

Impact of the Workplace Environment on Employee Productivity

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Abstract

The working environment plays a crucial role in an organization and has many employee issues. Increasing productivity can be achieved by creating a conducive working environment within the organization. The study investigates the impact of the working environment on employee productivity in Birendranagar, Surkhet, focusing on supervisor support, good relations with coworkers, training and development, and incentives and recognition plans. Adopting a positivist approach, the research used a causal-comparative design and collected data through a survey questionnaire with 260 participants. The study uses SPSS software and uses a quantitative exploratory research technique. The research found strong relationships with colleagues, training and development programs, and reward and recognition plan significantly increase employee productivity. However, the support of the supervisors has little impact.

Keywords: *Supervisor's support, colleagues' relationship, Training and development, Incentives and recognition plans, Employee productivity*

Introduction

The environment refers to all the circumstances and effects people face throughout their lives. A working environment is the context in which individuals cooperate to accomplish organizational goals, including the systems, procedures, structures, and tools that influence employee performance. It also refers to the physical location where tasks are completed, which encompasses both geographical locations and immediate surroundings, such as construction sites or office buildings (Awan & Tahir, 2015). Similarly, Ajala (2012) emphasized the importance of a positive work environment and a strong communication network in attracting, retaining, and motivating people for increased productivity and organizational sustainability. According to Akinyele (2006) insufficient resources, an improper organizational structure, and a lack of motivation all impact the productivity of public sector personnel. Similarly, Suharto (2020) states that the variables of ability, work environment, and work motivation collectively influence employee performance, emphasizing the importance of these factors in organizational settings. Research by Siddiqi and Tangem (2018) shows the importance of creating an ideal work environment that physically and mentally supports employees to increase engagement and performance. Studies by Masood (2024) highlighted that a supportive work environment is a strategic tool that directly contributes to the firm's objectives by optimizing employee performance and satisfaction. Studies by Rahiman and Kodikal (2017) show that positive attitudes in employees lead to a better understanding of business dynamics, adaptability to organizational environments, and overall holistic development in performance and productivity. According to Khan et al. (2018), work systems are crucial in influencing commitment, competence, and costs within an organization. According to Almanae (2014), organizational factors have the most substantial effect on performance, followed by environmental, psychological, positive and negative material and moral factors. Previous research by Bosch and Lehndorff (2001) and Thramma Bhaga (2003) also supports the idea that improvements in working conditions can lead to increased productivity, while stressful working conditions hurt productivity. Similarly, according to Ali et al. (2013), working hours and workload are essential factors in influencing employee productivity, with a positive association shown in the manufacturing business.

Akhtar (2022) highlighted the poor work output of workers in government agencies. These firms need to reach the performance levels that they should be attaining despite many attempts to increase worker productivity. Furthermore, individuals may become complacent due to the inherent stability of the job of permanent government posts. As a result, employees may participate in activities not related to work, which frequently lowers performance and eventually reduces total productivity.

According to Basilio and Abun (2023), one of the most difficult difficulties is effectively managing the employment relationship between employers and employees. This relationship, which significantly influences the dynamics of the workplace and job satisfaction, is complex and challenging to navigate. Managers need to be aware of how their interactions impact employee performance. Many managers are unaware of how much their interactions with staff members affect morale and output. According to Karim et al. (2019), training and development are vital to boost worker performance, but putting them into practice may be problematic. One of them is creating efficient training programs that align with the company's objectives. The difficulty of keeping workers and sustaining their enthusiasm through successful training and development programs is another critical problem brought to light. According to Pai and Prakash (2019) research, incentives and recognition critically impact worker productivity. Empirical data are shown in the study to show how successful incentive systems significantly improve employee performance, which is essential for the success of organizations. Research emphasizes the relationship between employee motivation, incentives, and recognition and how these factors affect work satisfaction. This knowledge can help businesses cultivate a more driven staff, increasing productivity.

The work environment is crucial in shaping employee productivity, which impacts various aspects such as motivation, job satisfaction, and overall performance. In Birendranagar Municipality, Surkhet, the link between the work environment and employee productivity needs to be adequately examined, which results in a lack of awareness of how local working circumstances affect productivity. This lack of insight poses a significant challenge for employers and policymakers aiming to enhance the region's workforce efficiency and economic growth.

As a result, this research looks at the complex impact of essential components such as supervisor support, strong relationships with coworkers, training and development, and an incentive and recognition plan on employee productivity. However, there must be a distinct gap in knowing how these variables interact to impact employee productivity in the Surkhet area. Thus, this research aims to examine the influence of supervisor support, positive co-worker relationships, training and development, and incentive and recognition schemes on staff productivity.

Literature Review

Social Exchange Theory

According to social exchange theory, social conduct results from an exchange process that seeks to maximize benefits while minimizing costs. Positive interactions between workers and employers, such as fair treatment, recognition, and assistance, can increase job satisfaction and productivity. Negative interactions, on the other hand, can result in discontent and decreased production (Cropanzano et al., 2017).

Supervisor support and employee productivity

Saleem et al. (2022) performed a cross-sectional quantitative investigation of the effect of supervisor support and self-efficacy on employee performance in the banking industry. They collected 202 main replies from bank personnel. The results showed that both supervisor social support and workers' self-efficacy had a substantial and beneficial impact on employee performance. Additionally, these factors contributed to office de-cluttering, further enhancing performance. According to Hannang et al. (2020), supervision had a significant and favorable influence on employee performance. Their study found that good supervision is important in improving employee performance.

Similarly, Nespoli (2017) investigated the effect of supervisor support on work satisfaction among higher education fundraising professionals. The research found that supervisor support improves work satisfaction and fundraisers' willingness to stay in their professions. This impact is linked to various motivators, including recognition, achievement, and the nature of the job. As a result, supervisor support is critical for increasing work satisfaction among fundraising professionals. Akhtar (2022) conducted the effect of supervisor assistance on employee task performance, creating and testing an integrated sequential mediated model. The research found that the assistance of the supervisor had a significant favorable impact on the performance of the employee's tasks. This interaction is mediated by variables such as dependency and perceived duty.

Employees who feel supported are more likely to do their jobs effectively. Employees who believe their bosses to be helpful are more likely to feel obligated to repay that support via improved

performance. Kumar et al. (2017) used agent-based simulation to examine how supervisory assistance affects job results. The research found that job results, especially turnaround time (TAT) and work backlog, are highly affected by supervisory assistance. Similarly, the results show that supervisory support reduces stress caused by negative feelings. This assistance is essential to maintain a positive work environment, particularly in difficult circumstances. Based on the confirmation from the experts above that supervisor support significantly impacts employee productivity, the present researcher has hypothesized as follows.

H_{A1}: There is a significant impact of supervisor support on employee productivity.

Colleagues' relationship and employee productivity

Min and Yong (2014) explored how colleagues' interactions affect individual job performance. The research indicated that the bonds of colleagues substantially affect job performance, with a favorable overall correlation. Similarly, Sein et al. (2018) examined the influence of co-worker and supervisor relationships on employee performance within Kenyan telecommunications companies. The study found a significant positive correlation between employee performance and support received from supervisors and colleagues. This highlights the importance of interpersonal connections in the workplace, indicating that employees with positive relationships with their managers and coworkers are more effective and productive. Positive workplace relationships have a significant impact on job satisfaction, according to a study by Jes Bella (2023) investigating the relationship between workplace relationships and employee job satisfaction. The study stressed the importance of supervisor-subordinate dynamics and connections between co-workers in determining overall job satisfaction levels. Samwel (2018) explored the impact of employee interactions on individual and organizational performance. Research found that maintaining happy employee interactions is critical to the survival and success of small businesses in Tanzania. The findings show a strong positive association between employee relations and individual and organizational performance. This implies that improved staff interactions boost overall productivity and effectiveness.

In the same way, Basilio and Abun (2023) identified a robust correlation between interactions at work and job pleasure. Their study demonstrated that work satisfaction increases when there are solid interactions between employees and managers. They concluded that managing good workplace relationships is crucial to increasing job satisfaction enhancing employee performance and productivity. The literature above confirmed that good relationships with colleagues significantly impact employee productivity. Therefore, based on this evidence, the present researcher has hypothesized the following. H_{A2}: There is a significant impact of a colleagues' relationship with co-workers on employee productivity.

Training and development and employee productivity

Nkasirim (2023) researched organizational performance and staff training on a few Rivers State banks. The study found a strong correlation between staff training and the effectiveness and standard operating procedures of deposit money institutions in the area. Sufficient training has been shown to raise workers' productivity levels. The research also discovered that, compared to off-the-job training, on-the-job training had a better link to efficiency and standard performance. When trained to use the same equipment they would use regularly, employees often perform better. In the research, Asad and Mahfod (2015) studied the impact of training and development on workers' performance. The outcome demonstrated that training boosts employee performance and supports development.

Similarly, Chapagain et al. (2022) emphasized that workers perceive a favorable correlation between the efficacy of training and their job performance. Likewise, Nwidi (2023) stressed that training significantly improves employee performance by offering essential skills and information, improving their problem solving and decision-making abilities. Karim et al. (2019) evaluated the impact of training and development on employee performance, underlining its vital role in developing staff capabilities. The research emphasizes the need for trained people for firms to achieve better results and asserts that training equips them with the essential knowledge and abilities.

Furthermore, providing training and development programs to workers gives them the opportunity to enhance their skills and knowledge, leading to potential career progression and

promotion within the company. This not only benefits the employees themselves, but also contributes to the general prosperity of the business. The effect of training and development on worker productivity and performance was investigated by Bansal and Rani (2020). According to their research, training and development significantly improve performance and production for both employees and companies. Otherwise, the data indicate a positive relationship between employee performance and training and development programs, indicating that these practices boost productivity. The literates above confirmed that training and development have a significant impact on employee productivity. Therefore, based on this evidence, the present researcher has hypothesized the following.

H_{A3}: There is a significant impact of training and development on employee productivity.

Incentives and recognition plan and employee productivity

Nwidi (2023) studied the effects of incentives on staff success in banks based in southeastern Nigeria. The results showed that incentives significantly positively affect employee performance, showing that employees are susceptible to appreciation from their bosses. A study by Pai and Prakash (2019) examined the effect of recognition and awards on worker productivity. The outcome shows a strong correlation between employee productivity and incentives and recognition. This implies that workers' production levels often rise sharply when they obtain sufficient compensation and recognition.

Similarly, Ibrahim and Abiddin (2023) found a strong positive relationship between incentives and worker productivity. Their findings indicate that employee productivity also increases as incentives increase, highlighting the importance of effective incentive strategies. Similarly, Daniel (2019) investigated the impact of incentives on worker productivity. The data show a strong connection between pay incentives and increased worker productivity. Mounika (2021) examined how employee performance was affected by rewards and recognition. The findings showed a clear and favorable correlation between motivation, job satisfaction, and incentives and recognition. Improving these factors may result in increased productivity and better employee work output. Based on the confirmation from the literature above that incentives and recognition plans significantly impact employee productivity, the present researcher has hypothesized as follows.

H_{A4}: There is a significant impact of the incentive and recognition plan on employee productivity.

Research Methods

This study adopted a quantitative research strategy using structured questionnaires and a convenience sample technique. A descriptive technique was used to analyze the factors impacting the work environment and their influence on employee productivity. 260 questionnaires were sent to personnel from different banks and insurance companies in the Surkhet Valley. Cronbach's Alpha was applied to ensure data dependability. Descriptive and inferential statistics were used to interpret and evaluate the data to satisfy the study objectives. This part investigates the connection between the independent and dependent variables using multivariate regression based on the respondents' responses and also includes their demographic profile.

Data Analysis and Findings

Analysis of Demographic Responses:

The researchers applied descriptive statistics to evaluate the demographic data, including aspects such as age, gender, caste, marital status, religion, and education, while measuring the influence of the working environment on employee productivity in Birendranagar, Surkhet. The demographic data was presented and analyzed using Table 1 for clarity and simplicity of comprehension.

Table 1

SN	Categories	Frequency	Percentage	SN	Categories	Frequency	Percentage
1	Gender Status			4	Educational Status		
	Male	156	60		Upto +2	83	40.5
	Female	104	40		Bachelor	72	35.1
	Total	260	100		Master and above	50	24.4
2	Age Status			5	Total	260	100
	Up to 25	30	11.54		Caste Status		
	26-35	144	55.38		Brahmin	87	33.46

	36-45	59	22.69	Chhetri	105	40.38	
	46 and above	27	10.38	Janajati	30	11.54	
	Total	260	100	Dalit	24	9.23	
3	Marital Status			Others	14	5.39	
	Married	205	78.85	6	Total	260	100
	Unmarried	55	21.15	Religious			
	Total	260	100	Hindu	249	95.77	
				Buddhist	0	0.00	
				Christian	11	4.23	
				Muslim	0	0.00	
				Total	260	100	

In this study descriptive statistics were used to assess the respondents' demographic characteristics of the respondents. The age distribution is as follows: up to 25 years old (11.54%), 26-35 years old (55.38%), 36-45 years old (22.69%), and more than 46 years old (10.38%). 60% of respondents identify as male, while 40% identify as female. In a similar vein, 21.15 % of the respondents are single, while 78.85 % of the respondents are married. The respondent belongs to the castes of Brahmin (33.66%), Chhetri (40.38 %), Janajati (14.74%), Dalit (9.23 %), and others (5.39%). In a similar vein, Hindu (95.77%), Buddhist (0 percent), Christian (4.23%) and Muslim (0 percent) are the respondents' respective faiths.

Table 2

Reliability Test of Total Items

Cronbach's Alpha, which determines the dependability of a score used to condense the data from several questionnaire questions, is a frequently used approach for determining reliability. The test's internal consistency, or the consistency between its parts, is determined by Cronbach's Alpha.

Cronbach's Alpha	Number of Items
.930	25

Table 2 shows that the overall Cronbach's Alpha value is 0.930, more than 0.7. This demonstrates the consistency and trustworthiness of the data. Test reliability and Cronbach's Alpha are generally considered to reach a threshold value of 0.7 (Christmann & Van Aelst, 2006).

The findings of the multivariate regression analysis

By evaluating the relationship between independent and dependent variables, multivariate regression determines the degree to which external influences affect the value of the dependent variable. This section regresses all independent variables (supervisor support, great coworker connections, training and development, incentives, and recognition plans) to find their cumulative influence on employee productivity parameters.

Table 3

Summary of the Multivariate Regression Analysis Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	0.674	0.669	.28084

a Predictors: (Constant), TSS, TRCO, TTD, TIR

In Table 3 above, the multivariate analysis is shown. With an adjusted R² value of 0.669, the variables that impact employee productivity that account for 67% of the components include supervisor support, positive relationships with colleagues, training and development, incentives, and recognition programs. However, the remaining 33% of the variance is explained by other variables not included in this investigation.

Table 4

An Analysis of Variance for independent and dependent variables

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	41.665	4	10.416	132.066	.000 ^p
	Residual	20.112	255	.079		
	Total	61.778	259			

a. Dependent variable: TEP

b. Predictors: (Constant), TSS, TRCO, TTD, TIR,

The results of the ANOVA in Table 4 indicate that the F-test produced a value of 131.834 with a matching value of 0.000. This implies a strong linear correlation between at least one independent variable and worker productivity in Birendranagar, Surkhet. At the 5% significance level, it may accept the alternative hypothesis and conclude that the fitted linear model is reliable. This suggests that training and development, incentives, recognition programs, and positive and substantial relationships with colleagues all have a positive and significant linear influence on employee productivity in the study location.

Table 5
Coefficient of Multiple Regression Analysis

Model		Unstandardized Coefficients		Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-1.361	0.382		-3.564	0.000
	TSS	0.060	0.067	0.058	0.892	0.373
	TRCO	0.442	0.070	0.453	6.319	0.000
	TTD	0.484	0.060	0.353	8.035	0.000
	TIR	0.299	0.072	0.189	4.167	0.000

a. Dependent Variable: TEP

The results of a multiple regression analysis are shown in Table 5. In this research, employee productivity is the dependent variable, whereas supervisor support, colleagues' relationships, training and development, and incentives and recognition plans are the independent factors. According to the research, supervisor support does not significantly affect employee productivity at 5% significance level. The p value of supervisor support is 0.373 which is higher than significance level 5%. This led us to the conclusion that supervisor support had little effect on worker productivity.

On the other hand, the study revealed that the p-value of colleagues' relationships is 0.000 at 5% significant level which is lower than 0.05. As a result, it can be concluded that colleagues' relationships significantly influence employee productivity. Furthermore, a positive association was observed between employee productivity and having positive relationships with colleagues.

The study's conclusions show that the p value of training and development is 0.000 which is less than 5% significance level. Therefore, it can be concluded that training and development significantly influence employee productivity. Research has shown a positive relationship between training development and employee productivity.

On the other hand, the study revealed that the p-value of incentive and recognition plan is 0.000 which is less than the 5% significance level. As a result, it can be concluded that reward and recognition programs significantly influence worker productivity in the research industry. Furthermore, a positive association was observed between employee productivity and recognition and reward programs.

Table 6
Summary of Hypothesis Testing

Hypothesis No.	Hypothesis Result	Accept or Reject Decision
H _{A1}	Supervisor support significantly impacts employee productivity.	Rejected
HA2	Colleagues' relationship significantly impacts employee productivity.	Accepted
HA3	Training and development have a significant impact on employee productivity.	Accepted
HA4	Incentive and recognition plan significantly impact employee productivity.	Accepted

Discussion

The study's first hypothesis assumed that "Supervisor support significantly impacts employee productivity" was stated as "HA1". This hypothesis has not supported the assumption, indicating that supervisor support does not significantly impact employee productivity in the study area with a sig. Value of 0.373, consistent with the study conducted by (Saleem et al. 2022; Hannang et al. 2020; Akhtar 2022). The second hypothesis was "Colleagues relationship with coworker significantly impacts employee productivity", which was stated as "HA2," indicating that good relation with colleagues significantly impacts employee productivity in the study area with a sig--value of 0.000, consistent with the study conducted by (Sein et al., 2018; Basilio and Abun (2023)). The third hypothesis was "Training and development significantly impact the employee productivity." which was stated as "HA3", with a sig—value of 0.000. The study result supports the assumption, similar to the study conducted by (Nkasirim, 2023; Chapagain et al. 2022).

The fourth hypothesis was "Incentives and recognition plan significantly impacts employee productivity," which was stated as "HA4, with a sig-value of 0.000. The study result supports the assumption, similar to the study conducted by (Nwidi, 2023; Pai & Prakash 2019; Mounika 2021).

Conclusion

The research focused on the variables influencing employee productivity in Birendranagar, Surkhet. The research examined at various important aspects, including supervisor support, relationships with colleagues, training and development, and incentives and recognition plan. The relationship between independent and dependent variables was determined using multivariate regression analysis. The research discovered that positive relationships with colleagues' relationship, training and development, and incentives and recognition schemes significantly influence employee productivity. Additionally, the research discovered that supervisor support had not significant impact on employee productivity.

This contribution is valuable for organizations aiming to enhance productivity through evidence-based strategies, particularly by fostering collaboration, offering growth opportunities, and implementing effective recognition programs. Additionally, it underscores the importance of reevaluating supervisory roles and practices to ensure they actively support, rather than hinder, employee productivity. These findings can inform the development of future HR policies and management training initiatives in similar settings.

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