

Employees Work Performance and Its Relation to Work Place Surroundings Changes:
Case study on Alam Dingin Air Conditioning Engineering Sdn Bhd (HVAC Vendor for
Oil and Gas Sector)

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Project Paper Submitted in Partial Fulfilment of the Requirements
for the Degree of Master of Business Administration
Universiti Tun Abdul Razak

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



Signature :

Name :

Date :

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

**Employees Work Performance and Its Relation to Work Place Surroundings Changes:
Case study on Alam Dingin Air Conditioning Engineering Sdn Bhd (HVAC Vendor
for Oil and Gas Sector)**

By

Mohd Rizam Bin Sulaiman

February 2022

Oil and gas industry has been recently affected globally due to the COVID 19 pandemic. Many players in the industries have made a decision to make changes to their business structures. This change includes an organizational change, downsizing, re-deployment, relocation and retrenchment. The changes will make an impact to employee's performance on current and after the changes. This research project purpose is to identify the impact and the influence between the employee's performance and workplace environment due to changes made by the Alam Dingin Air Conditioning Engineering (ADAE). A qualitative study with 16 respondents has been conducted to analyze the impact on the employee's performance due to the workplace surrounding changes. At the end of the study, it can be concluded that the workplace surroundings and changes has impacted the employee's performance level. In this study, the method used is most common research methods of questionnaire survey to gather information from employees in different level of job categories for the purpose of collecting and gathering data and information in accordance with research aims and objectives

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter covered the background to the study, the statement of the problem, the purpose of the study, research questions, and significance of the study and scope of the study. Many companies aim to have a high-level performance of employee. This has been a common goal for many organizations. Employee's or the job satisfaction is the gateway to the success of an organization, Pushpakumari (2008 p.89-105). Work's environment also contributes a crucial part in employees' performance. Good surroundings will get the employees feel more engagement. Work environment can be translated as physical location such as offices which involves factors like noise level, air quality, employee's welfare and sufficient parking spaces, Oswald (2012). Performance also defined in Human Resource Management text book as a level of achievement that meet the standard of the performance aspect which consists duration, accuracy, completeness and cost (Randhawa. G, 2007). In the case study, work place surroundings and employee's performance are related and its play a big role in the performance assessment (Naharuddin, Mohammad Sadegi, 2013).

Workplace surroundings also contribute to the key factor that affecting the performance, engagement, productivity and comfort level. Safety and health as well as emergency access seems to influence the performance of an employee (Leblebici, 2012). The level of employee performance can be access by monitor their attendance such as level of absenteeism indicate increasing of performance, Naharuddin et al. (2013).

The studies can be an evidence that the performance of an employees are influenced by the workplace surroundings and environment (Oswald 2012). The key factors will be determined and discussed in the next chapter with a statistical analysis using the qualitative method.

1.2 Background of the Study

The COVID 19 was declared as an outbreak of world public health emergency concern on 30th January 2020 and on 11th March 2020 as a pandemic (WHO 2020). COVID-19 extremely affected people and impacted most of the business both public and private sector. The oil and gas industries also severely affected and has been negatively impacted by the pandemic. Hence the oil and gas industries are facing challenges such as shortage of manpower on site, disruption of material and equipment supply and critical financial crisis (Yaser & Abdulsalam , 2020). Many company and vendors for the oil and gas sectors has respond to the crisis by implemented various changes and strategies including redeployment of manpower, renegotiation of benefits, cost cutting, downsizing and control the expenses. This has result many employees lose their job during the pandemic.

ADAE in their effort in facing challenges, has implemented few organizational changes. ADAE has planned to move the businesses in one main location, restructured manpower and job role. However due to the business nature where the projects is being accomplished in several region and state such as Terengganu, Johor and Sarawak, ADAE has established one main office to handled Sarawak tender and project. The manpower cost is more effectively

manage most of the employee are from Sarawak and only few staff from Kuala Lumpur is sent to assist the operation.

The two stories main office in Kuala Lumpur, located in Ampang has been moved to a single level of office near Balakong, Cheras. All the employees are cramped with the new office layout, small cubicle and this has caused inconvenience among the employees. This inconvenience has impacted their performance and morale. This changes also affected employee's benefits, career development, job satisfaction, work place surroundings and most of the employees expressed that the management has not brief the employees adequately with sufficient information regarding the current company's situation and financial and also late official statement on the downsizing and relocation.

Working environment can be in two different form which is the behavior of component work surroundings and the physical work surrounding and environment, (Oswald 2012). These factors have their own indicator of performance which are related to each other. This study will find out and investigate further the influence of workspace layout, furniture, technology, comfort level, ventilation, lighting, communication, management support and job aid on employee's job performance. Its also to identify key factors related to working surroundings and the influence to the employees of ADAE and investigate how these factors can be used to improve the performance of the employee. The study outcome, I believed can be used as the recommendation to the management.

1.3 Problem Statement

Existing office employees have expressed concerns about sharing workstations with new hires from different backgrounds and job role. It is expected that adapting to the changes and getting along with the new personnel would take some time. They also stated that the degree of privacy would be compromised because the company's management staff would be also relocating in the same office level. Aside from that, office resources that are being used collectively such as printers, conference rooms, training rooms, and a pantry will be shared among all workers, therefore managers have been asked to prepare the resources related to those equipment and resources ahead to avoid any issues during normal business hours.

The new workers also expressed their dissatisfaction with the new office's work surrounding and location, which had formerly been in the center of Kuala Lumpur but had now been relocated to Balakong. The distance travelled to work has nearly tripled, and traffic congestion during peak hours creates stress and the inability to arrive on time. Some employees were also dissatisfied with the shift in working environment, as they were formerly situated in a business atmosphere but now work in an industrial location.

Furthermore, the existing workplace has a restricted number of parking spaces, forcing employees to double park, clogging the company parking lot. Some of them are required to park their vehicles outside of the office compound, and the local government has issued tickets to them in the past for parking illegally along the road. They also stated that getting acclimated to the distance and familiarizing themselves with the new set of employees at the

new workplace will take some time. Migrating to a new location will undoubtedly make them feel weird at first.

1.4 Research Questions

The purpose of this research is to determine the characteristics associated to a working environment that influence employee performance when two or more offices are relocated under one roof. The factors highlighted will apply to both the existing employees of the office and the new employees who are relocating to the existing office. A few aspects connected to this study have been chosen based on physical and behavioral components, such as comfort level, workstation arrangement, furniture, technology, noise, ventilation, lighting, communication, supervisor assistance, and job aid. These characteristics were chosen since this study focuses on office-based working environments rather than site-based environments such as construction and power plants.

The research questions are as follows:

- a) What changes were made to ADAE in 2020 and 2021 and why?
- b) How and why were those adjustments implemented in ADAE?
- c) How did those adjustments effect ADAE's work environment (physical work environment and human resource work environment)?
- d) How did current workers of ADAE perceive the changes mentioned in question a)-?
- e) How did the newly hired employees at ADAE perceive the changes outlined in question - a?
- f) What can be done to improve these factors in order to improve the working environment?

- g) What can be done to improve these factors in order to improve working performance?

Analyses of the aforementioned questions will be undertaken qualitatively to support the study's purpose. The study will identify the critical elements affecting ADAE 's personnel, and the results will enable the company to improve its internal performance, which in turn will boost its market position.

1.5 Research Objectives

This case study is designed with the following objectives:

- a) To identify the changes made by ADAE that impacted employee's performance.
- b) To gain an understanding of how the work place surroundings and performance of ADAE 's employees are conceptualized.
- c) How have these changes and restructuring impacted employees' motivation and adaptation?
- d) To identify the critical elements affecting the performance of ADAE employees.
- e) To identify factors that can improve the work place surroundings and performance of ADAE 's employees.

1.6 Significant of the Study

The purpose of this survey is to ascertain how ADAE workers evaluate their work surroundings and performance. Additionally, this study examines the effect of the work environment on an employee's performance. This study will enable the identification and analysis of critical elements impacting ADAE's personnel. It would be an excellent chance to discuss the study's findings with the company's management and also to offer a solution and alternatives to help the staff perform better.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter conducts a comprehensive examination of the literature with the goal of acquiring and applying more information from earlier studies, surveys, and research. The first portion of this chapter examines the workplace and a business's primary objective, which is performance. The next section discusses the criteria included in this study and their split into four groups. Each group is composed of a few elements that are inextricably linked to one another, and the study established the connection and relationship between these factors. Additionally, a proposed conceptual framework based on the study goals has been constructed.

2.2 Organizational Change and Commitment

Mowday, Steers, and Porter (1979) defined organizational commitment as "the relative strength of an individual's identification with and engagement in a specific organization." Organizational commitment has been demonstrated to be a critical factor in comprehending and forecasting workers' work behavior and performance (Wright & Kehoe, 2008). According to Meyer (2009), organizational commitment is associated with employees' physical and psychological well-being. Thus, organizational commitment is inextricably linked to employees' emotional attachment to their employers, which promotes performance and reduces absenteeism and turnover (Meyer, 2009; Meyer & Allen, 1997).

Typically, the research on organizational commitment has a strong correlation with the study on work happiness. Employment satisfaction is described as an individual's assessment of their job and work environment (Saari & Judge, 2004). Job satisfaction studies are frequently associated with organizational behavior concerns such as absenteeism and stress, as well as with other outcomes such as employee retention (Parisi & Weiner, 1999; Weiner, 2000). Judge, Thoresen, Bono, and Patton (2001) discovered a strong association between JS and work success after conducting a systematic evaluation of 301 research. The aforementioned reviews demonstrate that job happiness is, without a doubt, a crucial part of employees' workplace behaviors and is used to determine job success.

Stress, defined as a "mental or physical phenomena that is produced as a result of one's cognitive assessment of the stimulus and results from one's contact with the environment" (Lazarus & Folkman, 1984), plays a part in influencing employees' performance. Working as an employee of an oil and gas company is well acknowledged as a difficult vocation (Chen, Wong, Yu, Lin, & Cooper, 2003). St is mostly dependent on the presence of a stressor, and responses to stress vary significantly between individuals.

According to Chen et al. (2003, p. 288), stressors on oil and gas sectors include "adverse physical environment, remote location, risks associated with modes of transportation, hazardous working zones, isolation from community and family, and the unique demands and constraints inherent in oil and gas work." According to research, excessive stress frequently results in bad workplace conduct (Sutherland & Flin, 1984). According to the findings of (Ahsan, Zaini, Fie, & Alam, 2009), there was a strong negative correlation between St and JS. Additionally, St was shown to have a substantial

negative connection with OC (Sutherland & Flin, 1984).

It is believed that an organization's approach to business must adapt if it wants to remain profitable (Brazier, 2014). These include changes in the individual's, the company's, or the job's structure, all of which have an effect on how they accomplish their daily activities and obligations. Individuals are frequently forced to alter their organizational structure or method of conducting business. However, if the change is unplanned and does not align with the business's strategic objectives, it may have an effect on operations.

According to Dark et al. (2017), an unforeseen change that occurs outside can have a negative influence on an organization's culture, even more so when the organization lacks control or the ability to prepare proactive changes. Organizational culture may have an effect on employee attitudes, retention, and performance. These adjustments are necessary to improve efficiency and to create new revenue streams, which at times alters the essence of the firm as a whole (Bennett & Durkin, 2000). Typically, significant expense reductions and new sales or company development techniques will be used to increase efficiency and effectiveness. A cost-cutting measure would be to lay off the most expensive members of staff and employ new graduates at a pay that is approximately half that of the former senior personnel.

Organizational transformation is commonly defined as a collection of norms, values, attitudes, and behaviors patterns that are thought to constitute an organization's essential identity. Additionally, it is thought that this is the critical function that defines the firm's working environment, strategy creation, leadership style, and organizational behavior (Laforet, 2016). Additionally, it guides the perception of what is positive or negative, defining the level of importance and what is feasible to accomplish, all of which

are influenced by actions taken by leaders, who have the ultimate responsibility for nurturing and spreading the new culture and shaping it to evolve.

The primary reason for many of these organizational adjustments is because they are required by initiatives that necessitate the modification of existing work practices. These revisions also have an effect on personnel, and management reactions to this impact are critical to the effectiveness of the reforms. Management should have plans or strategies in place to mitigate any unintended consequences of the changes, which requires the development of a complete and planned process of issue resolution procedures prior to the modifications (Greasley, Watson, & Patel, 2009). The management's ultimate purpose is to make changes for the good of the organization, as well as in the assumption and conviction that the organization's relationships and work contents may be improved.

However, there is some resistance to both negative and beneficial changes. The negatives are mostly generated by humans, who relate them to perception, habits, loss of liberty, job security, and other concerns of the unknown. However, there are also positive replies, as some believe it is the opportunity to enhance one's expertise and progress within the organization, as well as a higher degree of job satisfaction (Greasley et al, 2009).

Table 1: Summary of literature of “Organizational Change”

Author, Year	Points
Frances Dark, Harvey Whiteford, Neal M. Ashkenazy, Carol Harvey, Meredith Harris, David Crompton and Ellie Newman, 2017	<ul style="list-style-type: none"> • Unplanned change - external influences, over which we have little control and with which we have limited capacity for proactive preparation, can have an impact. • It has been proposed that organizational culture has an effect on employee attitudes, retention, and performance in mental health services.
Andy Brazier, 2014	<ul style="list-style-type: none"> • If they wish to stay profitable, they must alter their organizational structure and business practices. • Includes changes to an individual's, job's, or organization's structure that have an effect on what individuals do, how they do their jobs, and their obligations and accountability. • The impact may be operational if the new organization lacks adequate operators.
Sylvie Laforet, 2016	<ul style="list-style-type: none"> • As a collection of standards, attitudes, values, and patterns of behavior • Significant influence on the firm's working atmosphere, leadership style, strategy creation, organizational behavior and procedures. • Leaders and managers have a critical role in fostering and

	<p>distributing the culture.</p>
<p>Haydn Bennett, Mark Durkin, 2000</p>	<ul style="list-style-type: none"> • By implementing strategic change projects, we will improve operational efficiency and create new revenue sources. To improve efficiency and effectiveness, significant cost-cutting and sales development methods were implemented. • A new human resources policy was implemented, as well as a voluntary parting plan - to reduce the cost of senior workers, hire fresh graduates, and pay senior staff 50% of their compensation.
<p>Kay Greasley, Paul Watson, Shilpa Patel, 2009</p>	<ul style="list-style-type: none"> • In connection with the introduction of new initiatives that necessitate the modification of established work methods. Employees will be impacted, and management must respond to this issue to ensure that programs succeed. • The objective is to alter assumptions and attitudes in order to enhance the content, structure, and connections of organizations.

	<ul style="list-style-type: none"> • Individual resistance has been ascribed to selective perception, habits, annoyance or loss of liberty, economic consequences, prior security, and dread of the unknown. • They respond more favourably to the opportunity to grow and learn as a result of higher work satisfaction.
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2.3 Workplace Surroundings

According to Amir (2010), a workplace is an organized location that is supplied by a business in order to accomplish its objectives. An organized area may be defined as the arrangement of a work space that is appropriate for the activity or task at hand. It may be configured as an office with cubicles, desks, chairs, and cabinets, or as a workshop with simply a work table and a wall lined with various hand tools. The correct style of working surroundings is required to entice users and make them feel at ease, therefore enabling them to work productively. According to Ajala (2012), an environment is the immediate surroundings of a user that are altered in order for them to exist or utilize. Thus, a workplace provides an atmosphere in which an employee may accomplish a specific duty.

According to Oswald (2012), there are two distinct sorts of work surroundings: physical and behavioral. The physical environment is believed to consist of aspects that relate to the user's connectedness with their working setting. Meanwhile, the behavioral environment is composed of factors that pertain to both the connection of users within

the same work environment and the influence of the work environment on the user's behavior.

The purpose of this study is to determine the influence of the work surroundings on an employee's performance. Ten elements affecting the work environment have been identified and will be examined in further detail in the subsequent section of this chapter.

Table 2: Summary of literature of “Workplace Surroundings”

Author, Year	Points
Amir, 2010	<ul style="list-style-type: none"> • Workplace - a location that has been organized to accomplish the company's objectives. • Described as the arrangement of a work area that is optimized for a certain job.
Ajala, 2012	<ul style="list-style-type: none"> • The workplace is the setting in which a person works. • It is the near vicinity.
Oswald, 2012	<p>There are two sorts of work environments:</p> <ul style="list-style-type: none"> • Physical component: aspects relating to the environment's connectedness. • Behavioral components - As before, but with an effect on user behavior.

2.4 Workplace Surrounding Changes

As previously stated, ADAE's working environment has changed. In other terms, this is also referred to as a shift in psychosocial environment, which pertains to the workplace atmosphere and culture (J. Li et al., 2013). Additionally, it is believed that unfavorable changes in the psychosocial work environment are related with depressive symptoms such as stress, which may be alleviated by enhancing the incentive system, benefits, and also by decreasing the culture of non-reciprocity in the workplace. Depression is well-known to have a significant impact on both the individual and the organization owing to decreased production and increased medical costs.

Meanwhile, stress and depression might be exacerbated by an organization's downsizing. According to Amabile & Conti (1999), downsizing may be a beneficial step taken by an organization to reduce its staff and strengthen its market position. Additionally, the organization may run more effectively by minimizing waste, which results in a more productive allocation of resources within the organization. However, downsizing will inevitably erode trust and communication on several levels, as well as heighten dread. These negative consequences may result in workplace instability as a result of the uncertainty.

The impacts of modifying the work environment are also tied to employee well-being, and employee well-being is a productivity driver. This includes job happiness, recognition, involvement at work, and work-life balance (Palvalin, 2017). All of these are connected to an individual worker's productivity, which is widely recognized as a critical component in determining an organization's effectiveness. It is equally critical for managers to be aware of this and to be able to quantify how changes in the work environment affect their employees' productivity.

According to the research, restructuring an organization, which includes downsizing, has been shown to have an effect on an employee's psychological well-being, which in turn impacts an employee's productivity in an organization. While the organization is applying this to increase efficiency, it is also related with a slew of additional physical and physiological problems (Verhaeghe, Vlerick, De Backer, Van Maele, & Gemmel, 2008).

Table 3: Summary of literature of “Workplace Surroundings Changes”

Author, Year	Points
Jian Li, Matthias Weigl, Jurgen Glaser, Raluca Petru, Johannes Siegrist, Peter Angerer, 2013	<ul style="list-style-type: none"> • Psychosocial environment: workplace culture and climate. • Changes in a negative direction: depressed symptoms. • Reducing non-reciprocity in the workplace and increasing employee compensation may have favorable benefits. • Depression has a significant economic cost as a result of lower production and higher medical expenses.

<p>Teresa M. Amabile, Regina Conti, 1999</p>	<ul style="list-style-type: none"> • Downsizing: reducing the size of the workforce and strengthening the company's competitive position. • Positive consequences include increased efficiency, decreased waste, and a more productive use of resources. • Downsizing impairs communication, trust, and creates dread on a variety of levels. • Create havoc in the workplace as a result of the high level of uncertainty.
<p>Miikka Palvalin, 2017</p>	<ul style="list-style-type: none"> • Managers must assess the influence of environmental changes on job productivity. • Productivity is a critical component in determining an organization's performance. • Workplace well-being is a productivity driver: it encompasses job satisfaction, job engagement, appreciation, and work-life balance.
<p>Rik Verhaege, Peter Vlerick, Guy De Backer, Georges Van Maele, Paul Gemmel, 2008</p>	<ul style="list-style-type: none"> • In recent decades, restructuring has been used to increase efficiency, which has had an adverse effect on workers' mental well-being. • Additionally, it has been linked to a variety of other physical and physiological problems

2.5 Performance

Hill and Aylwin (2005) said performance can be defined in a variety of ways, including employee productivity, motivation and retention, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, employee attendance and absenteeism, customer attraction and retention of the company, and optimization of the company's total occupancy cost. The definition of performance is quite flexible; so, it is utilized according to the notion or kind of work that provides the best output of the term. However, in general, performance refers to the best outcome of an organization's work over a period of time.

Oswald (2012) explained performance is the combination of personnel and other supporting elements such as being available, competent, productive, responsive, and effective, which is comparable to Hill and Aylwin's definition (2005). Performance is measured not only by the activity itself, but also by the appraisal of activities on a quantitative scale (Sonnetag & Frese, 2002). According to Sonnetag, Volmer, and Spychala (2008), the idea of performance is multidimensional and comprises several subjective criteria and judgments. Evaluation may be accomplished by establishing performance ratings, which are filled out by colleagues or supervisors, and it is claimed to be the most often used approach for measuring performance.

The practice of quantifying the efficiency and effectiveness of an activity is known as performance measurement. The measuring outcome demonstrates how successfully an organization is managed and if the organization was able to reach the aim and values created as promised to its stakeholders. According to Franco-Santos. (2007), business performance measurement is a collection of measures used to assess the

efficiency and effectiveness of activities, as well as planning and budgeting.

According to an unofficial discussion with one of ADAE's management members, there seem to be no rules to monitor employee performance in Malaysia, which may be due to the scale of the organization in Malaysia. However, management are suggested to look at his employees and assess their performance based on their attitude towards the job role or office, their efficiency in completing task or reports and presenting them on time, their attendance to work, and their cooperativeness at work.



Table 4: Summary of literature of “Performance”

Author, Year	Points
Hill & Aylwin, 2005	<ul style="list-style-type: none"> • Employee productivity • Retention and motivation • Knowledge and skill of an employee • Creativity and innovative level of an employee • Responsiveness to business and technological advancement • Attendance and absenteeism of an employee • Customer attraction and retention of the company • Optimization of the company's total occupancy cost are all examples of performance. • In general, the best result of a company's activities over a period of time.
Oswald, 2012	<ul style="list-style-type: none"> • Performance is defined as the availability of people and other supporting equipment that is competent, productive, responsive, and effective.
Sonntag & Frese, 2001	<ul style="list-style-type: none"> • Performance is measured not by activity alone, but by the judgment of action on a measurable scale. • The purpose of measurement is to quantify the efficiency and effectiveness of a given operation.

Sonnentag, Volmer & Spychala, 2008	<ul style="list-style-type: none"> • Performance is multidimensional and incorporates several factors and judgments.
Franco-Santos, Kennerley, Micheli, 2007	<ul style="list-style-type: none"> • A measurement system is a set of metrics that are used to track and evaluate the activities. It also incorporates planning and budgeting processes.

2.6 Related Factor Towards Workplace Surroundings and Employee Performance

This section will give insights into how the working environment affects the success of a firm and what the most important aspects are to consider when making decisions. Key parameters relating to the ADAE's working environment and job type were selected and classified into four groups based on the similarities and differences between them. These characteristics were chosen based on past research that has effectively demonstrated that there is a favorable relationship between the working environment and performance (see Figure 1).

As previously described in Chapter 1, ADAE is through a relocation process, and some employees have expressed dissatisfaction with the procedure, while others have expressed disappointment with management's choice, and so on. The purpose of this study is to better comprehend and learn about this conflict, as well as to find a solution on how to encourage the workers of ADAE to overcome this issue in order to maintain ADAE 's place in the market while also improving their company performance in the process.

As previously stated, work performance can be linked to work engagement, and a positive work engagement is defined as a positive and fulfilling work-related state of mind that is associated with dedication, vigor, and absorption of information. A positive work engagement is defined as a positive and fulfilling work-related state of mind that is associated with dedication, vigor, and absorption of information (L. Li, Zhong, Chen, Xie, & Mao, 2014). In contrast, job demand is associated with a negative influence on work engagement, but job resource availability is associated with a favorable impact on work engagement.

Dedication is associated with a burning desire to complete a task and the ability to inspire others to do their best in a task, which is generally represented as the next stage in the engagement process. Vigor is defined as a high degree of energy and mental resilience when at work, as well as a readiness to put up more effort in the task at hand and a high level of perseverance when faced with difficulties. On the other side, absorption describes how an employee may become completely absorbed in their job and lose track of time, making it difficult for them to remove themselves from their task once they have completed it. It is believed by Garg and Talwar (2017) that the working environment is vital in an organization since it is seen to encourage people, which leads in a higher performance.

Productivity, increased business enthusiasm, and a higher level of involvement with their consumers are all benefits of working together. It is also considered that when employees feel appreciated and respected in their place of employment, they are more likely to contribute positively to the overall business outcome. A happy atmosphere will always be beneficial to both the person and the organization, as it may help to reduce turnover ratios and increase productivity.

The work environment encompasses more than just employee engagement and motivation in the workplace; it also includes the organization's working culture, working style, hierarchies, and human resource regulations that have been enacted or are being practiced in the organization (Agarwal & Mehta, 2014). As explained by Oswald, in this study, we would be concentrating on the physical and behavioral component, which is the working environment that contains aspects that are associated to the user with their office setting (2012).

Workplace layout, furniture, lighting, noise, ventilation, technology, communication, job help, and supervisor support are some of the characteristics that have been identified based on a variety of literatures that address these topics and are considered to be important.

Table 5: Summary of literature of “Related Factor Towards Workplace Surroundings and Employee Performance”

Author, Year	Points
Li Li, Jian An Zhong, Yuping Chen, Yuantua Xie, Sida Mao, 2014	<ul style="list-style-type: none"> • A happy, rewarding, and job-related frame of mind that is connected with vigor, devotion, and immersion is referred to as "work engagement." • Vigor is defined as a high degree of energy and mental resilience when working, as well as a desire to put in more effort in one's job and perseverance when faced with problems. • Dedication is characterized by feelings of excitement, inspiration, pride, and challenge, and it

	<p>is often seen as a subsequent phase in the participation process.</p> <ul style="list-style-type: none"> • Absorption is defined as being completely absorbed in one's job, during which time goes fast and it is impossible to separate oneself from one's work.
Richa N. Agarwal	<ul style="list-style-type: none"> • Intense rivalry has a negative effect on the corporate environment. Workplace culture, style, hierarchy, and human resource policies. • Appraisal is an effective technique for establishing a link between management and employee performance. • Satisfaction is strongly influenced by environment and assessment, which has an effect on turnover rates. • A positive work environment and equitable compensation will boost employee satisfaction and decrease turnover rates. • Poor: difficult to sustain a productive and fulfilling work life - success at work decreases. • The most critical aspect in determining whether or not an employee will stay. • Employers should consider the following factors, since they are the biggest predictors of work satisfaction.

<p>Palash Garg & Deepak Talwar, 2017</p>	<ul style="list-style-type: none"> • When individuals are regarded and appreciated, they contribute favourably to the business's success. • Climate is significant. Perceived as inspiration that results in increased productivity, increased love for the business, and deeper customer interaction. • A favourable environment increases productivity and decreases turnover.
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2.7 Pressure in Work Surroundings

It is self-evident that pressure or discomfort has a direct correlation with job engagement and hence has an effect on an employee's job performance. Additionally, pressure can be associated with personal life, resulting in severe implications for both the individual and the organization (Shubendra S. & Athar, 2016). Additionally, occupational stress is defined as an event in which an employee experiences undesirable emotions such as frustration, melancholy, rage, worry, and a variety of other bad emotions. These unpleasant emotions would also force a person to stray from their typical function, which would impair performance when implemented in an organization. Stress is also stated to be one of the side consequences of an organization downsizing, privatizing, restructuring, or even relocating.

Work-related pressure or stress may actually be lessened or reduced if it is managed effectively. The first step in reducing workplace stress is identifying the sources of that stress. Several factors include spending long hours in the office, which prevents employees from achieving a healthy work-life balance, an inability to keep up with developing

technology, variance in user demand, and a difficulty to fulfill deadlines, particularly when they are unreasonable (O.Longenecker, Connie J., & Joseph A., 1999). While some stress is supposed to be beneficial since it may boost motivation and promote creativity via thought, unchecked stress can spell disaster in the long term. From an organizational standpoint, this would result in increased turnover and absenteeism, as well as a decrease in morale, productivity, and collaboration.

Pressure in work place is an unpleasant emotion that encompasses emotions of tension, worry, and dread. It is widely thought to be one of the primary components encountered on a daily basis by employees in an organization. Stress has been shown to have a detrimental effect on an employee's health, resulting in a rise in absenteeism (Stafyla, Kaltsidou, & Spyridis, 2013). There are two sorts of stressors: external and internal. External stressors include the working environment's condition, duration of work, work load, and even changes in the working environment, whereas internal stressors include social and biological elements, job satisfaction, work-life balance, productivity, and job performance.

Table 6: Summary of literature of “Pressure in Work Surroundings”

Author, Year	Points
Clinton O. Longenecker, Conni J. Schaffer, Joseph A. Scazzero, 1999	<ul style="list-style-type: none"> • Can be handled and minimized successfully. <p style="margin-left: 40px;">Identifying the causes will assist in reducing the pressure.</p> <ul style="list-style-type: none"> • Occupational stress may be exacerbated by excessive hours, unreasonable goals, and an inability to keep up with rapidly evolving technologies. Additionally, changes in the employees motivation.

	<ul style="list-style-type: none"> • While stress may be beneficial in increases motivation, stimulates creative thinking, sharpens senses, and improves work performance, excessive stress can be detrimental over time. • This can result in an increase in turnover, absenteeism, low morale, low productivity, workplace conflict, and a breakdown of collaboration.
<p>Shubhendra S. Parihar & Athar Mahmood, 2016</p>	<ul style="list-style-type: none"> • Life today is filled with stress, almost all business and home lives are intertwined. • This has a damaging effect on both the individual and the business. • Stress at work refers to the presence of undesirable emotions such as anger, irritation, tension, despair, and anxiety. Additionally, some diverge from their regular functioning, impairing performance. • Stress is connected to demand and resources at work and is produced by workload, job elements, job security, connection at work, control, resources, and communication, maintaining a healthy balance between work and personal life, and compensation and benefits.
<p>Amalia Stafyla, Georgia Kaltsidou, Nikolaos Spyridis, 2013</p>	<ul style="list-style-type: none"> • Stress is a problem that people and organizations deal with on a daily basis.

	<ul style="list-style-type: none"> • Stress is indeed an undesirable mood that is characterized by pressure, dread, and despair. • Workers wellbeing is harmed, and job absenteeism increases as a result of an unequal distribution of incentives for effort. • External factors include working conditions, hours of operation, job load, and changes in the work environment. • Internal stressors include social and biological elements, as well as job satisfaction, work-life balance, performance, and productivity.
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2.8 Workplace Design

The frameworks in first group are labeled "Workplace Design," and it encompasses the degree of comfort, furnishings, and physical layout of the workplace. These criteria were grouped together because they are interconnected, particularly in terms of how an employee's comfort level is impacted by the furniture and arrangement of his or her workstation. According to studies, an employee's degree of comfort has an effect on his or her performance, with those who are uncomfortable at work being less productive than those who are comfortable.

2.8.1 Level of Comfort

As stated in the Paul et al. (2005) paper, ergonomics has a beneficial effect on the degree of comfort. Ergonomics is the process of designing a workplace in such a way that it minimizes employee pain, is conveniently accessible, and most importantly, is safe for the employee to complete the given task (Paul et al., 2005). According to the research, workplace productivity increased by 23% as a result of ergonomic improvements. The survey focused on people who spend more time on computers, such as data entry jobs that involve hours of connection to a screen with minimal mobility.

Apart from increasing productivity, pain might have the opposite effect. According to Naharuddin and Sadegi (2013), employees may complete a task slowly as a result of the stress produced by workplace discomfort. It demonstrates that a person's degree of comfort is directly proportional to their performance and production. A positive work atmosphere motivates individuals to devote their whole energy and attention to their tasks, ultimately improving their level of performance (Vischer, 2007).

Apart from ergonomics, Chandrasekar (2011) stated that comfort may be increased by designing a workstation that fits a person's personality or interests. A calming paint job on the workplace walls, keeping green plants in the workstation or even small flower pots on a desk, an aquarium with fish, or even elegant artwork on the cubicle wall would do the trick. As previously said, it is dependent on the individual's desire and the feasibility of implementing the aforementioned alternatives. However, the workstation must be kept tidy and pleasant in order to maintain a comfortable working environment.

Through a poll, it was shown that compensation increases provide a boost to employees. However, it creates a false perception among employees since the influence is negligible, despite the fact that it is genuine, and the boost cannot be sustained for an

extended period of time (Chandrasekar, 2011). Nonetheless, immediate surroundings has a greater impact than income increase. The survey's findings indicate a decrease in mistake rates and absenteeism and a rise in inventiveness, communication level, and loyalty. Whereas contact with the supervisor fosters loyalty by lowering turnover rates, as addressed in further detail in the next sections.

Table 7: Summary of literature of “Level Of Comfort”

Author, Year	Points
Chandrasekar, 2011	<ul style="list-style-type: none"> • Increased comfort can be achieved by designing a workstation that is compatible with the individual's personality or preferences. For instance, wall painting, green plants on the desk, or artwork on the desk. • Positive impact on the immediate environment in comparison to wage increases: decrease in mistake rate, absenteeism, rise in creativity, communication level, and loyalty.
Naharuddin & Sadegi, 2013	<ul style="list-style-type: none"> • Discomfort results in decreased work effectiveness and the accurate timing of submission.
Amalia Stafyla, Georgia Kaltsidou, Nikolaos Spyridis, 2013	<ul style="list-style-type: none"> • Ergonomics is the science of designing a workplace that discomfort, conveniently safe to do a task. • Increases productivity by 23% - works on a PC or in an office.

2.8.2 Design of Furnitures

Ergonomics is highly influenced by furniture design. Particularly the desk and chair that we use at workplace, where we spend hours using them while completing our tasks. Long working hours spent at the office on this furniture can result in short-term bodily pain and long-term serious harm such as nerve or bone injury if not addressed or rectified in the early mitigation action.

Naharuddin and Sadegi (2013) emphasize the need of implementing an ergonomic physical workplace to reduce occupational hazards. This implementation is intended to assist employees in avoiding long-term nerve harm. The employer is responsible for providing a safe work environment with appropriate furniture and furnishing, and it is their job to guarantee that no employee is exposed to hazards or suffers an accident as a result of occupational hazards. These will only result in employee dissatisfaction and a decrease in production, since staff will find it difficult to work (Chandrasekar, 2011).

Table 8: Summary of literature of “Design Of Furniture”

Author, Year	Points
Naharuddin,, Mohammad Sadegi, 2013	<ul style="list-style-type: none"> • Ergonomics - workplace hazard - office furniture: desks and chairs - extended hours of operation. • Long hours Could induce temporary muscular soreness or serious nerve damage.
Chandrasekar, 2011	<ul style="list-style-type: none"> • Employer is responsible for providing appropriate furnishings in order to avoid workplace hazards while performing job. • Otherwise, it will results in pain and decreasing in worker productivity.

2.8.3 Workspace Design

The workspace layout is a major contribution to the design group because it ties the use of space and the design of the workstation to an employee's unique task. According to Chandrasekar (2011)'s research, the layout of a workplace influences an employee's behavior, and this behavior influences the employee's performance level. Workspace is an important aspect of the physical factor in the workplace; bad layout and congestion will not lead to optimisation but will simply raise the risk of injury or involvement in accidents such as tripping or hitting against things.

Furthermore, he stated that the arrangement of a workplace influences its aesthetic appeal. As previously stated, the structure of a corporate office differs significantly from that of a manufacturing firm or a contact center (Chandrasekar, 2011). Aside from that, some people prefer solitude, and certain organizations adopt flexible working hours. Privacy design layouts are more suited for high-ranking individuals in companies where private subjects are routinely handled, such as in the banking industry. A flexible design layout, on the other hand, is more appropriate to a group of workers working together since communication is an important aspect of completing tasks successfully. Communications will be covered in further detail later in this chapter.

According to Brill (1992), office arrangement and designs increases employee performance by up to 19% for employees and 17% for managers, resulting in a considerable improvement in productivity. Another study conducted by Gensler oto a group of 2000 office workers in 2006 found that 90% of them feel that improved workstation arrangement and design resulted in higher performance. These findings demonstrate the significance of workstation arrangement, as previously stated, as the primary contributor to the design group.

Another research, Naharuddin and Sadegi (2013), found that design had a favorable influence on performance. These designs are not confined to machine design, job design, and facility design. The physical work environment unquestionably helps to the success of the business, which is higher employee performance, which leads to excellent performance of the firm itself.

Table 9: Summary of literature of “Workspace Design”

Author, Year	Points
Chandrasekar, 2011	<ul style="list-style-type: none"> • This refers to the use of space and the design of workspaces based on type of duties. • Employee behaviour is influenced by design, which determines performance levels. • However, poor layout/overcrowding does not optimize. • The visual appearance of the workstation layout is quite important. • Privacy and a flexible office layout are other important considerations.
Gensler, 2006, Brill, 1992	<ul style="list-style-type: none"> • Because to the workstation arrangement, employees are 19% happier and supervisors are 17% happier. • 90% of respondents agree that design and layout improve performance.
Naharuddin, Mohammad Sadegi, 2013	<ul style="list-style-type: none"> • Design has a significant influence on performance. • It is not limited and it includes equipment, work, and facilities designs.

2.9 Surroundings

The framework's second group is named "Surroundings", and it comprises of ventilation, lighting, and noise level. Noise in this context conveys both music and noise/, which will be distinguished and addressed further. These elements also contribute to an employee's comfort level, which has been demonstrated to have a substantial positive relationship on the employee's performance. However, due to their characteristics, these elements are categorized apart from the "Design" category. These include intangible variables such as lighting that influencing eyesight, airflow, temperature, and noises that can affects human hearing. Previous discussions and research clearly indicate the employee's comfort level are related to their performance level, where employees who feel comfortable being more productive than those who feel uncomfortable at their job.

2.9.1 Lighting

According to a survey, adequate lighting is one of the elements impacting a person's productivity. According to the research, there was an increase in test scores as well as attendance in a school survey, as well as a decrease in absenteeism in a business survey (Paul et al., 2005). An increase in attendance or a decrease in absenteeism, as well as an increase in test scores, clearly demonstrate that illumination is favorably associated to performance, in this instance productivity.

Aside from that, Chandrasekar (2011) stated that bad illumination might induce pain. Employees will be agitated as a result of insufficient illumination, which makes it difficult to read and do their tasks. Furthermore, Oswald (2012) said that illumination influences an

employee's attentiveness and concentrate on their activities, which ultimately affects their level of performance; hence, altering this variable will considerably enhance performance level. Natural illumination, on the other hand, is sufficient, since it has been shown to enhance productivity by up to 18% by providing a workstation with an adequate day lighting system (Ajala, 2012).

According to a technical research by Mills, Tomkins, and Schlangen (2007), illumination has a favorable effect on work performance as well as increasing mood, alertness, and energy, all of which add up to productivity. According to studies, indoor illumination is necessary as a visual assistance when there is no or insufficient external lighting, which reduces visibility to read or execute a work. The research also shows that the proper quantity of blue light in the spectrum of light sources may successfully activate mental activity levels. Blue light is a visible color in the light spectrum that may be detected by the human eye. Blue light emits heat, which is measured in Kelvin color temperature (K). It is reported to be more stimulating for the human brain at temperatures about 7000K, but it produces sleepiness at temperatures ranging from 3500K to 5000K. According to the findings of the study, the new high associated color temperature appears to contribute to a wide variety of improvements such as wellbeing, functioning, and job effectiveness.

Table 10: Summary of literature of “Lighting”

Author, Year	Points
Chandrasekar, 2011	<ul style="list-style-type: none"> • Poor illumination can induce discomfort (stress).
Paul et al, 2005	<ul style="list-style-type: none"> • Sufficient illumination has a favourable impact on productivity. • An increase in test scores and attendance, as well as a decrease in absenteeism.
Mills, Tomkins & Schlangen, 2007	<ul style="list-style-type: none"> • Lighting seems to have a positive effect on performance through improving mood, attentiveness, and energy levels. • Indoor lighting serves as a visual assistance; the absence/inadequacy of external/natural lighting limits visibility. • The right quantity of blue light and the temperature dispersed by blue light efficiently engage brain activity and promote wellness, functioning, and performance.
Ajala, 2012	<ul style="list-style-type: none"> • Natural light such as sunlight in the workplace can boost productivity by up to 18%.
Oswald, 2012	<ul style="list-style-type: none"> • Lighting enhances attentiveness and attention, which contribute to performance factor.

2.9.2 Air Flows and Ventilation

Ventilation and airflow are very important to workplace surroundings and this factor has a significant impact on the level of comfort (Chandrasekar, 2011). Poor ventilation raises the temperature in the office, making employees feel warm, sweating, and unpleasant, which reduces efficiency. If the air conditioners at the office is insufficient, additional ventilation, such as a tiny portable fan, might be installed. According to Paul et al. (2005), air quality has an impact on employee performance, and enhancing external ventilation can reduce unhappiness by an average of 20%. It was also said that 23.5°C is thought to be the optimal temperature, and that if the temperature rises over 24°C, the employee's productivity will suffer.

High temperatures, according to Oswald (2012), can also produce heat fatigue, which leads to poor performance. Furthermore, excessive temperatures can cause heat stroke and be hazardous to an individual, particularly those working on a construction site or in the scorching sun. Proper ventilation and a suitable air conditioning system are essential to keep temperatures at a comfortable level for all employees at the workplace. Furthermore, small fans and air purifiers can be brought into their individual workspaces to improve ventilation.

Table 11: Summary of literature of “Air Flows and Ventilation”

Author, Year	Points
Chandrasekar 2011	<ul style="list-style-type: none">• Ventilation has an important function in determining one's degree of comfort. Poor ventilation raises the temperature.• Small fans provide additional ventilation.

Paul et al 2005	<ul style="list-style-type: none"> • Employee performance also influenced by air quality, and enhancing external ventilation can reduce displeasure by up to 20%. • The optimum temperature is 23.5°C, and anything above 24°C causes discomfort and reduces production.
Oswald, 2012	<ul style="list-style-type: none"> • High temperatures create heat exhaustion and heat stroke, both of which are harmful to one's health. • Air purifiers to improve the quality of indoor environment in the office.

2.9.3 Noise

Noise in this section to consist of two distinct sub-factors: noise and music. While noise always has a detrimental influence on the community, music, on the other hand, always has a good impact. As previously said, the level of noise in the workplace might have an impact on employees. A loud office is unpleasant and hinders productivity (Sadegi and Naharuddin, 2013). According to Ajala (2012), in addition to pain, noise causes distraction to employees, resulting in decreased productivity, increased stress, and inaccuracy while executing their respective tasks. According to Bruce (2008), occupational distraction increased errors by 27% while decreasing productivity by 40%.

While noise is distracting and unpleasant, music, on the other hand, may be a way to relax and provide mental calm. According to Padmasiri and Dhammika (2014), playing background music in the workplace has had a significant impact and influence on employees' ability to perform better. However, the music that is played should be acceptable by the

majority of the employees participating in the workplace, or, in other words, it should be chosen based on the preferences of the listeners. According to research, soothing and calming music diminishes productivity and is not appropriate for use in a workplace that practices tedious work, but quick rhythm music is more useful to use in a workplace that practices monotonous work. Employee production has increased, and it is clear that appropriate music may give a happy atmosphere. However, as previously noted, the inappropriate song selection and extremely loud music might cause distraction and noise, which is not advised (Furnham & Strbac, 2002).

Table 12: Summary of literature of “Noise”

Author, Year	Points
Ajala, 2012	<ul style="list-style-type: none"> • Noise induces distraction, which affects focus and attention, resulting in a decline in performance and greater mistake rates.
Padmasiri & Dhammika, 2014	<ul style="list-style-type: none"> • Employees can be influenced by background music to perform better, - determined by music choices - is determined by listeners - age/gender, race, etc. • Soothing and soothing music diminishes productivity; quick rhythm music is useful in workplaces that practice tedious job - it boosts production and creates a pleasant mood.
Bruce, 2008	<ul style="list-style-type: none"> • Due to distraction, inaccuracies have increased by 27% and productivity has decreased by 40%.

Naharuddin & Sadegi, 2013	<ul style="list-style-type: none"> • Unnecessary Noise creates pain and lowers performance.
Frnham & Strbac, 2002	<ul style="list-style-type: none"> • Distraction can also be caused by poor song selection and too loud music.

2.10 Information and Communication Technology

The framework's third group is named "Information and Communication Technology," Communication is seen to have a good influence on employee performance and is closely tied to workplace arrangement, which was mentioned under the "Design" element. Information technology also a critical instrument that has become a must in a corporation in order to continue and exceed in today's times. This component is also connected to the employment assistance factor, which will be examined more below. This section contains information on why this critical factor is highlighted in order to give additional understanding about the issue and how it effects employee performance.

2.10.1 Communication

Communication, according to Naharuddin and Sadegi (2013), has a significant association with performance and may result in mental and emotional reactions, which is a long-term relationship. Employees ' performance mostly depend in organizational psychology (Borman, 2004), and corporate transactions and negotiations may be readily accomplished through effective communication.

Aside from that, communication, or contact as another name for it, is essential in the job. Positive interactions like as welcomes, praises, and motivating advice are just a few

examples of how to connect with a coworker. This good relationship is emphasised in this chapter because Naharuddin and Sadegi (2013) feel that positive interaction has a favorable influence on an employee's performance. According to Chandrasekar (2011), positive contact such as appreciating and admiring a work well done has a favorable effect on performance.

Furthermore, interacting with co-workers at work is a crucial aspect that improves an employee's performance level. In his study, Ajala (2012) inter-relates workspace layout and interaction, where the modern operating style considers an open office space and flexible workplace that offers better interpersonal access and eases information exchange between other colleagues compared to the closed office system that prioritizes privacy.

According to Ajala (2012), the open office concept fosters an egalitarian working atmosphere in which employees of all levels believe they are being treated fairly, and it helps to reduce discrimination among employees in the same organization. It is obvious that effective communication is one of the most important components in increasing workplace efficiency. It decreases misunderstandings and confrontations, as well as employee complaints. The outcomes of these would improve work completion, particularly through brainstorming, where more ideas may be exchanged among staff. However, the communications must be kept at a reasonable volume so that it does not disturb those co-workers who are not engaged in the debate.

Table 13: Summary of literature of “Communication”

Author, Year	Points
Naharuddin, Mohammad Sadegi, 2013	<ul style="list-style-type: none"> <li data-bbox="662 1776 1214 1809">• Communication increases productivity. <li data-bbox="662 1850 1353 1955">• Long-term partnership as a result of physiological and psychological reactions.

	<ul style="list-style-type: none"> • Interaction consists of welcomes, praises, and motivating advice. • Positive engagement results in improved performance.
Ajala, 2012	<ul style="list-style-type: none"> • Interaction and workplace layout are linked. • The modern working style - open concept space and a flexible workplace - facilitates collaboration among co-workers. It also fosters an egalitarian working atmosphere without regard to their status within an organization. • Better communication lowers misunderstanding and complaints, resulting in increased production.
Borman, 2004	<ul style="list-style-type: none"> • Employee performance is influenced by organizational psychology. • Business transactions/negotiations can be completed quickly.
Chandrasekar, 2011	<ul style="list-style-type: none"> • Beneficial interaction - appreciating and complimenting others - has a positive effect on performance.

2.10.2 Information Technology

The link across computer technology (IT) and efficiency was quite poor in the 1980s. The study's findings were underwhelming, and the era that followed became known as the productivity conundrum (Sabherwal & Jeyaraj, 2015). Nonetheless, the relationship between

IT and efficiency began to demonstrate considerable beneficial benefits throughout the 2000 era. IT has evolved into one of the most important technologies for automating existing operations and enhancing efficiency (Mithas, Tafti, Bardhan, & Goh, 2012).

In this corporate era, IT revolutions such as implementation of technology advancement to allow faster processes and applications have become the standard (Ahuja & Thatcher, 2005). Many large firms, such as Microsoft, Intel, Google, and Nike, are encouraging their staff to be more creative with IT in order to improve company performance. IT is seen as a beneficial tool by Melville, Kraemer, and Gurbaxani (2004) because it provides prospective benefits including flexibility, improvement of quality, increasing of production, and cost reduction.

IT is classified into four categories: instrument view, proxies view, ensemble view, and nominal view. The tool perspective demonstrates that IT is only a tool used to meet the goals and requirements of designers while also generating value. In terms of proxies, IT is defined by features such as utility or value, as well as the return on investment from employing an IT product. The ensemble perspective, on the other hand, is the interaction between IT and the user throughout development as well as during the execution phase, whereas the conceptual perspective is calling IT in name and not in practice, meaning they don't really implement the use of IT but just claim to.

Table 14: Summary of literature of “Information Technology”

Author, Year	Points
Sabherwal & Yeyaraj, 2015	<ul style="list-style-type: none"> • As It was still relatively new, the connection between information technology and performance is weak. • During the millenium, things began to perk up.

Mithas, Tatfi, Bardham & Goh, 2012	<ul style="list-style-type: none"> • Technology is critical since it is utilized to automate current operations and boost productivity.
Ahuja & Thatcher, 2005	<ul style="list-style-type: none"> • The IT revolution has accelerated processes and brought new applications, resulting in a rise in corporate performance.
Melville, Kraemer & Gurbaxani, 2004	<ul style="list-style-type: none"> • IT is a useful tool - advantages.

2.11 Support

Finally, the framework's fourth component is "Support," which comprises of two factors: supervisory support and job help. Both of these variables are thought to have a favorable influence on an employee's performance. Supervisor support is seen as part of communication since communication involving employees and supervisors is required, and this interaction should be pleasant. Job assistance, on the other hand, is a gadget that is necessary to assist employees in performing the specified activity without issues. The use of job assistance would result in an improvement in productivity, which would subsequently have a favourable influence on the employee's performance. This section will go into further detail on how these elements might be one of the most important aspects influencing employee performance at work.

2.11.1 Supervisor Support

Supervisors are the crucial individuals that bind relationships with employees in order for them to work collaboratively (Sadegi and Naharuddin, 2013). This may be accomplished by undertaking informal monitoring to foster common understanding and

satisfaction among supervisors and their staff. If there is indeed a new operational method, one approach to do this is to provide support to their staff, such as counselling on the operational process. As previously said, the contact involving employees and supervisors will form a connection or relationship, and both sides must commit to establishing a good bonding. This commitment entails sharing knowledge as well as providing help and direction in order to execute a task. It can also take the form of the supervisor recognizing, providing feedback, and rewarding the employee.

According to Oswald (2012), the assistance of supervisors improves employee performance. Supervisors may give encouragement, which boosts an employee's self-confidence. Furthermore, Chandrasekar (2011) stated that supervisors' assistance for their staff includes not only resources but also inspiration and encouragement. Employee performance is heavily influenced by motivation and encouragement. Aside from that, supervisors might serve as mentors and coaches to their direct reports. This would help their juniors improve as well as obtain more experience and knowledge in their area of expertise.

Table 15: Summary of literature of “Supervisor Support”

Author, Year	Points
Naharuddin & Sadegi, 2013	<ul style="list-style-type: none"> • Supervisors are the key people who bind relationships with employees. • Achieved by fostering mutual understanding and happiness among personnel. • Guidance, knowledge sharing, and support are all examples of ways to help someone achieve a task. • Employee bonding might be improved by recognition, feedback, and incentive.

Oswald, 2012	<ul style="list-style-type: none"> Employee performance improves with supervisor support - providing encouragement, which result in self confidence
Chandrasekar, 2011	<ul style="list-style-type: none"> Support includes not just resources but also inspiration and encouragement.

2.11.2 Job Aid

As per Naharuddin and Mohammad Sadegi (2013), a job aid is just a written instrument or document that provides advice so that employees may learn on the job on their own. It can take the shape of job stages or a method that provides guidelines on how to execute a task in the most efficient manner. On the other side, Chandrasekar (2011) stated that job help really reduces the mistake rate, which may be accomplished by giving staff with advice, processes, templates, and checklists. Aside from eliminating mistakes, work assistance should provide employee satisfaction by giving a simpler technique or procedure to execute a task. His research found that even if a good employee is productive, he will be unable to perform if the necessary task help is not supplied at the specified period.

A work should be completed in accordance with standards so that it can be tracked in order to fulfill its aim or goal. Supervisors may also monitor, supervise their employees and offer support to help them develop and be more productive (Naharuddin and Sadegi 2013), Employees will feel more driven and will naturally perform better as a result of this. Supervisors might utilize an employee review system to effectively monitor the employee's performance to support the above point. To increase employee performance, the system might include coaching, appraisals, counseling, interviews, and performance improvement plans.

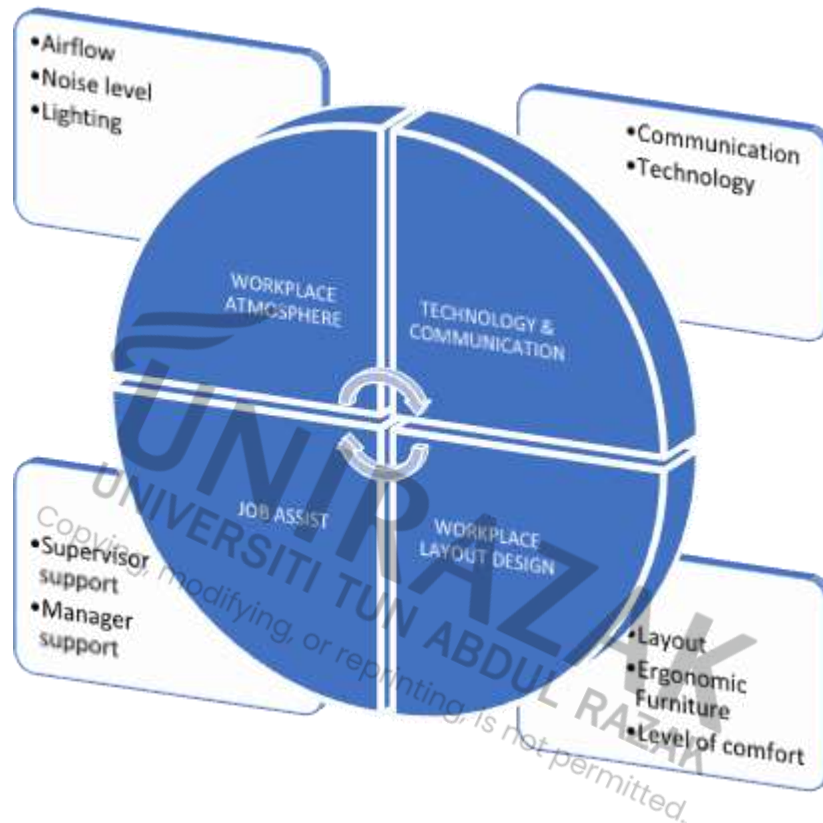
Work assistance improves employee performance in three ways: external support, extrinsic support, and inner support. External support occurs when an employee must take time away from their current job to hunt for resources, whereas extrinsic assistance occurs when the system itself provides the resources to the user. Attending a course supplied by a third party that is recognized and beneficial in the field of work is an example of external support. An example of extrinsic assistance is an instruction manual, which the user may directly utilize to operate a gadget. An intrinsic support, on the other hand, is an insider or program that is utilized to improve workflow efficiency. An example of intrinsic support is a password reset webpage that is totally automated but assists the user in recovering their forgotten password. The data above suggest that providing help or assistance has a favorable influence on an employee's performance level.

Table 16: Summary of literature of "Job Aid"

Author, Year	Points
Chandrasekar, 2011	<ul style="list-style-type: none"> • Job asisst can help reduces mistake rates by providing instructions, processes, templates, and checklists. • Also, bring satisfaction - a simpler method or technique for completing a task. If job help is inadequate a good employee will fail.
Naharuddin, Sadegi, 2013	<ul style="list-style-type: none"> • Employees can learn on their own with the help of a printed document. • The task adheres to standards and is monitored to ensure that it achieves

	<p>its goal. Increases an employee's performance level - external, extrinsic, and internal support</p>
--	--

2.12 Figure 1 : Theoretical framework



Source: Oswald (2012) and Hill & Aylwin (2005) Design: Naharuddin & Sadegi (2013) & Chandrasekar (2011), Paul et al. (2005) and Padmasiri & Dhammika (2014), Ajala (2012) and Mithas, Tafti, Bardhan, & Goh (2012)

The framework depicted in Figure 1 was created using the literatures mentioned above. This framework was created as a result of a combination of these reasons. Based on previous research that has been undertaken over the years, a study of the literature clearly reveals the working environment influences an employee's performance. Despite the fact that the research did not cover the similar working industry or nature, this does effect an

employee's performance by employees respective working environment, which can be connected to ADAE workplace surroundings.

Furthermore, the ten discovered variables will be utilized in the following chapter to assess the efficacy of a performance of the employee in ADAE. To acquire a comprehensive grasp of each issue, the assessment are based on qualitative investigation.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will cover the approach and processes used in this study in detail. The purpose of this chapter is to detail out the sample size and data collection techniques that being used. Additionally, this chapter will also discuss the research approach, types of data, and analytic methodologies. This research examines a variety of aspects, including design, environment, communication, and information technology and support, as stated previously.

3.2 Research Design

A research design is a method for collecting and analysing data, as well as interpreting and sharing the findings. A research approach can be qualitative, quantitative, or a mix of both qualitative and quantitative methods. According to Rubin and Babbie (2010) (as reported in Duero, 2015), a qualitative design is a systematic subjective method that entails naturalistic and more interpretative studies in which data is gathered through interviews. However, a quantitative approach is more descriptive and objective, with empirical findings derived from numerical data (Saunders, Lewis, & Thornhill, 2012).

Additionally, there are three distinct types of research designs: exploratory, descriptive, and explanatory. Descriptive studies employ organised interviews and are typically connected with quantitative research. By contrast, exploratory and explanatory studies employ semi-structured and in-depth interviews and are frequently connected with qualitative data (Saunders et al., 2012)

This research utilised a qualitative approach with an exploratory study, which may be quite beneficial in determining what is really happened at ADAE and to its workers as a result of the company's recent change and restructure. Additionally, this study helps the researcher to comprehend the context and acquire extra insight from participant feedback and study outcomes. However, the limited sample size and generality of this sample size are a qualitative study's primary drawback.

This technique enables the analysis of real-world situations in order to get insight into how the aforementioned aspects might affect the working atmosphere and performances (Tipu, 2014). Additionally, this strategy would be an excellent way to give analysis and insights on a previously unstudied subject. It was a face-to-face interview conducted with respondents utilising a semi-structured questionnaire. A structured interview methodology was utilised to ensure data collecting uniformity, which is a common practise in qualitative research (Castillo-Montoya, 2016).

3.3 Sample

The samples of the research are focusing on those who relocated and involve in restructured. Based to the study's qualitative research method, a sample of 16 respondents was selected from 40 employees. Employee engagement is critical for this study, which is why data is gathered from employees in a variety of roles, from management to junior executives. Although the sample size of data is small, this research will adequately represent the entire findings and reflected the entire organization supported with strong theories and analysis

3.4 Sample Selection

Interviews have been conducted with 16 workers of ADAE. The respondents are drawn from a variety of departments and majors, including operations, technical, financial, legal, and human resource, with each department represented by three or four respondents, depending on the department's overall staff count.

Each respondent was interviewed separately in a conference room, and the session lasted approximately 15 to 30 minutes. The interview was done during the company's lunch hour to prevent any conflict with the company's upper management.

The respondent was given a set of generic questions, and as predicted, there has been engagement between both the researcher and the respondents, as the questions were broad in scope and some respondents requested more explanation. Their responses and input were then collected and analysed for this study's purposes.

3.5 Respondent Characteristics

The respondents were randomly chosen to participate in the study. The respondents' demographics are grouped according to their gender, age, ethnic origin, education levels, academic background, current position in ADAE, prior job experience with ADAE, marital status, and number of children (if any). The following characteristics of respondents have been compiled and elaborated:

Table 17: Gender, Age & Ethnicity

Respondent	Staff 1	Staff 2	Staff 3	Staff 4
Gender	Female	Male	Male	Male
Age	26-35	26-35	36-45	26-35
Ethnicity	Iban	Indian	Chinese	Malay

Respondent	Staff 5	Staff 6	Staff 7	Staff 8
Gender	Female	Female	Female	Female
Age	36-45	36-45	36-45	26-35
Ethnicity	Malay	Chinese	Punjabi	Malay

Respondent	Staff 9	Staff 10	Staff 11	Staff 12
Gender	Male	Female	Female	Female
Age	46-55	46-55	26-35	26-35
Ethnicity	Indian	Chinese	Malay	Malay

Respondent	Staff 13	Staff 14	Staff 15	Staff 16
Gender	Female	Male	Male	Male
Age	46-55	26-35	36-45	36-45
Ethnicity	Chinese	Indian	Indian	Indian

As seen in the above table, this survey includes nine females and seven males. In terms of age distribution, the majority (7 individuals) are between the ages of 26 and 35, followed by six individuals between the ages of 36 and 45, and three individuals between the ages of 46 and 55. This research comprised various ethnics Iban, Punjabi, Chinese, Indians, and Malays.

Respondents were selected randomly for this study, and as can be seen from the table above, participants are nearly equivalent in terms of gender, age group, and ethnicity.

Refer to the following charts:

Figure 2: Gender distribution chart

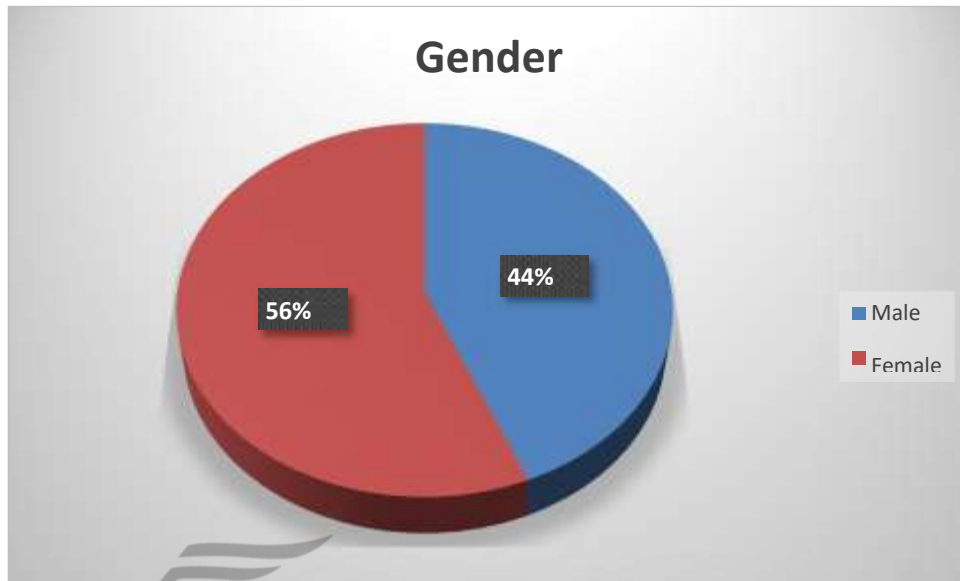


Figure 3: Age group distribution chart

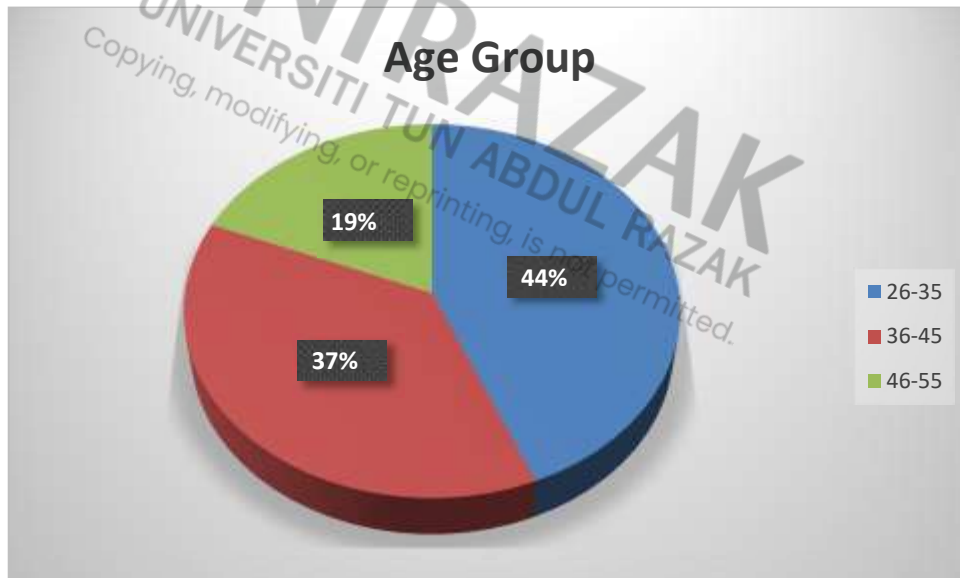


Figure 4: Ethnicity distribution chart

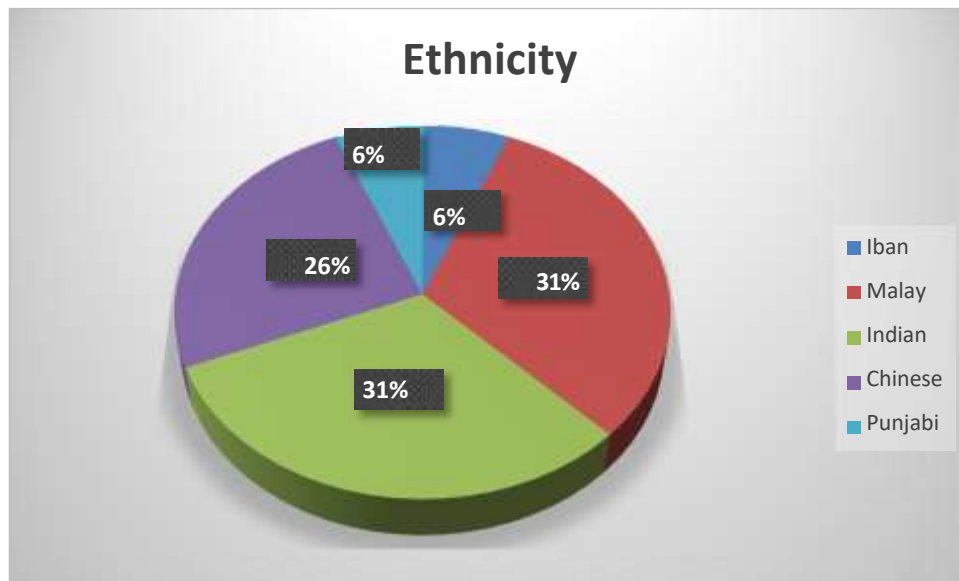


Table 18: Education Level, Education Background & Current Position

Respondent	Staff 1	Staff 2	Staff 3	Staff 4
Education Level	Degree	Degree	Diploma	Masters
Education Background	Abroad	Local	Local	Local
Current Position	PA to CFO	NDT Engineer	NDT Engineer	Operations Executive

Respondent	Staff 5	Staff 6	Staff 7	Staff 8
Education Level	Degree	Diploma	Degree	Degree
Education Background	Local	Local	Local	Local
Current Position	Operations Executive	Secretary	Senior Legal Advisor	Junior Executive

Respondent	Staff 9	Staff 10	Staff 11	Staff 12
Education Level	SPM	Diploma	Degree	Diploma
Education Background	Local	Local	Local	Local
Current Position	NDT Inspector	Treasury & Pay-roll Analyst	Junior Executive	Account Assistant

Respondent	Staff 13	Staff 14	Staff 15	Staff 16
Education Level	Diploma	Degree	Degree	Diploma
Education Background	Local	Abroad	Local	Local
Current Position	Accountant	Logistic Executive	General Manager	Senior Operations Executive

The table above demonstrates that just one respondent holds both an SPM and a Master's Degree, whereas six respondents hold a diploma and the rest hold a degree. Only two respondents completed their studies outside of Malaysia, while the remainder (14 individuals) studied at various institutes and universities in Malaysia. The research included one managing employee, three technical workers, and three junior executive employees. The majority of respondents (7 respondents) are at the executive level, followed by the senior executive level (2 respondents). Owing to the fact that managerial level workers were unable to collaborate extensively due to their heavy workloads at the office, the research could only be conducted on one of them. Refer to the following charts:

Figure 5: Education qualification distribution chart

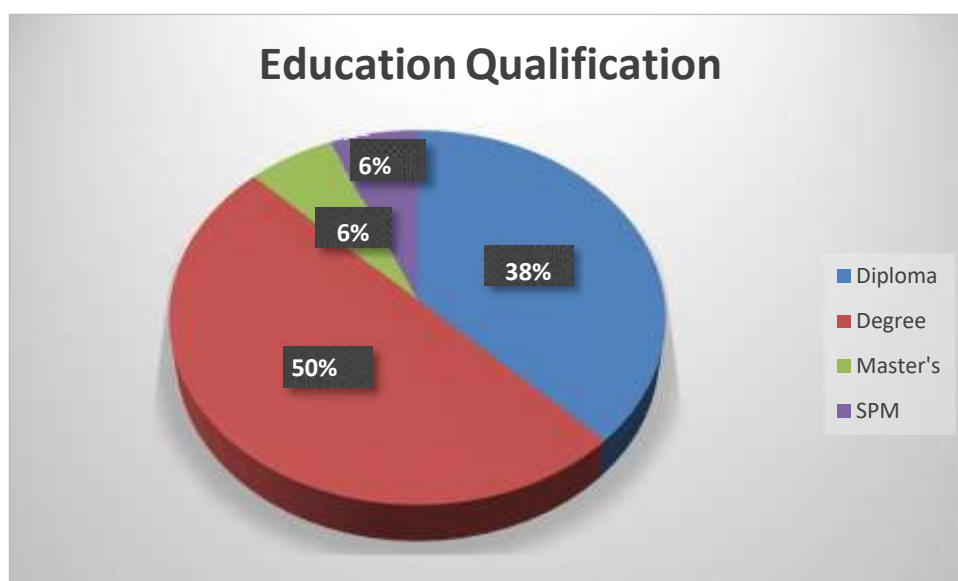


Figure 6: Education background distribution chart

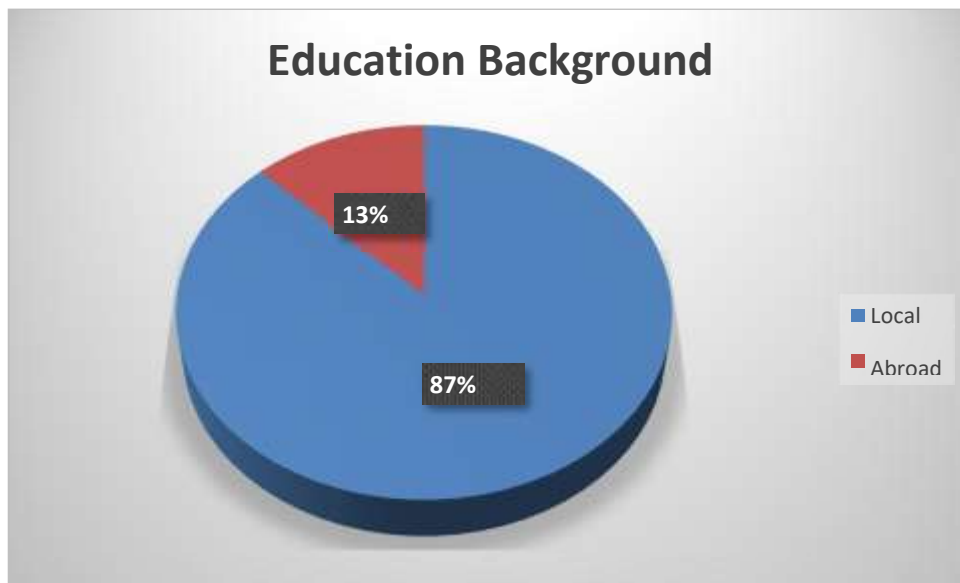


Figure 7: Current position distribution chart

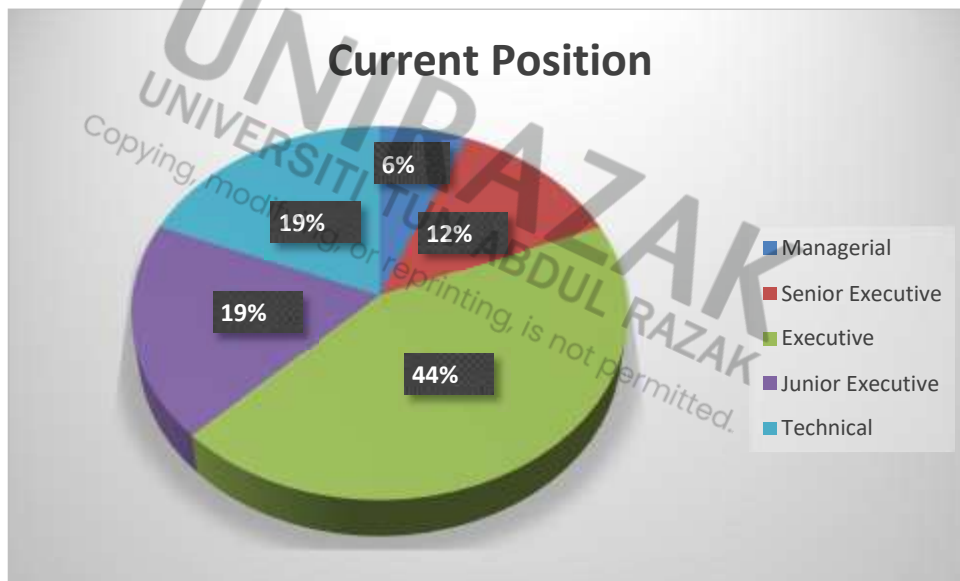


Table 19: Working Experience in ADAE & Previous Working Experience

Respondent	Staff 1	Staff 2	Staff 3	Staff 4
Service Length (AV)	5-10 years	2-4 years	> 10 years	5-10 years
Previous Experience	2-4 years	2-4 years	< 1 year	2-4 years

Respondent	Staff 5	Staff 6	Staff 7	Staff 8
Service Length (AV)	5-10 years	2-4 years	5-10 years	5-10 years
Previous Experience	5-10 years	5-10 years	5-10 years	0

Respondent	Staff 9	Staff 10	Staff 11	Staff 12
Service Length (AV)	> 10 years	> 10 years	5-10 years	2-4 years
Previous Experience	5-10 years	5-10 years	< 1 year	2-4 years

Respondent	Staff 13	Staff 14	Staff 15	Staff 16
Service Length (AV)	> 10 years	2-4 years	> 10 years	5-10 years
Previous Experience	2-4 years	< 1 year	2-4 years	5-10 years

The above table summarises the respondents' employment experiences. All respondents had worked for the company for more than a year, with the majority of seven respondents having worked for the organisation for between five and ten years. Following that, there were five responses with more than ten years of experience and four respondents with two to four years of experience. Because the most of them have worked with ADAE for more than five years, they are more accustomed with the company's working culture than new hires. Each responder had six years of experience working with several other

organisations before to joining ADAE, ranging from five to ten years for those with five to ten years of experience and two to four years for those with two to four years of experience. The majority of them might be familiar with ADAE's work culture in comparison to their prior employer. Three respondents had less than a year of previous work with another organisation, and one was a recent graduate who began his career in ADAE. See below charts:

Figure 8: Length of service in ADAE distribution chart

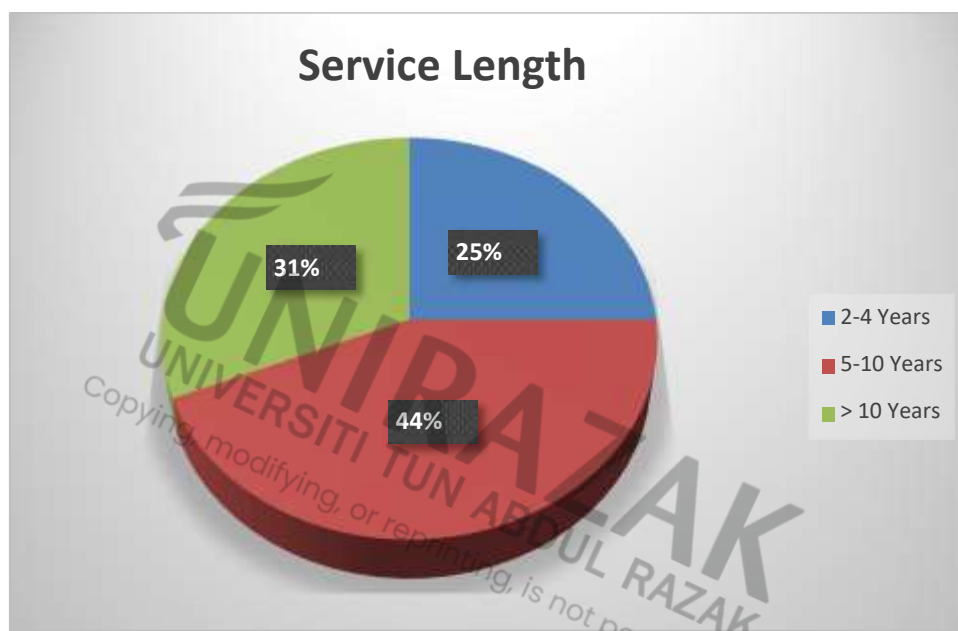


Figure 9: Length of service in previous organization distribution chart



Table 20: Marital Status & Number of Children

Respondent	1	2	3	4
Marital Status	Single	Married	Married	Married
No. of Children	0	0	0	1

Respondent	5	6	7	8
Marital Status	Divorced	Married	Married	Married
No. of Children	3	2	1	0

Respondent	9	10	11	12
Marital Status	Married	Single	Single	Single
No. of Children	3	0	0	0

Respondent	13	14	15	16
Marital Status	Single	Married	Married	Married
No. of Children	0	0	2	3

The data above shows that majority of respondents (10 individuals) are married, with six respondents having children. Five responders are still single, while one is separated and has three children. Even if the majority of respondents do not have children, the majority of them are married, which results in a desire to spend time with family members. See below charts:

Figure 10: Marital status distribution chart

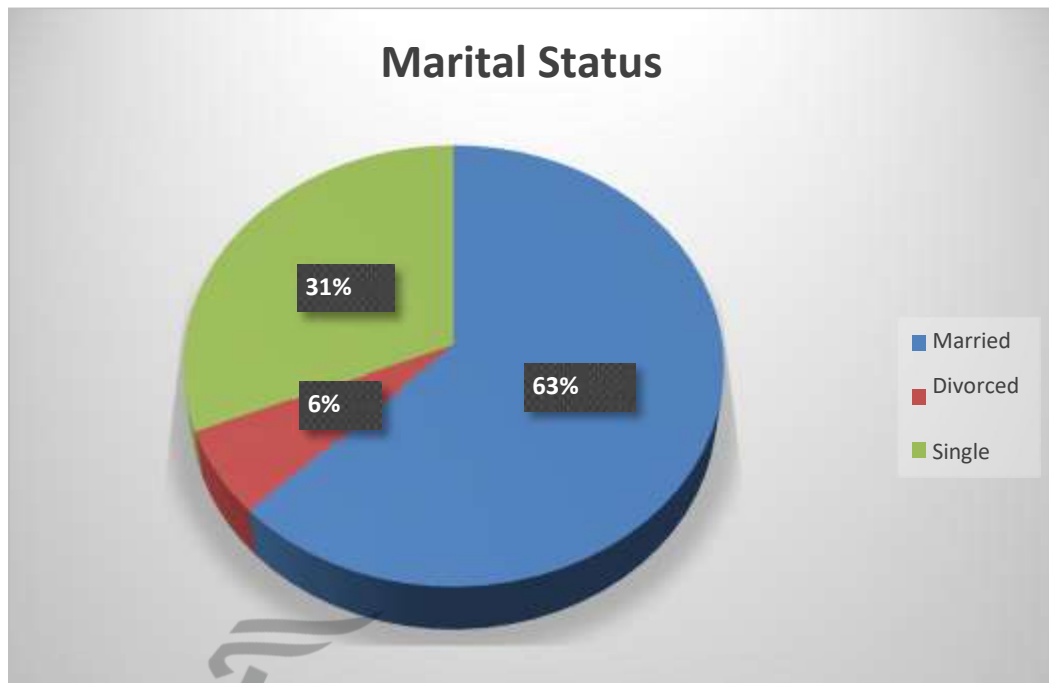
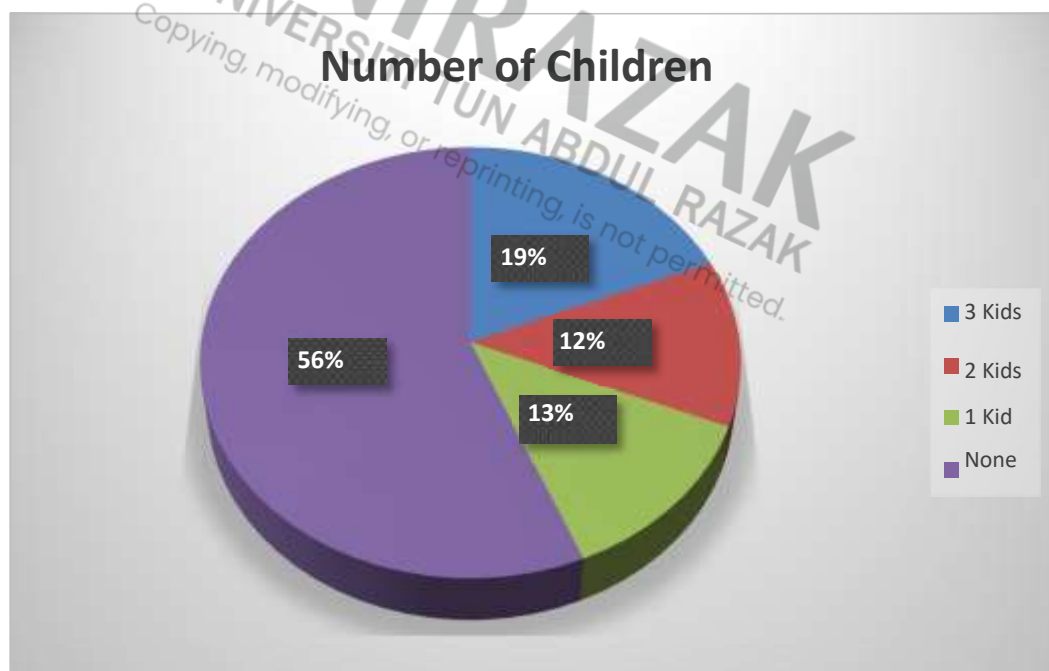


Figure 11: Number of children distribution chart



3.6 Interviews Procedures

The interview was done using a five-stage approach that included identifying the study's goal and respondents, designing and conducting the interview, and lastly recording and analyzing the results. The interview began with a general introduction that explained the aim of the interview and how the findings will be used. Following on, the interview was conducted via the questionnaire, and the respondents were provided with additional explanations to help them better comprehend the topic and question.

The steps followed to perform this study are as follows:

a. Purpose of the study

This study's objective is to discover critical aspects that can improve the working environment and performance of ADAE personnel.

b. Respondent selection

The respondents were picked at random from ADAE's several departments. Each of them has distinct qualities, as previously stated.

c. Interview questions

A broad set of semi-structured questions was developed for the interview, but there was more engagement between the interviewers and worker in order for the respondents to fully comprehend the question and offer their best responses. To maintain the interview uniform, a same questions structure of explanations were given for all respondents.

d. Conduct interview and data collection

Each respondent was interviewed individually in a conference room to prevent biases and disruptions. While the interview was taking place, the responses and feedback were jotted down on a piece of paper for future reference. The data collection process took two weeks, with two interviews each day.

e. Analyze data and present findings

Data were analyzed from all 16 respondents in order to better understand the link between workplace surroundings and productivity. The data was analyzed and compared for any common patterns or similarities. These patterns were categorized according to the characteristics outlined above, which adds to the research's validity (Tipu, 2014).

3.7 Data Analysis Techniques

As stated by Duero (2015), interviews generate qualitative data, and the way qualitative data is analyzed is distinct from how quantitative data is analyzed. Additionally, a qualitative research necessitates greater social contact, interpretation, and analysis.

The research's findings are regarded to be more contradictory and complicated than those of a quantitative investigation. This occurrence is referred to as social constructionism, and as a result, a thorough investigation and comprehension are required in order to properly assess the findings (Saunders et al., 2012).

Additionally, the analysis must be robust to the researcher's defined traits or variables in

order for the study's outcome to be significant. There are two approaches: deductive and inductive. A deductive strategy makes use of existing theories to define the approach taken to the study. On the other hand, an inductive technique is the polar opposite, since it develops a hypothesis that is compatible with the evidence and results.

The data acquired in this study were analyzed using an inductive method. Several principles and ideas derived from previous research and studies helped significantly in determining the elements and study aims.



CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and the results of the study. The next section will describe the demographic characteristic of the study sample. Then the subsequent sections present the major findings of the study. The impact of Covid-19 on the organizational strategy presented to understand how the changes have taken place in terms of office relocation from Ampang to Balakong, Cheras, Restructuring Alam Dingin Sarawak – Merger of two businesses, Downsizing of an organization – Retrenchments and Cost-cutting measures and also Employee relocation and transfers including allowances restructuring and office space sharing.

The following are the summary changes that occurred in the YEAR 2020:

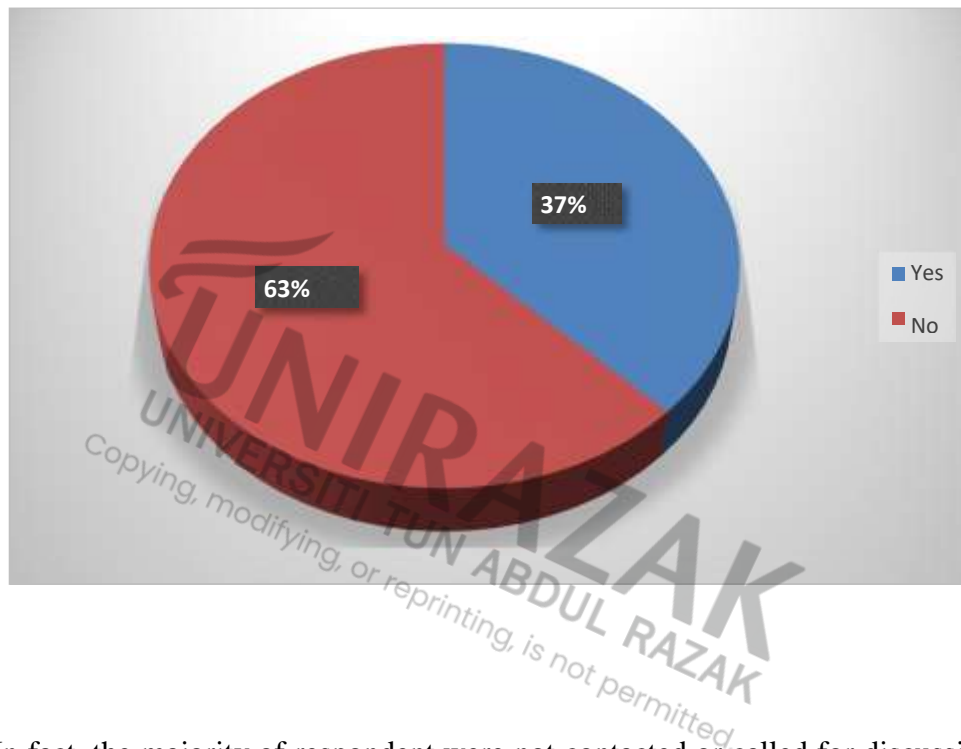
- i. **Relocation** - Ampang office relocates to Balakong, Cheras
- ii. **Restructuring** - Alam Dingin Sarawak – Merger of two businesses
- iii. **Downsizing** - Retrenchment
- iv. **Cost-cutting measures** — employee relocation and transfers, allowances restructuring, and office space sharing

4.2 Results of the data: Descriptive Analysis

Question 1.

With regards to the aforementioned changes that occurred in the YEAR 2020, are you being contacted prior to the change's implementation?

Figure 12: Number of respondents that was consulted about the changes.

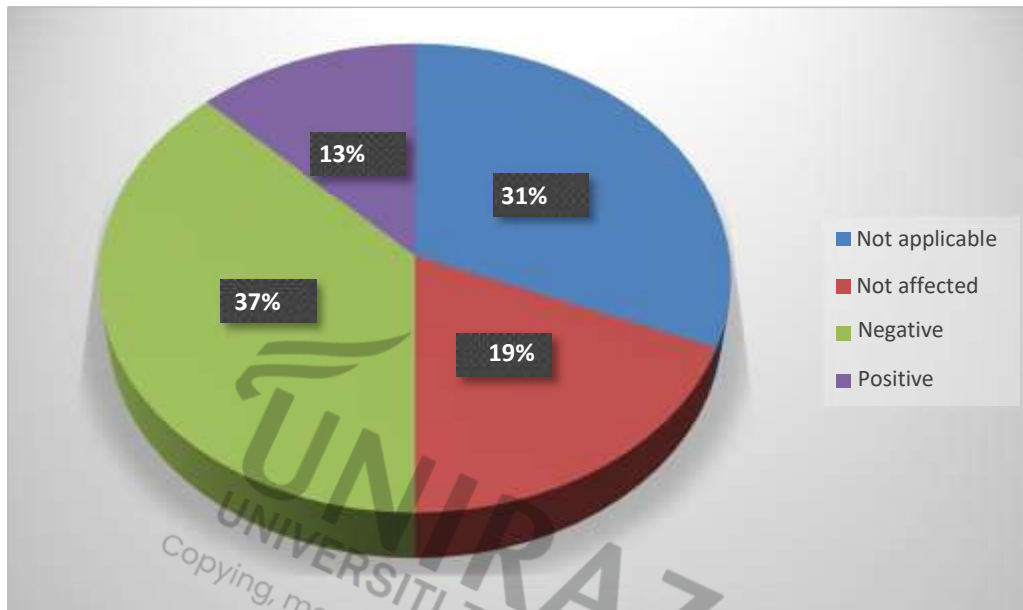


In fact, the majority of respondent were not contacted or called for discussion prior to the change. According to other responders, they just heard rumors about company that are going to make few changes however there was no formal statement from the management. Some were surprised by this, while others said they were unaffected because it made no difference to them and had no impact on their works productivity. The majority of them were dissatisfied because they had been forced to relocate. Those who were not affected by the relocation is mostly workers that already being placed in Balakong and the most of them are in middle management and staff from engineering department.

Question 2.

If the changes occurred in the YEAR 2020 without your consent, so why were you impacted and then how did you react to or cope with the changes when being implemented?

Figure 13: Number of respondents that was affected with the changes.



Approximately 50% of responders feels that they were not affected by the company planning on changes. They have been informed regarding the changes, and most of them were already stationed in Balakong office. Apart from that, six respondents indicated that the restructured of the organization had a negative impact on them, primarily because they felt the management was not delivering enough information about the changes that would occur, which resulted in disappointment. Four of the six responders are from the low - level managers, indicating that the top management did not communicate the upcoming changes to their subordinates. However, there were two respondents who expressed positive feelings on the changes, which is one of them was staying closer to Balakong than Ampang, and another who expressed gratification towards the changes because the respondent

believed the company was growing, which would result in better career opportunities within the organization.

Question 3

Please rank all organizational changes that occurred in the YEAR 2020 on a scale of 1 to 5, with 1 being the most hated and 5 representing the least disliked:

Figure 14: Number of respondents that chose “1” (Most disliked).

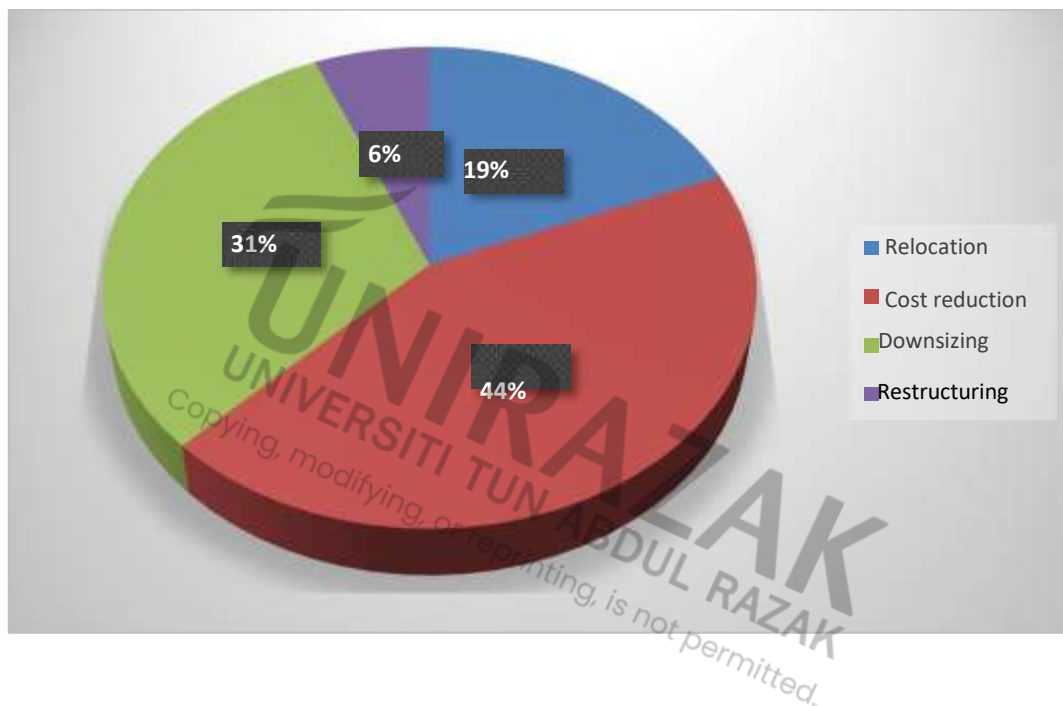
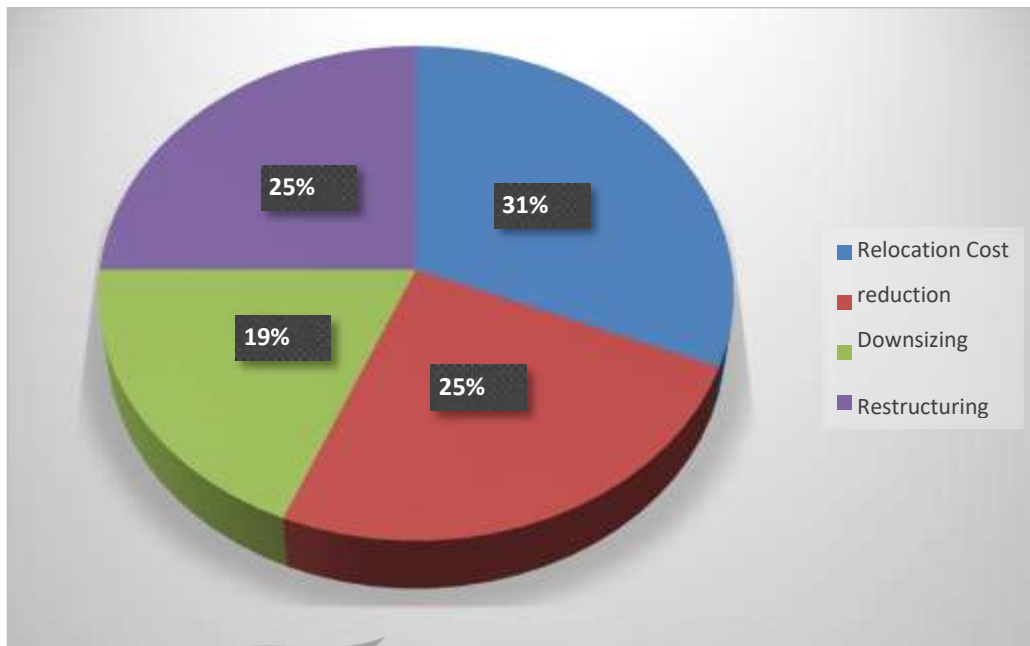


Figure 15: Number of respondents that chose "2" (Disliked).



By comparing Figures 15 and 16, it is clear that majority of respondents were dissatisfied with the cost savings, relocation, and downsizing. These two charts highlight the changes factors that respondents find most disliked. Most of the respondent prefer the previous organization structure.

Figure 16: Number of respondents that chose "4" (Less disliked).

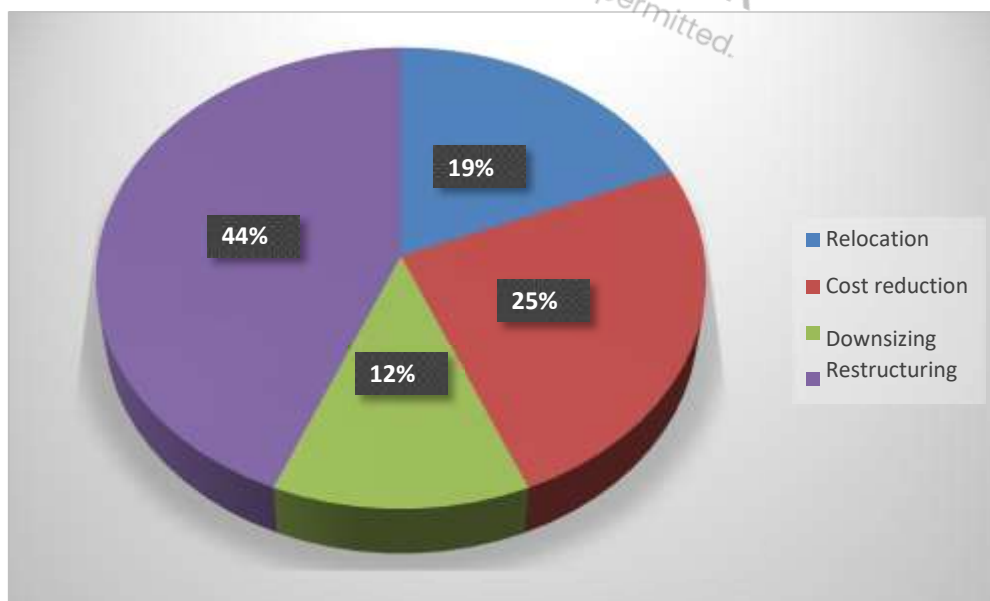
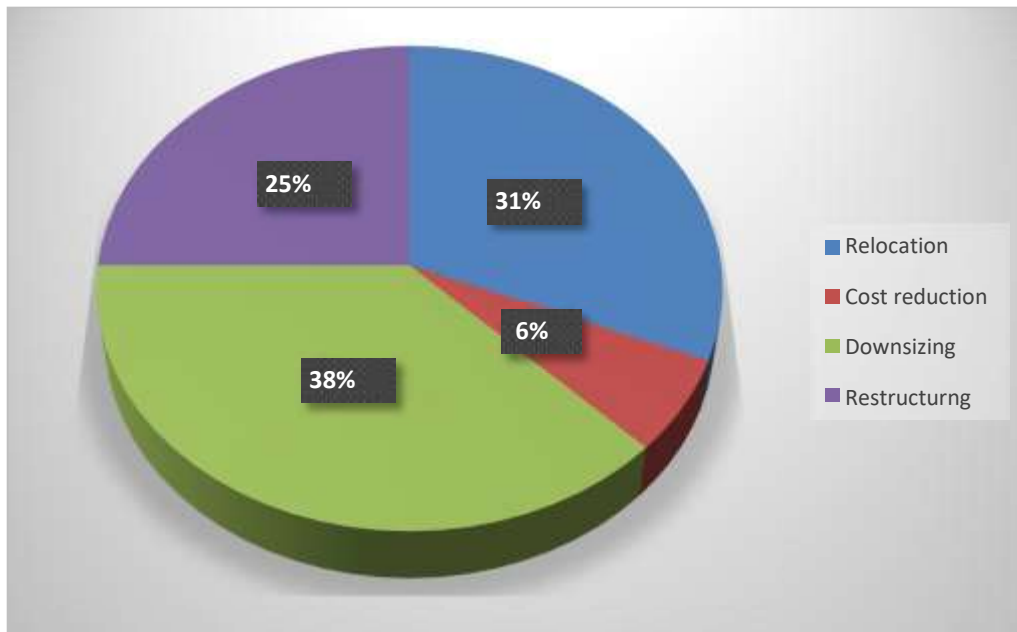


Figure 17: Number of respondents that chose “5” (Least disliked).

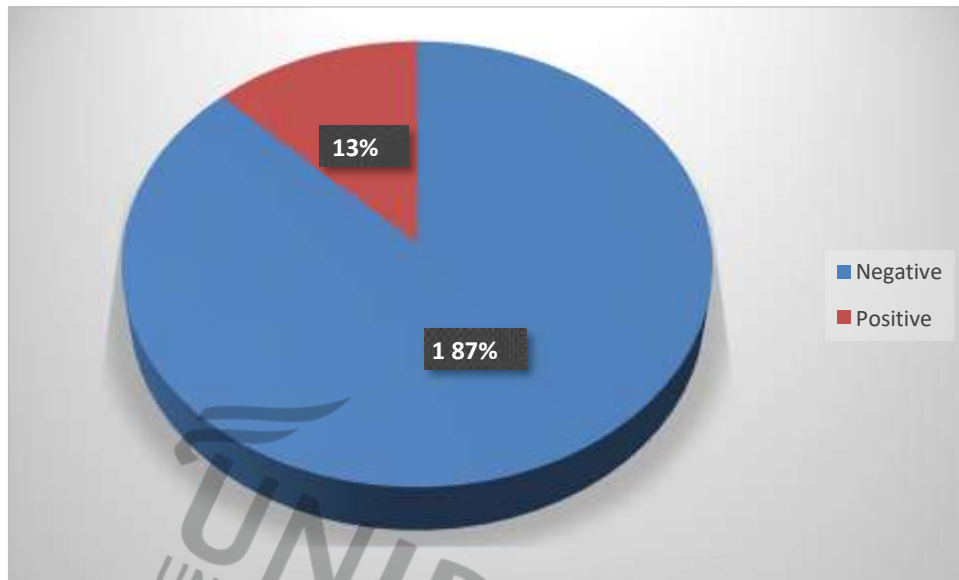


By comparing Figures 17 and 18, it shows majority of the respondents expressed dissatisfaction with the restructuring, relocation, and downsizing. These two charts reflect the changes that respondents disliked the most. Reduction in cost has not been the main aspect that respondents disliked the most.

Question 4

Could you please describe how the changes that occurred in 2020 has impacted your performance as an employee?

Figure 18: Number of respondents that has been affected by the changes.

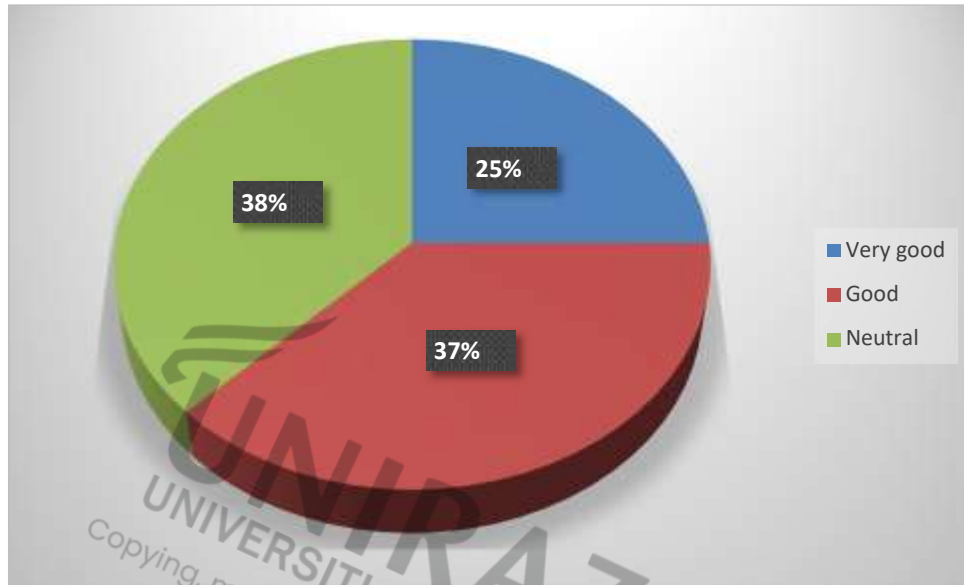


The data in Figure 19 demonstrates clearly that the majority of respondents were negatively impacted by the changes to ADAE. There were several causes for this, including a decrease in privacy as an employee, congested office space, and an increase in workload. There were just two respondents who stated that the change enables them to work more effectively with a larger group of individuals, and the Balakong office is located quite close to the respondent's existing residence.

Question 5

How satisfied are you with your employment 12 months prior to the developments that occurred in 2020? Calculate (1 - Lowest; 5 - Highest)

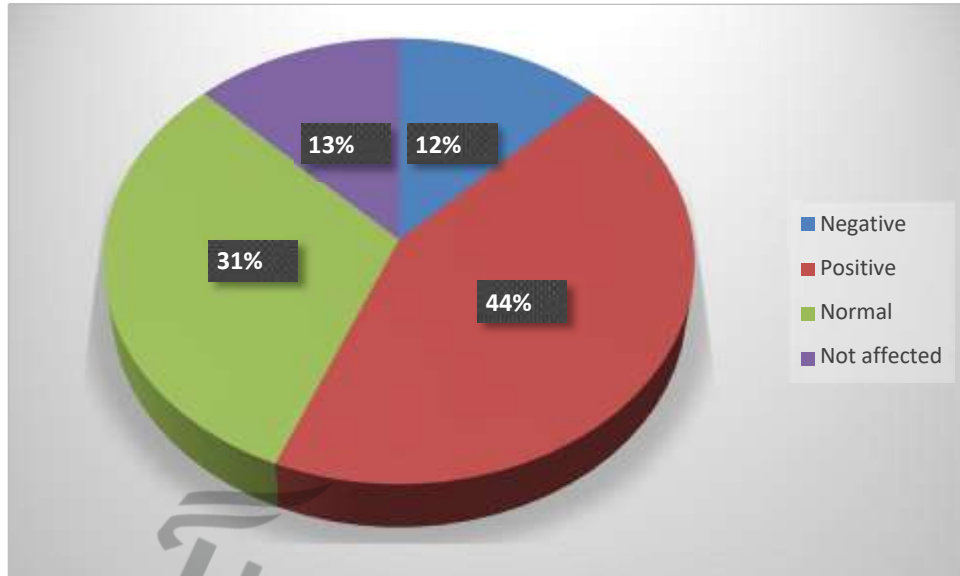
Figure 19 : Number of respondents that has rated their job satisfaction level before the changes.



The majority of respondents assessed their work satisfaction as neutral and good. Prior to the change of structures in ADAE, there was no negative rating of job satisfaction.

Kindly explain your ratings from Question 5 above:

Figure 20: Number of respondents that has explained their job satisfaction level before the changes.

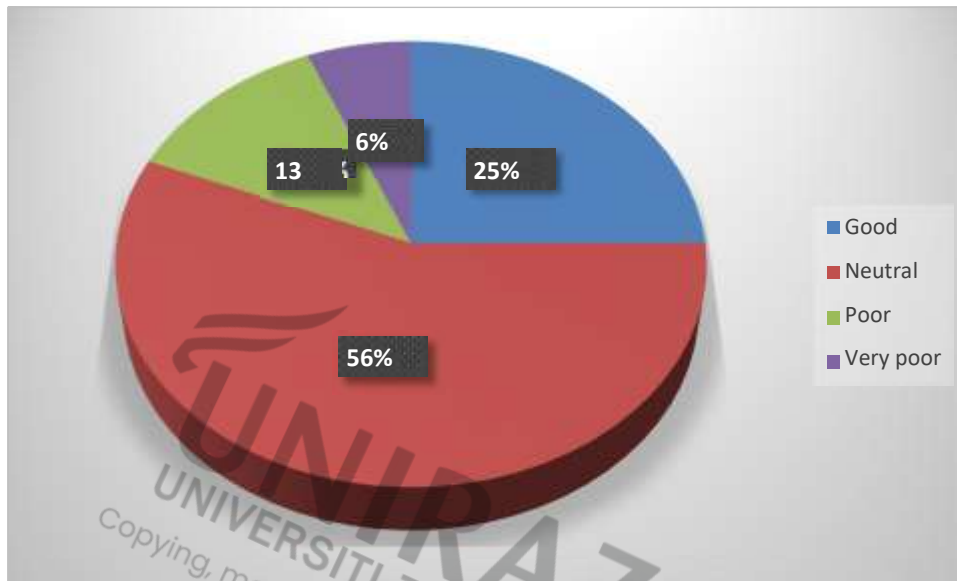


The majority of respondents describe their job satisfaction with positive aspects such as having supportive coworkers and supervisors. Additionally, they said it was ordinary because they were able to coop with the workload and were accustomed to completing the duty on a routine basis.

Question 6

How satisfied are you with your employment in 1 year after the management changes that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

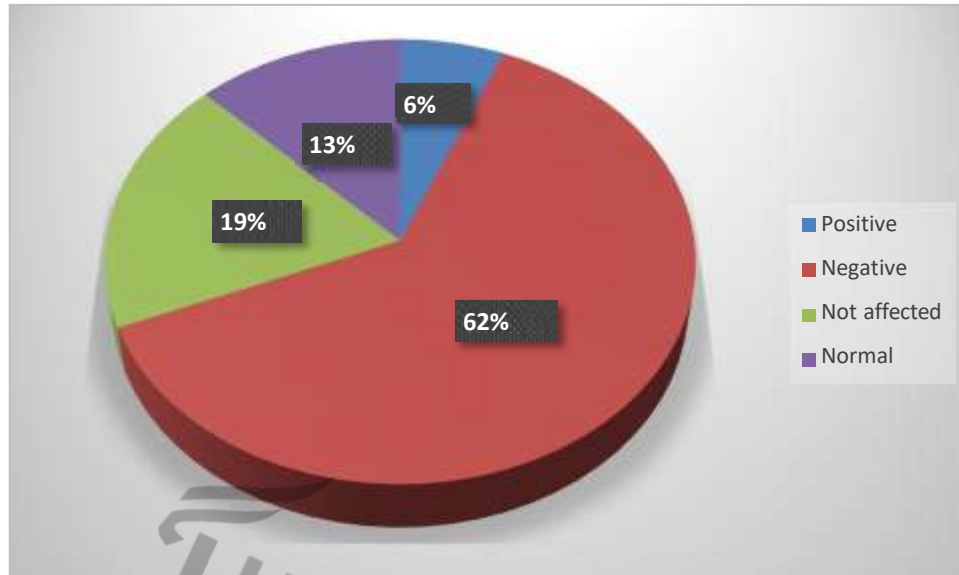
Figure 21: Number of respondents that has rated their job satisfaction level after the changes.



Comparing the chart in Figure 20, it is clear that the number of respondents who rated different rating on previous question has increased while the number of the respondents who rated good has decreased. The causes included an increase in workload, an unclear job role, and job insecurity. This factor is related to downsizing and cost cutting exercise by the management.

Kindly explain your ratings on Question 6 above:

Figure 22: Number of respondents that has explained their job satisfaction level after the changes



Comparing to the chart, Figure 21 demonstrates that there was a significant increase of respondents that stated unfavorable comments on the ADAE management change and restructures. This was mostly due to the increased workload caused by the retrenchment processes that occurred. Several of them also stated that the additional responsibilities assigned to them were not well described to them and were not included in the job description. It's inconvenient for them to combine more responsibilities with their normal burden, which is why they're displeased with the adjustments.

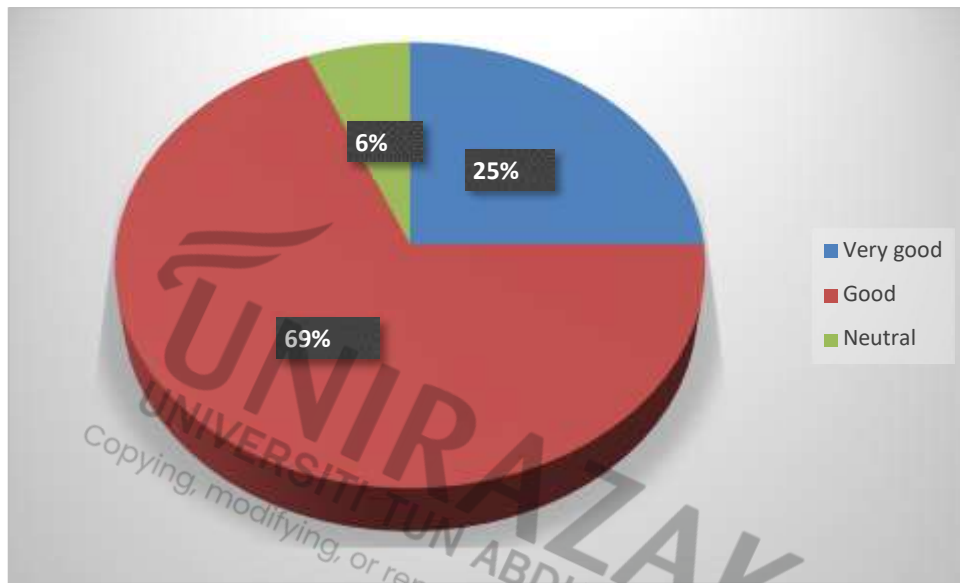
This results shows it can give a negative effects to ADAE where the employees in engineering department that's contributes to the operation will having a low performance.

Environment of Work

Question 7

How do you rate your workplace surroundings 1 year prior to the management changes that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

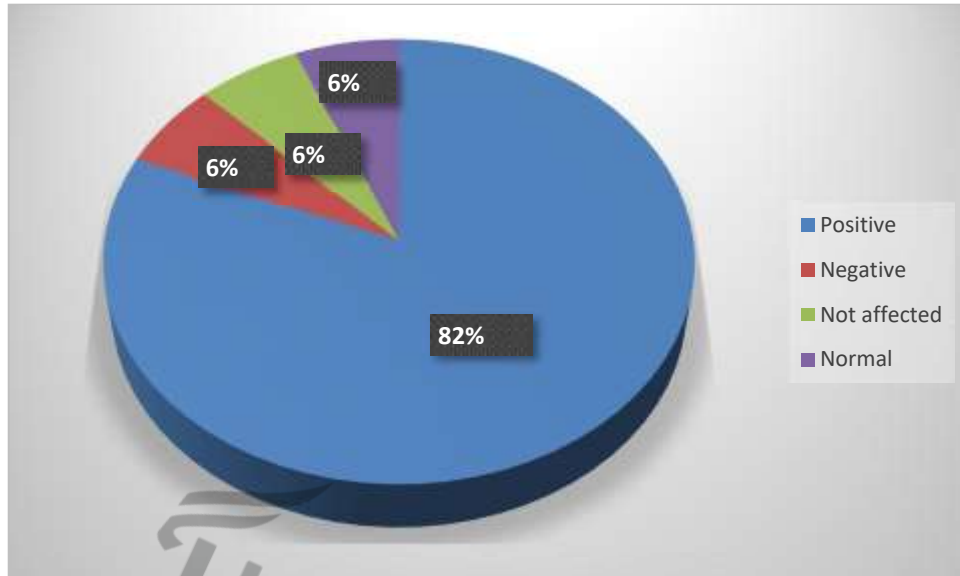
Figure 23: Number of respondents that has rated their working environment before the changes.



Prior to the changes, the majority of respondents described their work performance from good or very good. There was no record of a negative rating prior to the ADAE restructuring.

Please describe the reasons on your rating in Question 7

Figure 24: Number of respondents that has explained their working environment before the changes.



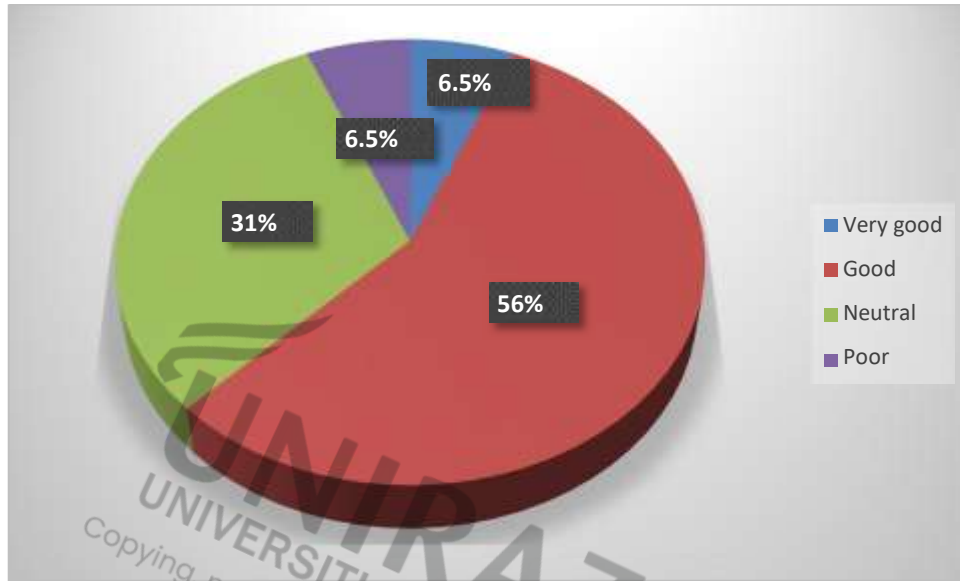
The figure in Figure 25 shows clearly that respondents felt pleased about their workplace surroundings prior to the changes and restructuring in ADAE. Many of them expressed satisfaction with their work environment, mostly because of the individuals they work with. They felt good about themselves and their work environment as a result of the teamwork and support.

Question 8

How do you assess your workplace 1 year after the restructuring that occurred in 2020?

Rate (1 - Lowest; 5 - Highest)

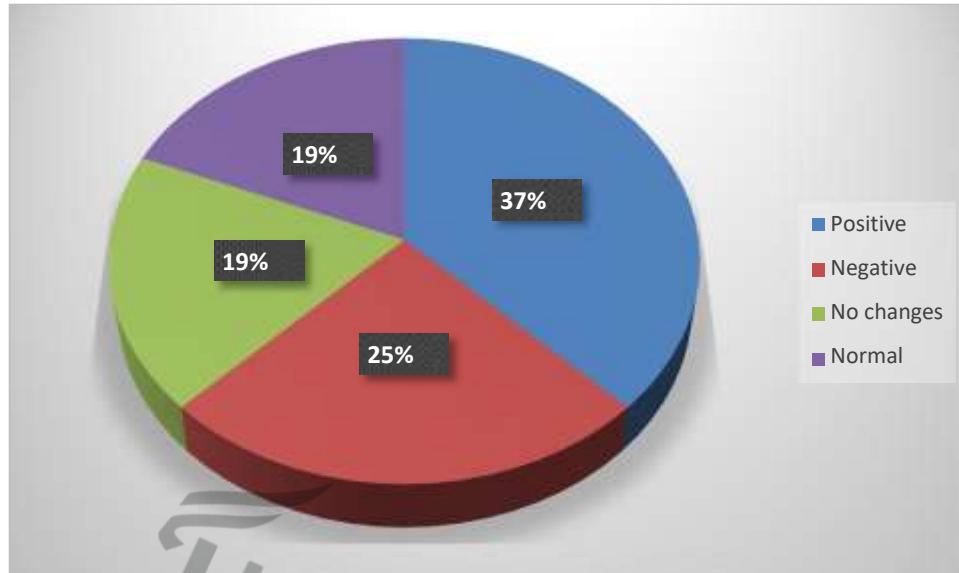
Figure 25: Number of respondents that has rated their working environment after the changes.



The figure above indicates a decline in the percentage of the respondents who rated ADAE as good or very good prior to the restructuring. The proportion of respondents who rated the changes as neutral has also increased.

Kindly describe your ratings from Question 8

Figure 26: Number of respondents that has explained their working environment after the changes.



Comparing the data in Figure 25 shows how respondents felt and their explanations regarding to ADAE restructuring. While respondents continue to provide positive feedback, the quantity of positive responses has declined while negative responses have increased. Numerous disappointment remarks were made about the workstation arrangement, which has become slightly more cramped than it was previously. Apart from that, several have claimed that they no longer receive the same level of support from their boss or coworkers as they formerly did.

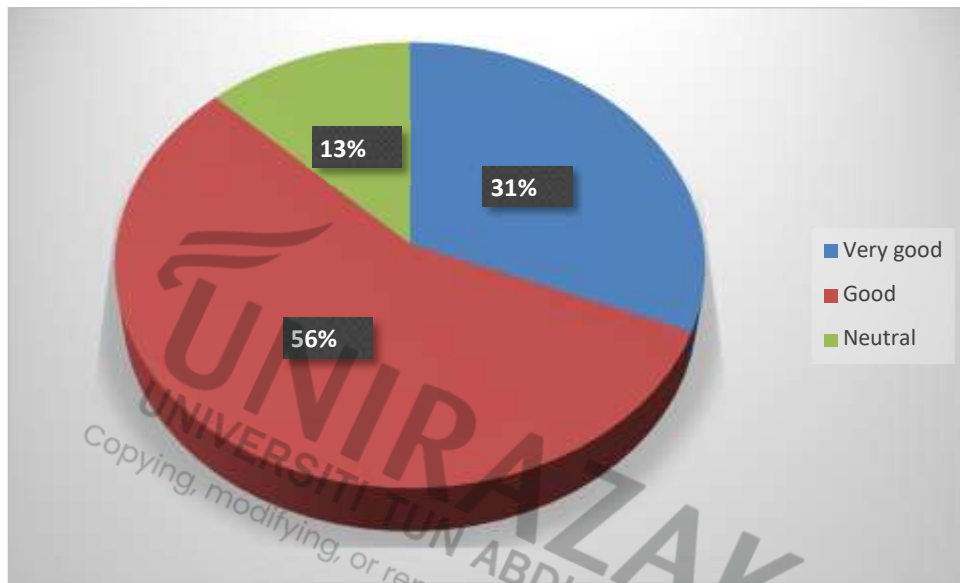
On the other hand, the majority respondent remains optimistic since it has enabled them to collaborate with larger group of team and made communication quicker. Additionally, they stated that they expected getting the same level of assistance as they had with prior colleagues, which improves the working atmosphere.

Performance at Work

Question 9

How would you evaluate your work performance a year ago, prior to the restructuring that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

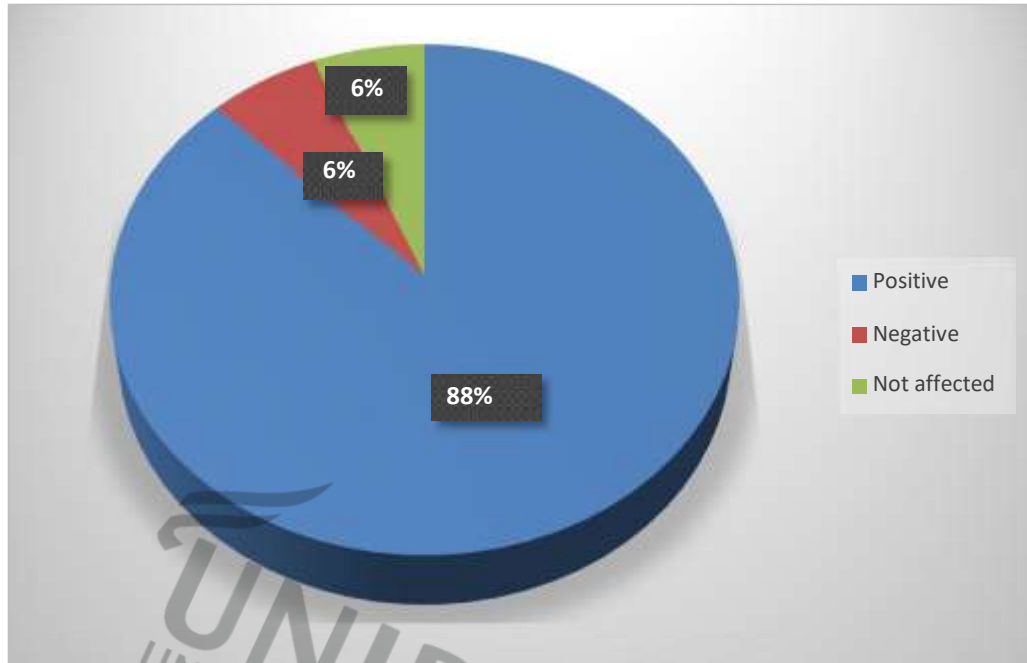
Figure 27: Number of respondents that has rated their work performance before the changes.



The chart above indicates that the majority of respondents evaluated work performance as moderate, good, or very good prior to the ADAE restructuring. Prior to the restructuring, there were no negative evaluations on job performance.

Kindly explain your rating on Question 9

Figure 28: Number of respondents that has explained their work performance before the changes.



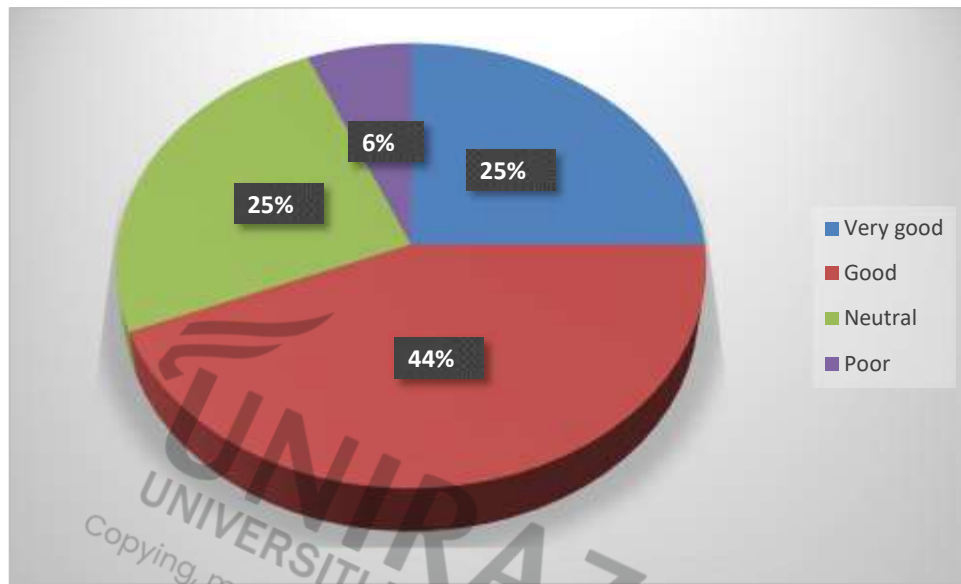
The chart in Figure 28 indicates clearly, majority of respondents felt positive about their job performance prior to the restructuring in ADAE. Many of their justifications are associated to their workload, job description, and peer support. Only one responder stated negatively that it had previously been micromanaged by his supervisor.

Question 10

How do you evaluate your job performance 1 year after the restructuring in year 2020?

Rate (1 - Lowest; 5 - Highest)

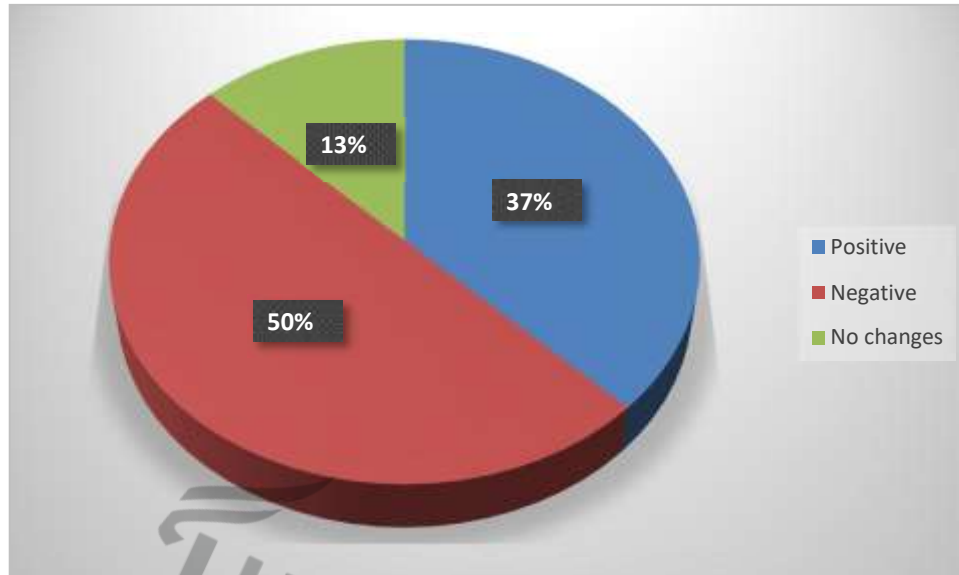
Figure 29: Number of respondents that has rated their work performance after the changes.



The chart in Figure 29 indicates respondents who evaluated their job performance in ADAE following the modifications. As can be observed from the data in Figure 28, there was little change in the level of work performance. However, the percentage of the respondents rated very good and good has dropped slightly, while the percentage of the respondents who rated moderate has grown, and one respondent who rated poor.

Kindly explain your rating in Question 10

Figure 30: Number of respondents that has explained their work performance after the changes.

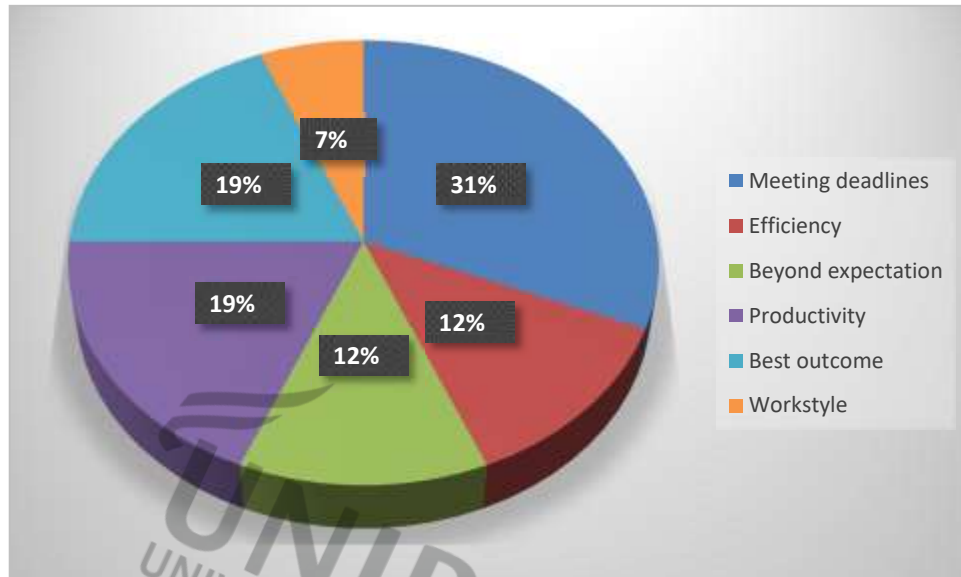


The above figure shows increase in negative remarks and the decrease in positive responses. Positive comments were linked to team support, the company's profitability, and the tendency to engage with more colleagues to improve current knowledge and skills. However, the negativity focused on the extra workload related to the ADAE restructuring. Furthermore, no extra perks are offered for the additional job description. Apart from that, they stated that some of their superiors did not recognize or acknowledge the additional jobs once they were accomplished. Some respondents also stated there is no potential hope or opportunity for job progress at the moment. According to the responder throughout the interview, this has also resulted in employment insecurity.

Question 11

How do you describe the term 'employee work performance'? Kindly explain.

Figure 31: Number of respondents that has explained what does the phrase “work performance” means to them.

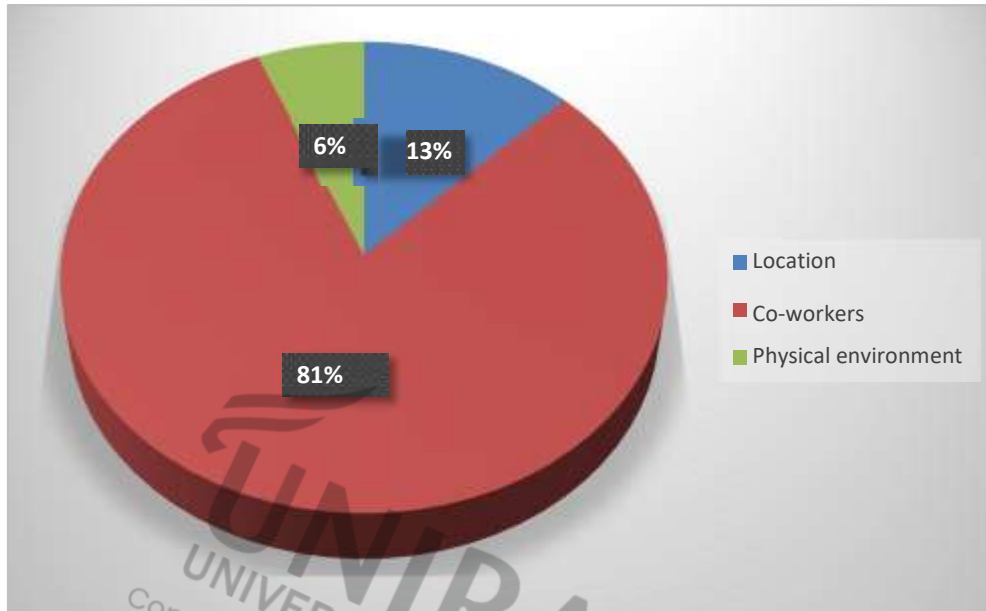


According to the figure above, the majority of respondents stated that job performance merely refers to completing a task within a specified time frame. Besides that, they said that their perspective of job performance was based on productivity and producing the best output. Respondents associated job performance with workplace, exceeding expectations, and also the style of working. Referring back to the graph, it can be seen that the majority of respondents relate their job performance to completing tasks effectively and delivering tasks in a timely manner, which results in increased of productivity.

Question 12

What does the phrase 'work place surrounding' mean to you? Please explain

Figure 32: Number of respondents that has explained what does the phrase “work environment” means to them.



According to the chart, majority of them described work surroundings as the people who are working with them; coworkers, subordinates, and supervisor.

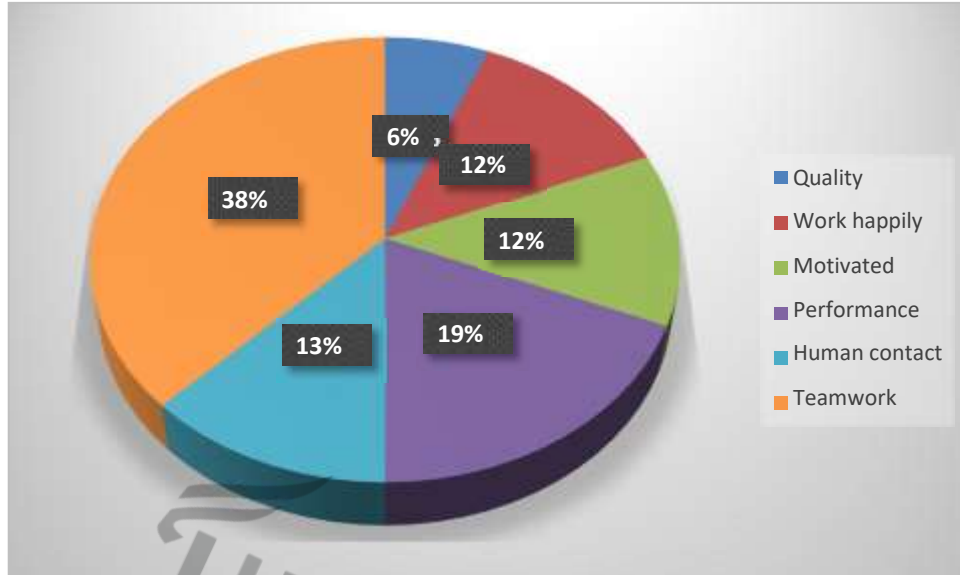
Question 13

Do you believe YOUR work surroundings has an effect on YOUR performance?

Each responder stated that their work surroundings does have an effect on their performance.

Kindly describe your response to Question 13

Figure 33: Number of respondents that has explained how does the working environment affects their work performance.



The chart in Figure 33 indicates, 38% of all respondents stated that their job performance are related work surroundings, with teamwork becoming the primary factor. By promoting collaboration and good teamwork, the level of coordination may be improved. This also making it easier to communicate effectively and held a meeting, which results in and proper planning. Additionally, respondents stated that their performance will be negatively impacted if they are not comfortable in their work surroundings and respondents still emphasize that having a good coworker boosts their performance. For some, the work surroundings offer extra motivation and a sense of fulfilment, which results in improvement of their job.

Design

Question 1

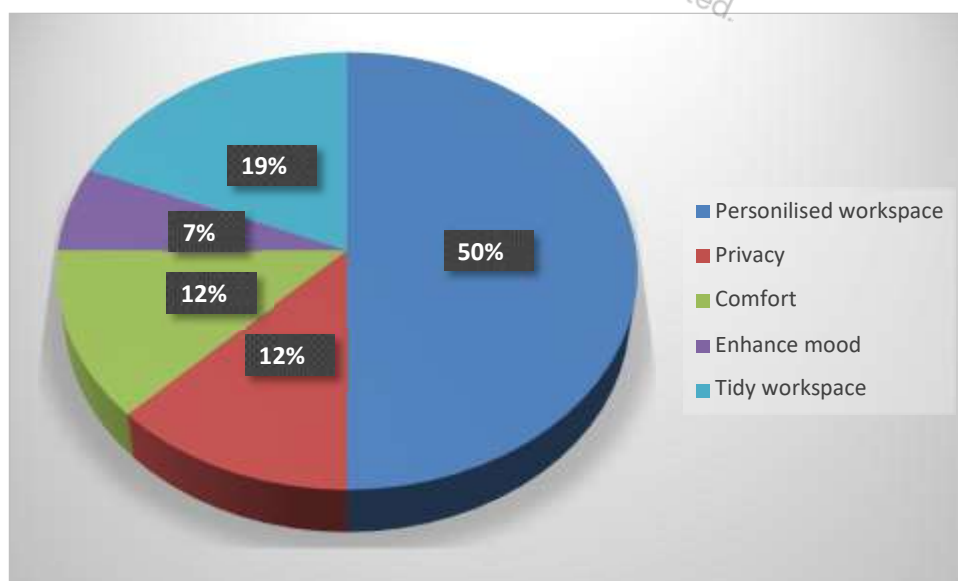
Do you believe that the "Design" of the workplace has an impact on the performance of employees?

Each respondent agreed that the "Design" of their workplace has an impact on their ability to function. Even though they believe that the existing "Design" is not a failure, they believe that modest modifications may be necessary in order to either improve their performance level or avoid tarnishing their current level of performance.

Question 2

Do you believe that increasing an employee's "Comfort level" might improve their effectiveness at work?

Figure 34: The percentage of survey respondents stated how their "Comfort Level" can improve their performance at work.

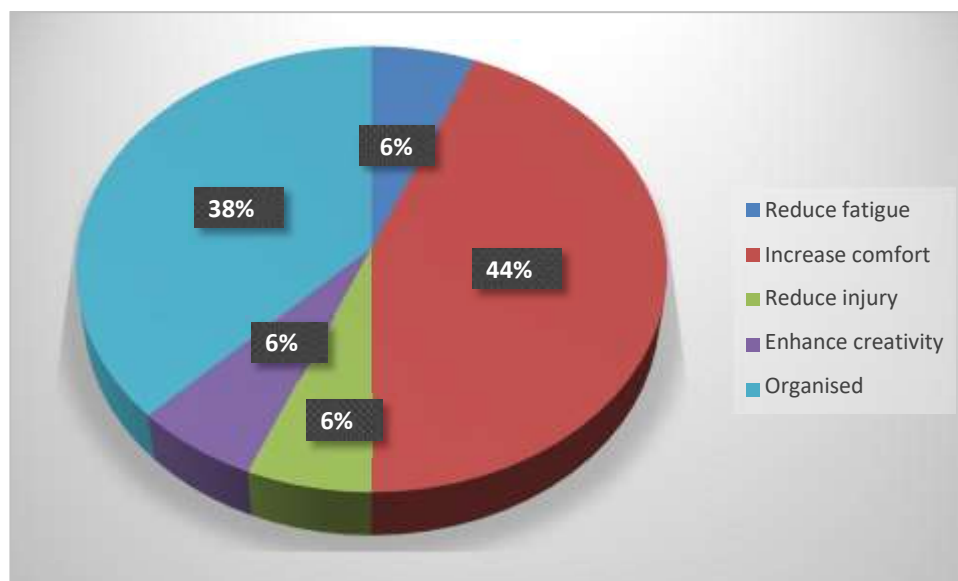


Half of those who answered the survey said that to have their own personalized workstation may actually improve their overall performance. Similarly, to what was shown in the preceding figure, the level of performance is as follows: One of the primary benefits of having a customized workspace is that it gives employees a sense of belonging while also allowing them to feel recognized at work for having their own workspace. In order to improve their level of work performance, the customized workplace must also be clean and have enough room for them to operate comfortably and efficiently. Others stated that they would want to have more isolation since they engage with a variety of confidential deals at work and discussing it in front of other coworkers does not feel appropriate to them.

Question 3

Do you believe "Furniture" can improve the performance of employees at their place of work?

Figure 35: The number of respondents who explained how "Furniture" can help them perform better at their jobs.

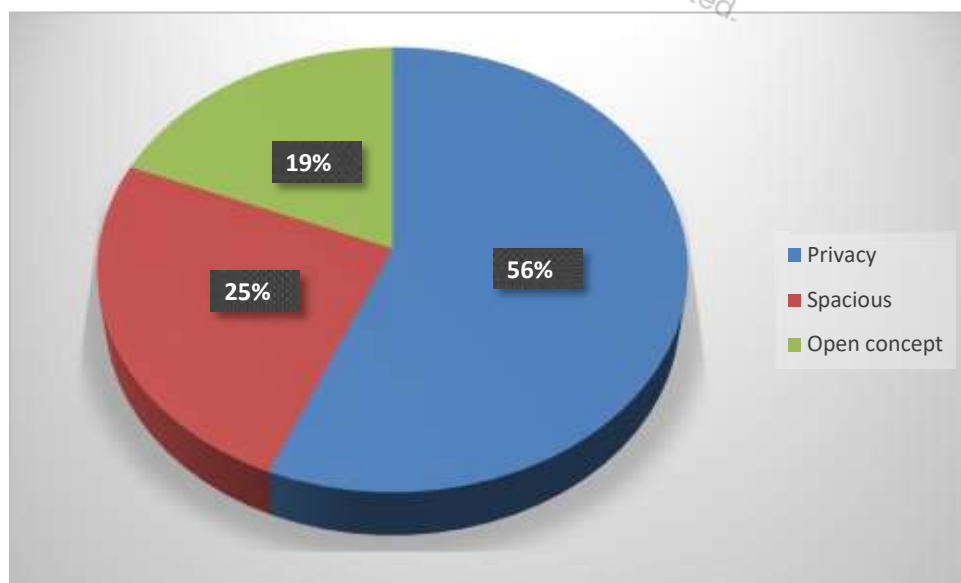


44% of those who answered the survey claimed that furniture, especially the working chair, would improve their level of comfort in the office, which also can improve their level of performance as well. As previously noted, the amount of comfort is known to have an impact on the level of work performance. Aside from it, furniture comprises desks and cabinets, which are both used for storing items. Many of them have stated that having a well-organized workspace improves their overall performance level. There's also a response who believes that having trendy or contemporary furniture can help them to be more creative and productive at their place of work. Aside from that, some have suggested that if the seat is not excessively comfortable, it can help to decrease fatigue and even injuries in the workplace.

Question 4

Do you believe "Workspace arrangement" can improve the performance of employees at their workplace?

Figure 36 : Respondents who have indicated "Workspace layout" has helped them perform better at work.



According to the data in the chart above, over half of the respondents preferred a workspace with a higher level of privacy compared to the existing layout, whereas only three respondents stated that they liked an open approach since it encourages interaction with their co-workers. The majority of responses stated that they often handle with confidential subjects during working hours, and that the current arrangement limits them from freely dealing with clients. Sometimes to make sure the level of confidentiality is maintained, they have to move to other rooms in order to conduct a sensitive business discussion. Additionally, approximately 25% of those who responded indicated that they preferred a more open-plan workspace style. The current arrangement is congested, as opposed to the previous one, and there aren't enough storage locations to accommodate all of their working files.



Environment

Question 1

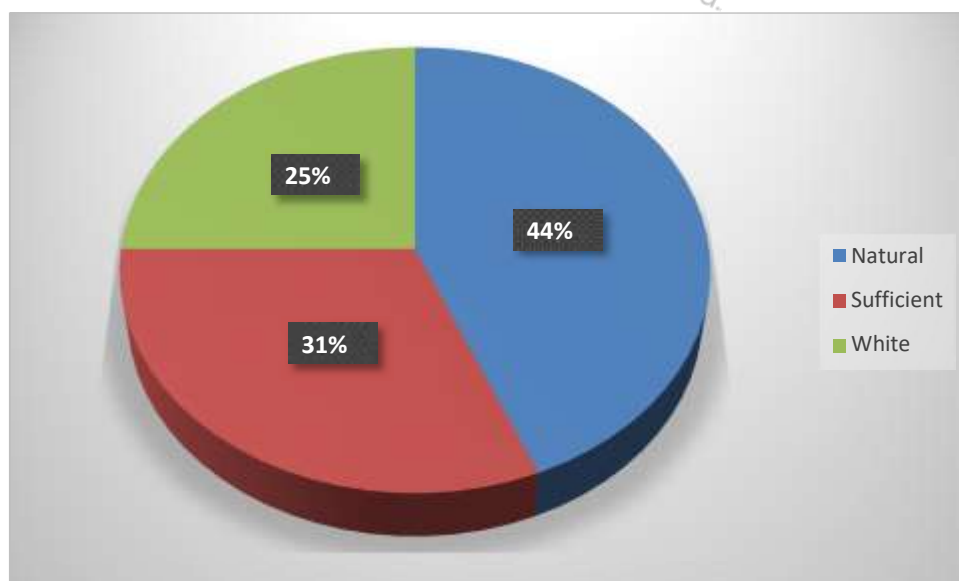
Do you believe that the "Environment" of the workplace has an impact on the performance of employees?

There was total agreement among all respondents that their level of performance is influenced by the "Environment" of the job. According to the answer of the respondents, every respondent believes that the current "Environment" is good. Some of them, however, have stated that they would want natural lights in addition to the current lighting, and also air purifiers, placed in the workplace.

Question 2:

How do you believe "Lighting" can improve the overall performance of employees in the workplace?

Figure 37: The number of responders who have stated how "Lighting" can improve their overall performance at their place of work.

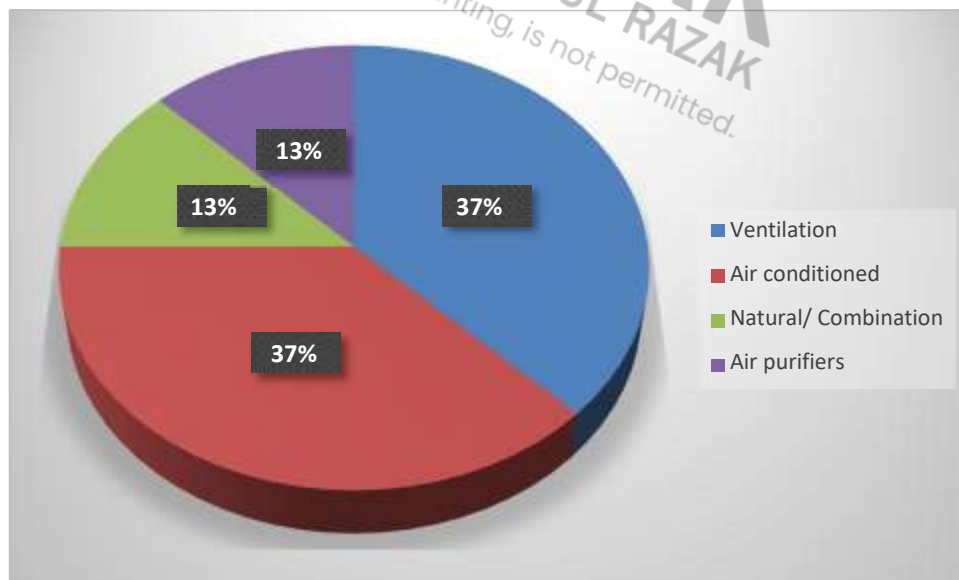


Most of the respondents felt that the lighting in the workplace has an impact on their overall performance level. When compared to current fluorescent lighting which has been put in the office, the majority of them believe that natural lighting is preferable. A few workers even stated that lighting in the workplace is sufficient for them to carry out their regular duties. Some employees have expressed a desire for whiter lighting in their workplace, believing that a bright white light will improve their overall performance level. The majority of those who stated that they preferred natural and brighter white light claimed that it allows them to concentrate better and also prevents them from feeling sleepy during working hours.

Question 3

Describe on how you believe "Ventilation" might help employees perform better in their jobs.

Figure 38 : Respondents who stated how "Ventilation" can help them perform better at work

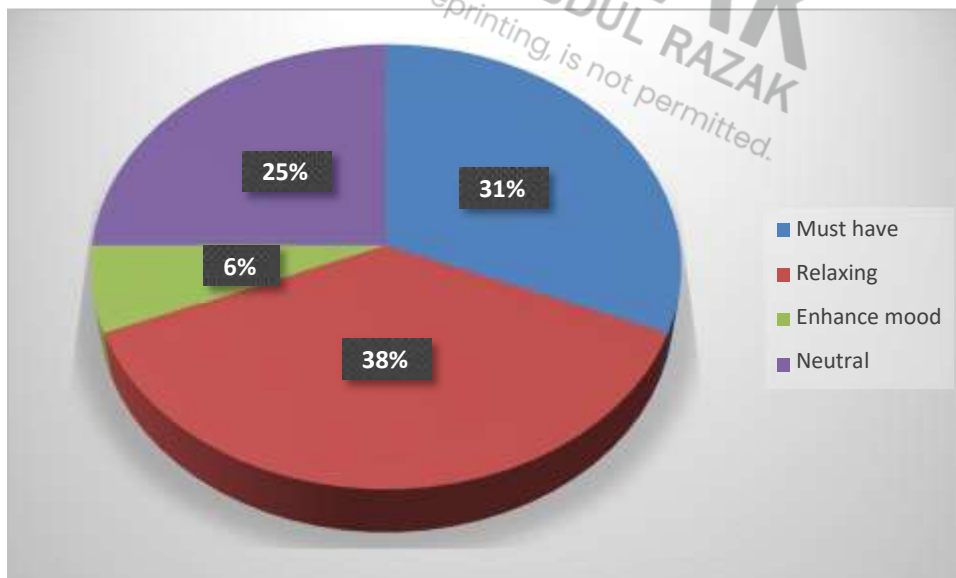


According to Figure 38, nearly half of those who answered the survey questions stated that working in an air-conditioned workplace would improve their overall performance. According to them, improved ventilation would also allow workers to work more efficiently because they would be more comfortable. Additionally, there were respondents who stated that they would love natural ventilation; however, the windows in the building were unable to be open to allow for natural ventilation, which was disappointing. A number of survey participants also stated that installing air cleaners could help them function better at their current levels as well.

Question 4

How do you believe "Sound" can improve the overall effectiveness of employees in the workplace?

Figure 39 : Respondents who stated how "Sound" can help them function better at work



The majority of responses stated that they would like music that is soothing in tone, which included slow and pleasant music. Their opinions were that excessive or loud noise would cause disturbance, but relaxing music would lift their spirits. Essentially, most of the respondents agreed that having sound - music in the office is a benefit for them, and some even stated that they are unable to complete their task if the workplace environment is too quiet.

Communication and Information Technology

Question 1

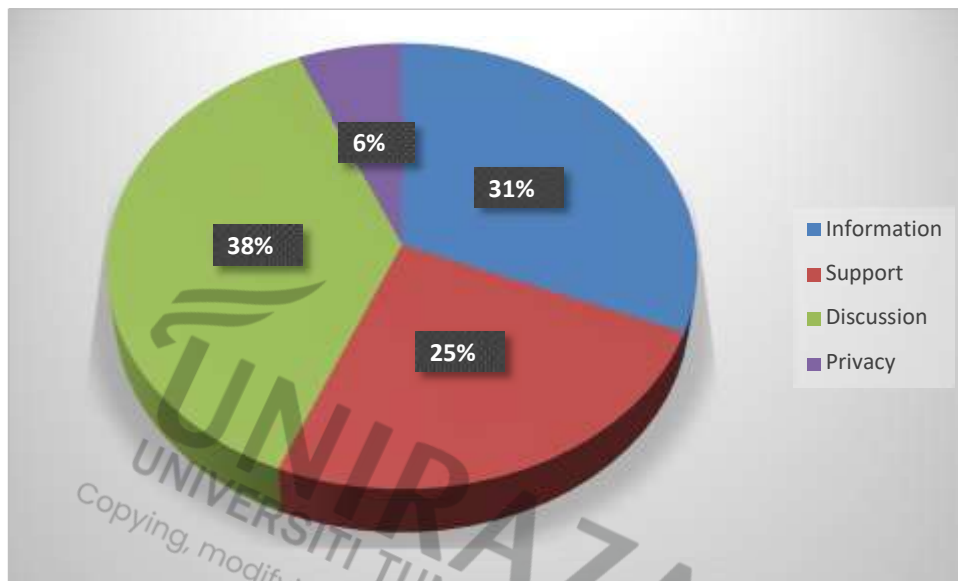
Do you believe that communication and technology infrastructures in the workplace has an impact on employee performance?

According to the results of the questionnaire, all respondents believe that ICT at their workplace seems to have an impact on their performance. When it comes to business, communication is essential, especially when it comes to discussing with clients, sharing ideas among coworkers, and strategizing for future projects with subordinates. On a different topic, information systems is something that should not be ignored in this day and age. Everyone who participated in the interview acknowledged that they would be unable to complete their everyday tasks without access to the internet.

Question 2

Do you believe "Communication" may improve the performance of employees in the work environment?

Figure 40 : Respondents who stated how "Communication" can help them perform better at work.

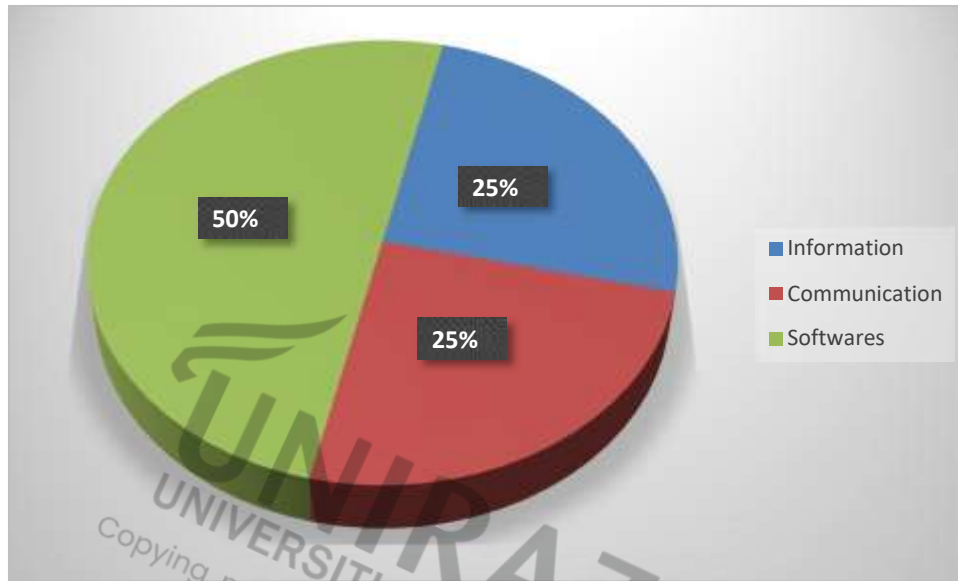


According to the data in the chart, 38 % of the respondents believed that communication, which includes discussions with coworkers, seems to be an important element for the workplace. Expertise and knowledge exchange are also among the other issues identified by respondents in relation to the communication. In addition, talking with coworkers reveals that they can be more supportive, and approximately 25% of those who answered the survey believed that communication is an important component that can provide more supportive aid by team members. There's only single respondent who brought up the problem of privacy, which is especially important when dealing with sensitive information.

Question 3

How do you believe information technology can improve employee 's performance?

Figure 41: The number of responders who have indicated how information technology (IT) can help them perform better at the workplace.



According to the data in the figure above, 50% of the respondents stated that information technology is related to software that is pertinent to their office job. The majority of them stated that they prefer the most recent version of the software that is currently in use. As role of a maintenance service company, there is a variety of special software that must be used in conjunction to be use in order to complete the project planning such as AutoCAD, PLC Programme, Heat Calculation Software and 3D Software. However, the majority of the software used by the employees is still using a normal employees would use, such as antivirus programmes, Microsoft Office products, payroll and finance-specific software programmes, along with other support software. Other respondents have stated that information technology is tied to the internet as well as communication programmes such as emails and video conferencing, in addition to software that being used. This allows them to

participate in conferences and meetings from everywhere in the world without having to physically travel to the client's location. Another important aspect is that because the internet is frequently utilized to gather information and also developing project ideas which having fast internet connectivity is a necessary.

Support

Question 1

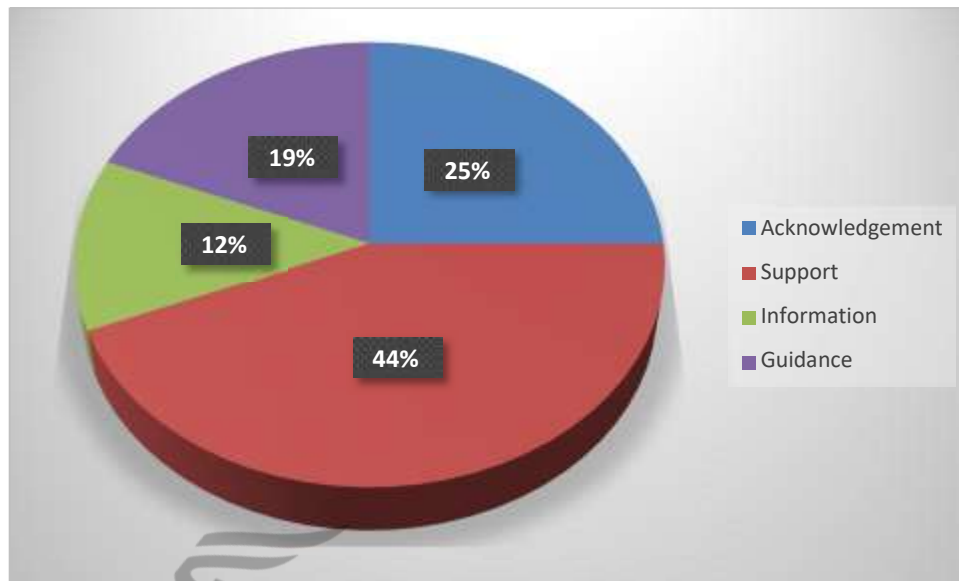
Do you believe that "Support" in the workplace has an impact on an employee's performance?

All respondents felt that "Support," assistance from their supervisor to complete tasks, is extremely important because it has an impact on their performance at their workplace. The respondent needs guidance from his or her supervisor in order the job task to stay on track, while job aid is necessary to make the respondent's daily tasks easier and enable them to finish a given task in a timely manner as specified in the job description.

Question 2

How do you believe that "Supervisor support" can improve an employee's performance at their workplace?

Figure 42 : Respondents who have stated how "Supervisor support" has helped them perform better at work.

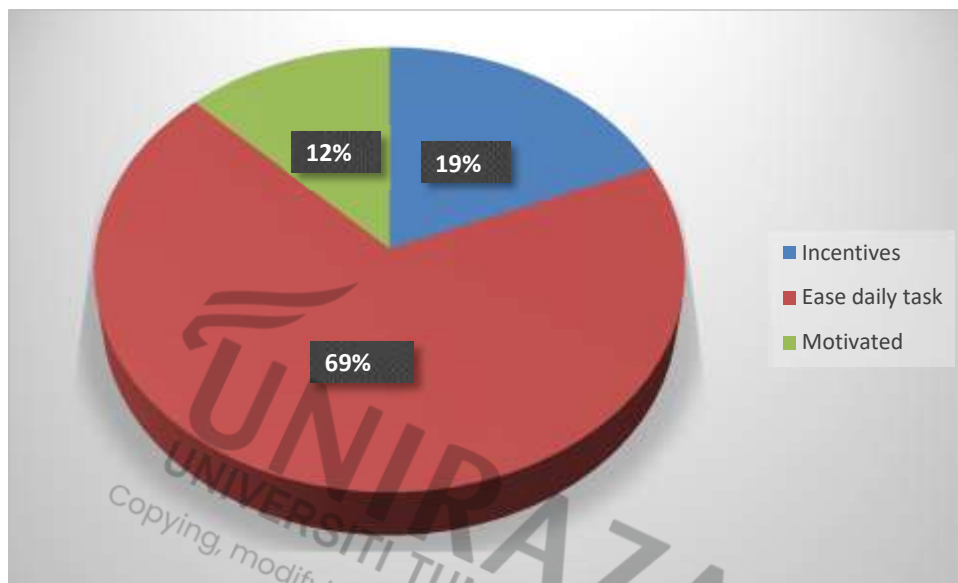


Almost 50% of respondents stated that they certainly require the support of their supervisor as well as their co-workers in order to succeed. The supervisor must be patient and understanding, as well as able to provide information and lead their subordinates in the appropriate way. A great team support system is also required if the team has challenges while attempting to complete an assigned work. Some respondents stated that, despite receiving assistance from their supervisors, they are still not motivated since the job they have completed has not been acknowledged, and as a result, they are not inspired to do better in the future. In addition, several respondents stated that leaders are also responsible for sharing the right job information to their colleagues in order to avoid any type of miscommunication. Miscommunication would only result in more mistakes in the task, more time to correct the problems, and the work would not be able to be completed on time as a result.

Question 3

How would you consider "Job Aid" can improve an employee's overall performance at their workplace?

Figure 43: The number of respondents who have stated how "Job assistance" has helped them improve their performance at work.



According to the data, 69% of those who answered the survey stated that job aids are important since it can help them to do their job better and reducing mistakes. Job aids objectives is not only intended to make their normal tasks easier, but also to ensure that the task is completed within the specified time frame. All respondents stated that the present job aid provided by the employer is acceptable and enables them to perform their daily task without much difficulties. Additionally, they stated they feel valued when they are provided with benefits rather than being asked using their own resources and this s would cause them to become demotivated. However, there were three respondents who stated that the corporation should provide additional allowances or incentives to managerial level employees, such as healthcare, phone, and internet access, and company transport to work.

4.2 Discussion

A few findings have been uncovered as a result of the previous chapter's analysis. Firstly, the management should brief thoroughly with its employees regarding the organizational transition and this process could have been more transparent. However, despite their dissatisfaction with the management decision, it did not show a significant unwanted impact on the workforce. According to the investigation, only senior management aware of the structural changes. As a result, many middle and lower managers are dissatisfied with the senior management's decision.

The majority of respondents expressed dissatisfaction with the cost-cutting strategies. They stated during the session that it's been a few years since they haven't received a pay increase or even a bonus. Although other respondents from a different section were entitled to bonuses and increments, they were nevertheless unsatisfied with their compensation since it fell short from their actual calculation. According to the analysis, everyone who worked in ADAE for two to four years selected reduction in costs as the "most disliked" initiative that occurred in ADAE.

Those who have been asked for relocate have also expressed dissatisfaction with the process. They expressed their unhappiness at seeing coworkers or team members leave the company, and a few of them began to experience job loss as well. Additionally, they stated that management should gave all employee sufficient notice period so that they could prepare for the worst scenario and more time to find another employment.

Relocation is another change in the company that has a high rate of "dislikes." Some respondents indicated frustration with the relocation of their existing residence, particularly employees that rely on public transportation, while others stated that now the working would have change and adapting to it will take time. Additionally, some stated that working in an environment where everything was within walking distance was more convenient than it is now. The majority of those who selected relocation as a result of the "disliked" changes in AV are at the senior level and have been in service for between five and ten years.

Respondents has stated that restructuring has increased burden due to the fact that two divisions must now be managed concurrently. This has results in an increase in extra workload compared to previous load, and while the cost reduction initiatives are ongoing, there is no wage increase for the extra tasks assigned. Additional tasks exist because of the cost reduction exercise. The task left by individuals that has been retrenched are now burdened to the other subordinates or team mates therefore, working with ADAE with the restructuring exercise has become harder.

Additionally, some stated that the extra workload assigned to the available employee is unclear, confusing in job task description make it difficult for them to accomplish the job properly. Several of them also stated that they were demoralized upon learning that their coworkers had been asked to quit the organization, which resulted in job insecurity for them.

As seen in the last chapter, job satisfaction, work performance, and working environment are being compared prior and after the changes to see the impact on the management decisions. These three components were frequently assessed as positive or

good prior to the adjustments, but became negative after the changes took place. This negative feedback will not arise if the changes were beneficial to the employees. Job task completion and the deadline of meeting date were two of the primary descriptions gathered from the respondents aged 26 to 35, who also a major group that employed in ADAE.

As previously stated, all respondents stated that their work place surroundings had an effect on their performance level. Teamwork is important in determining their peers' success level. Eight out of thirteen respondents who stated that their work place surroundings require cooperation are female, indicating that they must collaborate with or rely on their coworkers to complete daily duties. Many stated that everyday daily human contact has an effect on their morale and motivation and also on the quality of their work. Employees also stated that they to be positive at work or their performance would deteriorate.

On the design aspect, it's self-evident that providing staff with a tidy and immaculate individualized workstation is an excellent method to motivate them. Three of the respondents who stated the above are female, implying that females staffs are more particular about maintaining a tidy workspace than males. The majority of male respondents indicated that a more personalized workspace is preferable, and during the interview, the majority of them stated that they require their own space that nobody could enter.

In addition, good work place design would improve their attitude and level of comfort at work. All of these factors can enhance work performance. The furniture used has an effect on their level of comfort, as well as their workplace safety. According to the

findings, the office's privacy level can be improved; however, this will not happen in anytime sooner due to the workspace layout's space optimization. Even while the open office space is preferred by some, most of them still desired a more privacy as they will handle some confidential stuff.

The workplace surroundings are definitely having an effect on employee performance. All three parts, lighting, ventilation, and sound, have an effect on employees' moods and help them stay comfortable and focused on their task. The majority of employees have expressed a preference for natural illumination. Additionally, bright light would assist them in remaining concentrated on their task, as opposed to dim light, which causes them to feel sleepy. While air conditioning with enough ventilation is a requirement for employees, temperature of their workspace must also be comfortable — neither too hot or too cold. Additionally, playing soothing music inside the office would be an excellent alternative for maintaining a happy attitude among employees. However, the level of the music volume should be maintained at comfort level to avoid distraction. Although four out the six employees who desired smooth music is male respondents, the majority of female respondents stated that music is a necessity in the office.

Communication is viewed as a very important element in office that will give significant impact to an employee's performance. Communication is defined as the exchange of thoughts between coworkers, as well as the exchange of information and knowledge, both of which are recognized as critical components of an organization. The study also indicate IT infrastructure is critical to improve staff performance. Reliable software and good IT supports will help employee's to execute daily job tasks. Additionally,

the internet access will be leveraged as an alternative communication medium and access to more information. All the respondents who stated that IT is most frequently used for engagement, discussion, and communication have worked with ADAE for at least five years.

Finally, supervisor assistance and job aid that been provided by the company are contributing to a positive employee's performance. A supervisor is aspect to be a good team leader and it is critical to their subordinates since their continuous help is required for guidance and to offer the correct info in order to accomplish a task on time. Additionally, support from coworkers is essential, as an organization that formed by a large number of employees that working together. It is important that employees are supporting each other as a team and not working as an individual objective. Job aid is also necessary to impart a sense of appreciation towards employees, which will influence their potential to perform better in their job. Apart from that in job aid, some have demanded travel allowances, improve healthcare incentives, and demand an allowances communication purposes such as internet bill and phone allowance. Respond who requested the additional job aid are married, and these requests could be significant for them to bring more income to family.

4.3 SWOT Analysis

Based on the data and inputs collected from respondents and observations on the operation of the company, SWOT analysis has been identified as the best tools to discuss the findings. The SWOT analysis can identify the Internal Factor base on Strength and Weakness and the External Factor base on Opportunity and Threats as currently encountered based on the data obtained and interviews conducted with the selected personnel. Below table illustrates the SWOT analysis conducted on the Strength, Weakness, Opportunities and Threat.

Table 21: SWOT Analysis

Internal factors	
Strength	Weakness
<ul style="list-style-type: none"> • Low retrenchment rate • Initiative for cost reduction and expenses are taken • Well known HVAC provider amongst oil and gas company (Petronas, Shell, Exxon, Nippon Oil) • Sufficient skilled employees to execute projects • Strong financial planning • Well planned for company survival • Strong reputation in the market. 	<ul style="list-style-type: none"> • Complex planning and execution • Employees got no platform for raising issues and problems • Relocation to a far location from existing employee's address • Restructuring planning without have a prior meeting with employees • Weak engagement with workers regarding the planning and relocation • Poor work place planning for employees • Poor response from supervisor on employee's complaint • Lower remuneration and benefits for staff • Low privacy to employee on work place because of limitation of space

External factors	
Opportunities	Threat
<ul style="list-style-type: none"> • Capabilities of management to face economic challenge • Petronas and other oil and gas player announcing on new project coming in the middle of year 2022 • Government support for medium enterprise during the Covid pandemic. • Other competitor also struggling with pandemic and ADAE will have good percentage on winning the projects bidding • Cheaper rental on new location 	<ul style="list-style-type: none"> • Job insecure by the restructuring by management • Higher turnover rate • Loss of skilled worker • Low performance by employee because of the restructuring and relocation • Higher stress level by employee • Poor attendance rate by the employee • Projects delay due to insufficient workers • Bidding information leaking due to low privacy working cubicle. This leaking of information will cause the company loss the bidding especially on costing discussion.

CHAPTER 5

CONCLUSION

5.1 Introduction

In this chapter, the collected data was summarized in chapter 4 and presented the analysis of the data. The important result of the study is presented in this chapter. Besides that, this chapter also highlights the implications of the study, the limitations of the study and some recommendations for other researchers in future.

5.2 Major Findings

According to the findings of the study, the workplace surroundings had an impact on the employees according to the responses. The results of the study, shows ADAE must develop its surroundings in to encourage employees in the office to work comfortably, efficiently and perform better in their job roles. In these studies, the findings are more focuses in overall employees that works collectively in the company to contributes and performing based on their respective job role. The main four aspects in work surroundings factors that has been discussed may affect less to some of group of employees such as technical and engineers or support employees. However the study and findings shows, most of the factors that contributing to the job performance are shared equally through all the employee levels.

The study also indicated that some of the workers are getting less appreciation where there is no emotional connection between them and the organisation, which can be demoralising for them because they are unable to speak their minds. The findings of this

study also demonstrated that the availability of job aid in the workplace has a significant impact on the performance of employees. This means that having job aid will assist the employees in performing and planning for the future growth in their career progress. It was also discovered that ADAE, to a certain extent, rewards employees who perform well in fairly manner.

Based on the findings, employees' performance will increase if the difficulties or problems faced by the employees are addressed by top level management in ADAE. Common issues and factors that can be improve by ADAE management such as lack of flexibility in the workplace, the distraction caused by work place noises, the interpersonal relationships between supervisors and subordinates, the presence of job aids, the performance monitoring and also additional work incentives for the extra task can motivate employees to perform their jobs better.

5.3 Key Result of The Study

ADAE management should communicate with employees before making decisions in the restructuring and relocation t in order to get their input and suggestions to make sure their job role and performance will not compromise. It is necessary for management to encourage their staff to come up with new ways and to carry out innovative ideas in order to have a beneficial impact on their overall performance.

Additional training and development programmes should be organised by management in order to improve the overall performance of the workforce. Because the most of the employees are dissatisfied with their remunerations and management must take this seriously and find a way to raise their wages in accordance with their years of experience, as well as optimize their work place surroundings. Promotions of the career also must be accorded in accordance with their previous experience and performance. Management are suggested to take into account on employees grievances and complaints because this factors are related to their emotion and personal feelings.

A proactive role by the management is essential not only in defining the physical surroundings of the workplace for employees, but also in changing management styles to get better understanding and fulfil the needs of the employees. This refers to the improvement of elements such as ethical, personality, purpose, skill, motivation, and interpersonal relationships in employees. Supervisors must limit their habits on micromanaging and instead demonstrate that they have trust in the abilities of their colleagues and that they can rely on them to complete their tasks effectively. If the supervisor considers his or her subordinates as professionals, the employees will also feel well respected and act accordingly. Loyalty and trust among employees also can be improved when supervisor or leader promotes healthy working surroundings which also stimulates better teamwork among them.

Effective management style also encourages employees' sense of ownership in the company they work for. Developing a work place surroundings with good performance of employees are critical to increasing revenues for any organisation, corporation, or small

business, regardless of size. ADAE management team can also specify how to optimize employee's productivity by these two key areas which is individual motivation and workplace surroundings infrastructure. Both aspects have a major impact on employees' performance and are addressed in this chapter.

5.4 Conclusion

This research project explores the impact of an employee's workplace surroundings as a result of the organizational restructures that has occurred in ADAE. According to the data, it is clear that an employee's performance is significantly influenced by workplace surroundings. Its also consistent with findings of prior research, which were described in the preceding chapter, in that all of the factors listed were found to play an important role in improving the overall performance of the employee.

Its also consistent with findings of prior research, which were described in the preceding chapter, in that all of the factors listed were found to play an important role in improving the overall performance of the employee.

The management could really conduct an investigation into these elements and the conclusions of the investigation in order to improve their working environment. It has been demonstrated unequivocally that ADAE restructuring initiative and cost reduction exercise, has made the level of performance and motivation of the employees has fallen. The management team should formulate strategies to regain the level of employee motivation. One of the options is to have a discussion with the employees in order for them

to have better understand on their currents situation and how company can strategize the demands and make an effort to fulfil them. Furthermore, it should also fall within the company's eligibility. As a result, both the company and individuals who work for it should benefit from the effort.



5.5 Recommendation

The following recommendations for future application are based on the findings of the study.

- Organizing regular meeting with the employees to allow them to express their issues with management and this meeting can function as a motivating factor for them. Managers should also take advice on how to interact and motivate their staff.
- ADAE should have a good programme in place to help their staff maintain a healthy work-life balance, since this initiative can be a great motivational and retention tool for employees.
- Management should make efforts to create a work surroundings where it can retains, and motivates employees in order to make their jobs more enjoyable and to boost the productivity of the company.
- Management can start to use a furniture that has ergonomics features to all employees in order to ensure that they can work in a comfortable condition. In the long run, this is beneficial to the employees' health.
- It is important for employers to provide their employees with positive workplace conditions in order to raise their morale and increase their productivity and efficiency. As an example, they can design their benefit programmes to meet the needs of their employees such as an award night for the performers.
- Management should develop ways and effective methods of presenting their goals and strategy to their workers so at the end of the day, workers can understand the whole objectives of the company and the purpose of their job role.

5.6 Study Restrictions and Limitations

A research study will always have certain limitations, and as stated in a book by Marshall and Rossman (2010), there is no such thing as a perfect research study because there are always trade-offs between different aspects of the study. On the other hand, various limitations were discovered during the course of this research, particularly during the period of data gathering. It is critical for any research project to recognize and report these constraints as soon as possible (Firmin, Bouchard, Flexman, & Anderson, 2014).

ADAE is a service maintenance provider company comprised of engineers and technicians that work on-site as well as administrative staff who are based in the company's headquarters. During the interview, some site-based employees expressed some uncertainty about whether or not it was appropriate to incorporate the site working environment. Some of the employees apparently confused for the same reason, meaning that they were unsure whether the workplace surroundings mentioned in the survey was for an office or a construction site.

Furthermore, elements found within the scope of this entire study are skewed towards the physical environment rather than the behavioural environment. Many previous studies on organisational behaviour elements have been conducted, and the researcher's primary objective was to identify the factors that were being studied.

It was also discovered that the majority of previous research publications cited in this study employed the quantitative approach as their primary research methodology. Instead, only a small number of qualitative researchers have conducted their research. A qualitative study would provide greater in-depth understanding of the topic that is related to human emotions.

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APPENDICES

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SECTION A: DEMOGRAPHICS

1. Gender

- a) Female
- b) Male

2. Age group

- a) 18 – 25
- b) 26 – 35
- c) 36 – 45
- d) 46 – 55
- e) 56 – 59

3. Ethnicity

- a) Malay
- b) Indian
- c) Chinese
- d) Others: _____ (please state)

4. Educational qualification

- a) Diploma or equivalent
- b) Degree
- c) Master
- d) PhD
- e) Others: _____ (please state)

5. Education background

- A) Local
- b) Abroad

6. Current Position

7. Length of Service in ADAE

- a) Less than a year
- b) 2-4 Years
- c) 5-10 Years
- d) More than 10 Years

8. Length of service in previous organization.

- a) None
- b) Less than a year
- c) 2-4 Years
- d) 5-10 Years

9. Marital status:

- a) Married
- b) Divorced
- c) Single

10. Number of children (if any):

(please state)

SECTION B: RESTRUCTURING AND ORGANIZATIONAL CHANGES IN YEAR 2020 .

Kindly respond to the following questions with reference to the period of year 2020, during organisational changes occurred. The following are the types of changes that have occurred in the YEAR 2020:

- i) Relocation
- ii) Restructuring
- iii) Downsizing
- iv) Cost reduction

1. With regards to the aforementioned changes that occurred in the YEAR 2020, are you being contacted prior to the change's implementation?

- a) Yes
- b) No

2. If the changes occurred in the YEAR 2020 without your consent, so why were you impacted and then how did you react to or cope with the changes when being implemented?

Please explain: _____

3. Please rank all organizational changes that occurred in the YEAR 2020 on a scale of 1 to 5, with 1 being the most hated and 5 representing the least disliked:

1. _____ (most disliked)

2. _____

3. _____

4. _____

5. _____ (least disliked)

4. *Could you please describe how the changes that occurred in 2020 has impacted your performance as an employee?*

LEVEL OF JOB SATISFACTION (CURRENT POSITION & WORK PLACE)

Definition: Satisfied and positive emotions on current position and job task.

5. *How satisfied are you with your employment 12 months prior to the developments that occurred in 2020? Rate (1 - Lowest; 5 - Highest)*

1 very poor	2 poor	3 neutral	4 good	5 very good
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Kindly explain your ratings from Question 5 above:

6. *How satisfied are you with your employment in 1 year after the management changes that occurred in 2020? Rate (1 - Lowest; 5 - Highest)*

1 very poor	2 poor	3 neutral	4 good	5 very good
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Kindly explain your ratings on Question 6 above:

ENVIRONMENT OF WORK (SURROUNDINGS)

Definition: Workplace surroundings and condition to perform assigned task.

7. How do you rate your workplace surroundings 1 year prior to the management changes that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Please describe the reasons on your rating in Question 7

8. How do you assess your workplace 1 year after the restructuring that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Kindly describe your ratings from Question 8

PERFORMANCE AT WORK

Definition: Skills, job knowledge and task execution effectiveness. Not limited to attendance, attentiveness and team work.

9. How would you evaluate your work performance a year ago, prior to the restructuring that occurred in 2020? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Kindly explain your rating on Question 9

10. How do you evaluate your job performance 1 year after the restructuring in year 2020? Rate (1 - Lowest; 5 - Highest)

1 very poor	2 poor	3 neutral	4 good	5 very good
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Kindly explain your rating in Question 10

11. How do you describe the term 'employee work performance'? Kindly explain.

12. What does the phrase 'work place surrounding' mean to you? Please explain

13. Do you believe YOUR work surroundings has an effect on YOUR performance

a) Yes

b) No

Kindly describe your response to Question 13

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SECTION C: DESIGN

1. *Do you believe that the "Design" of the workplace has an impact on the performance of employees?*

- a) Yes
- b) No

2. *Do you believe that increasing an employee's "Comfort level" might improve their effectiveness at work?*

3. *Do you believe "Furniture" can improve the performance of employees at their place of work?*

4. *Do you believe "Workspace arrangement" can improve the performance of employees at their workplace? (Design, space and privacy)*

SECTION D: ENVIRONMENT

1. *Do you believe that the "Environment" of the workplace has an impact on the performance of employees? (Ventilation, lights and noise)*

a) Yes

b) No

2. *How do you believe "Lighting" can improve the overall performance of employees in the workplace?*

3. *Describe on how you believe "Ventilation" might help employees perform better in their jobs.*

4. *How do you believe "Sound" can improve the overall effectiveness of employees in the workplace?*

SECTION E: ICT (INFORMATION TECHNOLOGY AND COMMUNICATION)

1. Do you believe that communication and technology infrastructures in the workplace has an impact on employee performance?

- a) Yes
- b) No

2. Do you believe "Communication" may improve the performance of employees in the work environment?

3. How do you believe information technology can improve employee 's performance?

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SECTION F: SUPPORT

1. *Do you believe that "Support" in the workplace has an impact on an employee's performance? (Supervisor support or team work)*

- a) Yes
- b) No

2. *How do you believe that "Supervisor support" can improve an employee's performance at their workplace?*

3. *How would you consider "Job Aid" can improve an employee's overall performance at their workplace? (Extra reimbursement, payment and allowance)*

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Thank you for your participation

APPROVAL PAGE

TITLE OF PROJECT PAPER: EMPLOYEES WORK PERFORMANCE AND ITS RELATION TO WORK PLACE SURROUNDINGS CHANGES: A CASE STUDY ON ALAM DINGIN AIR CONDITIONING ENGINEERING SDN BHD (HVAC VENDOR FOR OIL AND GAS SECTOR)

NAME OF AUTHOR : MOHD RIZAM BIN SULAIMAN

The undersigned certify that the above candidate has fulfilled the conditions of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____
Name : _____
Date : _____



ENDORSED BY

Dean
Graduate School of Business
Date:


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