic motivation through some kind of inherent motivational propensity (Ryan & Deci, 2000) is the most necessary and fundamental encouragement. Nevertheless, people often act when they are inspired or forced to work in some way or by certain external factors, and this is called the extrinsic motivation (Ryan & Deci, 2000). Intrinsic motivation includes recognition, sense of achievement and appreciation from a supervisor. Extrinsic motivation includes salary, benefits and working conditions (Gupta, 2014). The extrinsic reward can be given as money or salary benefits, promotion from the supervisor and recognition (Procter & Burridge, 2008)

Motivation can be described as the strength of powers that motivate people at work to step up their commitment to take advantage of their opportunities to accomplish the objectives of the organization.

Companies need to develop and guide their employees clearly and encouragingly to accomplish their tasks (Albeiti, 2015). Companies need to devise strategies to succeed and expand their competitiveness in highly competitive environments with their purposes and goals (Mujtaba and Knapp 2010). The companies are aware that if workers are not happy with their policies, they will not feel motivated and they will achieve their work targets.

As mentioned, employee motivation is a challenge for every company as it defines whether the organization is achieving its priorities and objectives. For a company to thrive and reach their targets, different services are required, including human resources or employees (Shanks, 2012). However, if they lose motivation, even professional and qualified workers cannot achieve the optimal outcomes. Consequently, motivation is deemed an important quality which is crucial to achieving the company's goals (Osei, 2011). Workers would not dedicate all of their time to the business due to lack of motivation, instead they can assign their resources to various non-work related behaviors such as lengthy lunch break or the quest for home and work specific uses on the internet (Shanks 2012).

While almost of these practices might appear unoffending, they can result in a lack of productivity and efficacy that might be essential to fulfill the priorities and objectives the institute aims to accomplish (Asim, 2013). The coolest method to keep persons working together is by motivating them. Every person inside an organization has some motivation or the other (Dobre, 2013). The job of a manager is to get things done by the staff in the best possible manner. The employer need motivated workforce for this.

According to Yang (2008), the motivating strategies of businesses vary, and can involve team bonding, preparation, improved collaboration, goals,

opportunity motivations, career development, and quality work-life events, promotion of engagement, equity evaluation, education, and appreciation of discrepancies among individuals.

Martin & Bartol (1998) detailed motivation as a valuable tool which facilitates behavior and makes them motivated towards work. Shanks (2012) described motivation as the act of inspiring someone to act.

Nevertheless, none of the previous researches have performed a thorough and detailed study of the effect of motivation factors on work performance, and the complete list of motivation factors are not discussed by any researcher either. In this study, we strive to analyze the motivating variables and the effect of these motivating variables on the performance of the employees.

The study takes into account three factors of motivation, namely Workplace environment, Co-Worker Relationships and Work-Life Balance and tested its impact on the job performance of the employees. Workplace environment, Co-Worker Relationships and Work-Life Balance has a distinct role in the enhancement of employee performance.

From the beginning of the industrialization, the need to manage employee and employer relationship is at the foreground. Effective employee relationship management is important to the workplace (Diaz-Fernandez, 2017). Management nowadays preferred the term employee relations instead of industrial relations. Employee relation is seen as emphasizing on both individuals as well as the collective relationship between employee and employer in the workplace and help managers to inculcate trust-based relations with their managers (Bangwal & Tiwari, 2017).

THEORETICAL BACKGROUND, LITERATURE REVIEW AND HYPOTHESES

Impact of Workplace Environment on Employee Performance

The workplace is a physical location where people work. It can be a range of small home office to large buildings or organization. Other than the home individual's workplace is the most important social space where they establish the main concept of so many things including the employee and his/her family, the employer or organization and the customer of that organizations etc. Workplace environment shows that there is inter-relationship between the employees and the environment in which they work (Kurniawan & Heryanto, 2016). Workplace environment is an important and most value able asset of any organization because it can spread the knowledge all over the organization. It enhances the organization's effectiveness as well

as permit employees to take advantage of the knowledge that has been shared. Hence workplace environment needs to be well designed so that organization can fully utilize this asset. Brenner further argued that workplace environment designed to make employees feel comfortable and satisfied, where the flow of ideas and knowledge become a medium of employee motivation towards increased performance (Sangperm & Jermittiparsert, 2017). The workplace environment is divided into three major sub environments: First is a technical environment which is directed to the technological infrastructure of the workplace. Second is the human environment which is directed to peer, with which team and group tasks, issues etc. are related. Its purpose is to enhance informal communication within a workplace that encourages new ideas and knowledge sharing. The third is the organization environment which is the basis to achieve employee performance through rewards and encourage other workers to perform well. Management has control over it and includes system, procedures, practices and values.

Employee productivity largely depends on the working environment. Working conditions plays a critical role in employee performance. Those organization experience greater productivity and creativity where the working environment is safe, friendly and trusting as compared to the organizations where employees have negative perception regarding their working environment. Such organizations have low employee performance and high absenteeism. Performance of worker is connected to working conditions including the training provided by their supervisor and treatment with the employee. The workplace environment has a positive and eloquent impact on the performance of an employee (Kurniawan & Heryanto, 2016). The employees are greatly influenced by the activities performed in their working environment. According to Mathews & Khann (2016), an employee spend almost 50% of his or life in an indoor environment which extremely affect his mental status, attitude and performance. Better workplace environment results in better outcomes and increased employee performance. Better workplace environment boost employee and ultimately increase his performance. Work environment refers to a place where employees work and perform his or her duties and responsibilities and interact with several people. Research stated the ideal workplace environment is the one that is welcoming and friendly, well designed, has good infrastructure and effective communication which enhance employee performance (Badayai, 2012).

An ideal work environment is the one that attracts, retain and motivate its workforce to perform at its best. It is the biggest challenge for the management of any organization. Line managers and supervisor have the responsibility to create a workplace environment where employees feel satisfied, enjoys what they do, feel pride and can accomplish their

goal. (Mathews & Khann, 2016). Workplace environment effects positively as well as negatively on employee morale, employee engagement and employee performance (Roelofsen, 2002).

The employee work environment has a great impact on the level of motivation and performance. The business environment is becoming more competitive and in this competitive environment, organizations can not afford to lose its efficient workforce (Chandrasekar, 2011). Therefore organizations nowadays are engaged in putting all possible efforts to make the workplace environment safe, healthy and more comfortable because comfortable office environment motivates the employee and increase his or her performance to a larger extent (Chandrasekar, 2011). Environment factors such as required skills, autonomy, relations with supervisor and colleagues etc. are important to make the workplace environment ideal for workers and these factors ultimately enhance employee performance. It's the responsibility of an employer to know how the workplace environment affects employee performance and motivation (Dane & Brummel, 2014). The workplace should be well designed as it reflects the organization's value and objectives and communicates organization identity. So it is necessary to study the impact of workplace environment on employee performance. (Mathews & Khann, 2016)

H1: Workplace environment has a positive and significant relationship with the employee's performance.

Impact of Co-Worker Relationships on Employee Performance

Employee relations can be defined as the organization's earnest effort intended to construct and maintain an affirmative relationship with its employees. This way organization can make their employees even more committed to their jobs and more involved in their work. Such kind of employee relations efforts are managed by organization's HR department. Positive employee relations are important as the employees are not just paid laborers but also the contributors to the organization (Mira & Choong, 2015)

Over the past few years, employee relations have been viewed obscure. Instead of accepting employee relation practices for disciplinary action, increased competition push employee relation to perform a critical role as a business partner. Employee relation is to manage the relationship between employees and management with the hindmost objective of bringing about the greatest degree of productivity Employees cannot perform better when the relationship between employee and employer is bad. Therefore it is very essential and imperative duty of the manager to coin a positive relationship between employee and employer. Adequate and emphatic relation

between the employee and management is very essential for the employee performance and the organization as a whole. The pertinence of human relations in managing human resource is very crucial in today's business competitive and ambitious environment (Priarso, Diatmono, & Mariam, 2017)

Job satisfaction and Motivation cannot be achieved until there is a great working relationship between employee and employer. Organization success largely depends on the qualified, competent and motivated employees but if there is no relation between employee and management, there will be no peace and harmony and the employee performance will suffer and in turns, organization performance will be in danger. So to grow their business employers need to pay special attention to this relationship. Employees, on the other hand, cannot achieve their performance goal if their relations with management are not satisfactory (Sugianingrat & Widyawati, 2016). Employees need to minimize conflict and work peacefully together with their employer towards the achievements of their goals and objective. The positive human relationship strengthens communication and corporate culture. Employees are the key resource for every organization. Employees dedicate the best fragment of their lives to the workplace; therefore it is the moral obligation to keep employees informed about their performance, the area of improvement because they were apparent in behaviour which affects their performance

To create a strong organizational culture and increase employee performance, strong employee relationship is very crucial. The better the relationship employees have with their management, the better the employee performance and overall work environment. If the organization feels like their employee's relations are lacking, there are many ways to improve employee relations with the employer. The best employee relationship management practices assimilate labour laws, sufficient availability of resources and HR expertise to evolve practices that improve the working relations among employee and employers (Li & Rees, 2016) There is a need for a particular set of constructive principles in written form which set standards and signpost that shows the way to management regarding how workers are treated and how specific events can be handled. By maintaining effective relations with its employee, management of an organization can create an environment which delivers what people want today. Employees are a valuable asset to any organization. Employee performance is greatly affected by his relation with his employer. The performance will automatically be decreased if employees are not feeling valued within the organization and if they are not asked for input. Goods relations results from proper communication among employers and employee, taking opinions from employees and by giving them value. Such a relationship than enhance employee performance.

H2: Co-Worker Relationships have a positive and significant relationship with employee performance.

Impact of Work-Life Balance on Employee's Performance

Employees work long hours when they are financially in trouble. They work extra hours to meet their financial matters. The more they spend time on the job to handle personal matters, the more they lose productivity. Work time is an important factor in measuring the productivity of Employees but previous researches have not been using work hours as a factor in measuring the performance of employees. Work time can be negative as well as positive. The time at the workplace which employees spend to handle his financial matters may lead to the loss of employee productivity. Many people might not experience negative effects in the beginning, but after some time problems emerged that lead to fatigue, irritation and decreased performance because of spending long hours on the workplace (Kumari & Vasantha, 2015). Workers must choose their working time wisely because it has an important impact on employee performance and results in a workforce who is more satisfied. On the other hand, if the organization ignore this issue, it will lead to increased absenteeism, reduce employee focus on their tasks and objectives and Employees ultimately start searching for alternative jobs and resigning (Al-Khateeb & Al-Louz, 2017). The extent to which the processing capacity of employee extends during the task performance and the interaction among the supply of sources and demand on tasks is referred to as workload. Increased workload may increase short term productivity but it will raise the cost in the long term because the workload is the root cause of stress and stress lead to poor performance. Stress is an active state of mind in which employee face both scopes as well as constraints (Anyim & Shadare, 2017). The workload can also be defined as the total amount of time Employee devoted to activities such as research, teaching, administration and community service. Numerous researchers found that employee satisfaction and performance in the workplace is greatly affected by work stress. Modern times, due to workload are known as "age of anxiety and stress".

Extreme workload may interface in family matters and increase employee absenteeism. However, the workload can be positive and may lead to increased employee performance. Workload also serves as an opportunity for the employee who has the thirst to learn more and progress more quickly. When the workers perform their tasks they are in the process of continuous learning. It is also viewed that the employees who have more work to do get enough know-how and they remain more active than those employees who work less become lazy (Rafsanjani & Nursyams, 2017). Workload emphasized to make more use of

existing skills and learn new skills with enhancing work exposure. It is often seen that the workload is not the burden for employees who can perform a job however; the workload has a negative impact on employee performance if this pressure becomes excessive (Al-Khateeb & Al-Louz, 2017)

H3: Work-Life Balance has a positive and significant relationship with the employee's performance.

RESEARCH METHODOLOGY:

The aim of the research is to analyze the impact of workplace environment, employee relations and work-life balance on employee performance. Hence the nature of research is exploratory. Quantitative research method has selected to conduct the research because it is less time consuming and more feasible. Survey research design is used to assess the relationship between dependent and independent variable. Deductive approach is used because we have tried to show the impact of independent variable on dependent variable and this has been explained by the regression analysis.

Convenient sampling technique was used for this research, based on which data was collected on the basis of convenience of accessibility. The target population of the study are the HR professionals who are working in different industries. The sample size of the study is 314 and the response rate is 95%. Questionnaire was used as a research instrument to collect data from participant. The questionnaire was adopted from the previous research conducted by Manu (2016). Five point Likert scale was used in a questionnaire including (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree =5). The Likert scale is user friendly and reduces uncertainty, confusions and misunderstanding.

The accumulated data has analyzed by the different statistical techniques by using Statistical Package of Social Science (SPSS). The reliability of the questionnaire is analyzed by the reliability analysis method which ensures that our data is consistent and reliable enough for further research. The strength of the relationship among the variable is determined by applying Pearson Correlation Technique. The multiple regression technique is used to analyze the relationship among the independent and dependent variables.

RESULTS AND DISCUSSION

Reliability Analysis

Table 1 Results of Reliability Analysis

Construct	Means	SD	No of Items	Cronbach's Alpha
Work-Place Environment	3.325	1.085	5	0.639
Co-Worker Relationships	3.482	1.000	5	0.810
Work-Life Balance	3.417	1.105	5	0.794
Employee Performance	3.324	1.006	5	0.617

The reliability analysis was conducted to depict the consistency and reliability of data. The value of Cronbach's alpha reflects the consistency of the data. The value of Cronbach alpha ranging from 0.6 to 0.7 is generally acceptable level for reliability whereas the values which are greater than 0.8 are considered as very good level of reliability. The values of Cronbach alpha in our study ranges from 0.61 to 0.81 which indicates the good acceptance level of data. Moreover, it indicates that the data is reliable and consistent enough to conduct further analysis.

Respondent's Profile

Table 2: Respondent Profile

Variables	Frequency	Percentage
Gender	Female	140 45.6%
	Male	174 55.4%
Age	21 to 30	154 49%
	31 to 40	102 32.48%
	40+	58 18.5%
	Education	Undergraduate
	Graduation	157 50%
	Master	80 25.5%
	PhD	24 7.64%
Management Level	Initial Management	77 24.5%
	Middle Management	205 65.3%
	Top Management	32 10.2%

Pearson Correlation

Pearson correlation is the statistical technique which is used to estimate the direction and strength of a linear relationship among two variables. The values of Pearson Coefficient which are denoted by 'r' ranges from -1 to +1. The values of 'r' which are closer to +1 indicates the strong and positive relation among the variables whereas the values of 'r' which are closer to '-1' indicates strong and negative relationship among the variables. In our study's data analysis, the value of Pearson coefficient in Table 2, for all the variable is closer to +1 which indicates that there is strong and positive relationship exists between all the variables. The existence of positive relationship is the good indicator according to the hypothesis of our study which allows us to conduct regression analysis.

Table 3 Results of Pearson Correlation

		WPE	CWR	WLB	EP
WPE	Pearson Correlation	1	.547**	.314**	.453**
	Sig. (2-tailed)		.000	.000	.000
	N	314	314	314	314
CWR	Pearson Correlation	.547**	1	.385**	.562**
	Sig. (2-tailed)	.000		.000	.000
	N	314	314	314	314
WLB	Pearson Correlation	.314**	.385**	1	.423**
	Sig. (2-tailed)	.000	.000		.000
	N	314	314	314	314
EP	Pearson Correlation	.453**	.562**	.423**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	314	314	314	314

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

The Table 4 reflects the model summary of our data analysis. The first value is of R which defines how well the regression model fits the observation. Generally the value of R which is higher than 0.6 indicates the regression model better fits the observation. In our data analysis, the value of R is 0.622 or 62% which reflects that our observed data better fits that regression model. The second value R square defines the variation in dependent variable due to the independent variable. Our analysis estimates 38.7% variation in the dependent variable due to independent variables. The acceptable values in the model summary allow us to conduct further analysis.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622 ^a	.387	.381	.49341

a. Predictors: (Constant), PI, PC, PM

ANOVA of Multiple Regressions

The Table 4 reflects the Analysis of Variance which is ANOVA, for multiple regression. The significant value is less than 0.05 which depicts the stronger and significant influence of the independent variables on the Employee Performance. The satisfactory pre-testing of data allows us to conduct regression analysis to examine the functional relationship among the predictors of the study and Employee performance.

Table 5: ANOVA of Multiple Regressions

Results of Multiple Regressions

Table 6: Results of Regression Analysis

	Model	Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	47.638	3	15.879	65.226	.000 ^b
	Residual	75.469	310	.243		
	Total	123.107	313			

a. Dependent Variable: CB

b. Predictors: (Constant), PI, PC, PM

Based on the results of this study, it is evident that all independent variables have a positive and statistically significant influence on the employee's performance. The beta value for the employee relationship is the highest among other variables i.e. 0.317, which defines that motivation is the prominent predictor of the study which impacts the most on the Employee performance. The same results were found in the previous research as well (Priarso, Diatmono, & Mariam, 2017) Employee relationship is followed by the Work-Life Balance that has beta value 0.178. The result suggests that the Work-Life balance is the second most influential factor which impacts on the Employee performance. Our results are supported by the previous research which confirms the significant impact of Work-Life Balance on Employee Performance. The work-place environment has the least value of beta 0.165, which indicates that workplace environment has the least impact on the performance of employee.

CONCLUSIONS AND IMPLICATIONS

In this study, based on the past researches, it was hypothesized that workplace environment, employee relations and work-life balance has positive and significant impact on employee performance. Based on the results of this study, it is evident that all independent variables have a positive and statistically significant influence on the employee's performance.

The result of data analysis of our study revealed that there is a significant impact of workplace environment on employee performance. Several studies have been conducted on the impact of workplace environment on employee performance. As Manu (2016) identified that workplace is significantly impacting on employee performance. An employee spends almost 50% of his life in an indoor work environment which extremely affect his mental status, attitude, capabilities and performance (Ngo, Lau, & Sharon, 2008). Better workplace environment results in better outcomes and increased employee performance. Better physical environment of workplace boost employee and ultimately increase his performance. The ideal workplace environment is the one that is

welcoming and friendly, well designed, has good infrastructure and effective communication which enhance employee performance (Pravamayee, 2014).

Previous studies identified that there is a significant impact of employee relations on employee performance. Based on those researches, it was hypothesized that co-worker relationships has an impact on employee performance. Moreover, the work-life balance is also significant for the effective performance of employee. The employers should facilitate there workers to adjust balance between work and social life (Anyim & Shadare, 2017). The social life provides relaxation to employees which ultimately lead to better performance of the employees in the organization.

Theoretical and Practical Implications

The review of extant literature in the area of Organizational Development revealed several studies that have explored the role of motivation on Employee Performance. This study further proved the role of employee motivation on job performance of corporate employees in NCR, India. Also, the majority of studies on motivation and Employee Performance in corporate sector has been conducted on employees in western and Middle East countries and is limited in the Indian sub-continent context. However, this study explored these dimensions in 5 star hotel employees of India and Pakistan. Thus this study is a sincere attempt to cover the existing literature gap and contributes to the knowledge of employee motivation and job performance of employees in context of India.

This study will definitely assist to resolve the existing issues and challenges relating to employee motivation and job performance of employees in corporate sector context of India and help the practitioners and policy makers to design appropriate strategies for the holistic wellbeing of the major stakeholders. The key implications of this research work are discussed below: The study emphasized on employee motivation which is vital for augmenting the job performance of the employees. The organizations can effectively amend employee motivation strategies, only when it is cognizant of the areas that are deficient and need improvement. Thus this research strives to improve the employee's awareness and stimulate them to make consistent efforts for conveying the lacking areas of their jobs to the concerned management and experience better job performance. The study draws focus to a cluster of employee motivation factors, which are necessary to improve work performances of employees. This study will encourage the employees to be vigilant and proactively participate in all the organizational initiatives to identify its inadequacies and suggest remedial measures that would cater their needs and enhances their level of motivation, job satisfaction and work performance.

This study provides a vital and flexible tool i.e. employee motivation in the hands of the corporate managers, administrators and practitioners that can be stimulated by them. Further, the improved motivation status can enhance the job satisfaction level of the employees and bring improved work performance. This knowledge may help the practitioners to reform certain policies and implement suitable measures which can be beneficial for both employees and the organization. The corporate sector must consider employee motivation as an important HR strategy and develop strong plans and measures for its implementation. This research may provide ample evidence to corporate managers for improving structures and planning approaches for enhancing the status of motivation of their employees and build employee friendly workplace. Employee motivation measures are scarcely functional in the corporate sector of India due to lack of proper guidelines and unawareness. This study has validated a holistic framework for the practical realization of the concept. This framework may act as a blueprint for organizations to assess and improve employee motivation and work performance.

This research may stimulate debate among hotel corporate leaders on the requisites and paybacks of introducing Employee motivation measures based on pragmatic insights. The employee motivation measures require synergistic effort of all stakeholders. This research provides insights and it endeavors to kindle discussions among corporate policy makers to create and sustain satisfied, motivated and committed workforce for the organization. The findings of this study will help policy makers to develop plans about employee motivation to enhance work performance. Furthermore, the study stretches guidelines to give prime attention to employee motivation as it assist in making of a committed workforce.

LIMITATIONS AND DIRECTIONS FOR THE FUTURE RESEARCH

As is the case with every research, this study is also not free from limitations. A noticeable restraint of this study was the sample and the sampling method used. We used convenience sampling. Other methods of data collection and analysis may be used by future researchers. Future researchers can contemplate using a greater sample size including other universities and institutions located in other parts of the country. This study is based on small sample size and a small sample size is not truly representative of the whole population and can lead to generalization and biasness. This study is limited to specific geographical area and includes universities located in Uttar Pradesh and Delhi only. Future researchers can include more variables like green motivation, green recruitment, green selection, etc. which affects the green competencies of the employees. Future researches may consider other aspects of the workplace in

order to explore more variables. The future researchers may conduct a cross country and cross context analysis. The future researchers may use qualitative methods (non-empirical methods).

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Corresponding Author

Abu Bakr*

Research Scholar, Department of Commerce, Aligarh Muslim University, Aligarh, UP, India

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