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## **INFLUENCE OF WORKING CONDITIONS ON EMPLOYEE JOB PERFORMANCE IN PRIVATE FIRMS IN TORONTO, CANADA**

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### **ABSTRACT**

**Purpose of the study:** Working conditions have a significant influence on workers' performance, either positively or negatively. Thus, the purpose of the study was to examine the influence of working conditions on employee job performance in private firms in Toronto, Canada

**Methodology:** The study was literature based. The study collected and analyzed existing research and publications to inferences.

**Findings:** The study found that job stressors, such as excessive workload, time pressure, and lack of control over work, can negatively impact employee job performance, leading to burnout, absenteeism, and turnover. Providing training and development opportunities can improve employee job performance and job satisfaction, by increasing their knowledge, skills, and sense of competence.

**Conclusion:** The study concluded that it is essential for employers to understand the influence of working conditions on employee job performance and take necessary steps to create a supportive and conducive work environment. Creating a supportive and conducive work environment that prioritizes employees' physical and psychosocial well-being, offers opportunities for growth and development, and provides flexibility in work arrangements can improve job performance in private firms in Toronto, Canada.

**Recommendations:** The study recommended that employers need to recognize and reward good job performance. Employers should prioritize creating a safe, comfortable, and flexible work environment, promoting open communication, recognizing and rewarding good job performance, providing training and development opportunities, and managing workload. Employers should

ensure that the workplace is free from physical hazards, has appropriate ventilation, lighting, and temperature control, and is ergonomically designed to reduce physical stress and strain.

**Keywords:** *Working Conditions, Employee Job Performance, Private Firms, Canada*

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## **INTRODUCTION**

Employee job performance refers to how well an employee is able to perform the tasks, responsibilities, and duties associated with their job role (Joy, 2020). It is often measured in terms of productivity, quality of work, attendance, and adherence to organizational policies and procedures. Job performance can be influenced by a variety of factors, including individual characteristics (e.g., skills, knowledge, motivation), working conditions (e.g., physical environment, organizational culture), job design (e.g., task variety, autonomy), and organizational support (e.g., training, resources, feedback). Employee job performance is important for both employees and organizations. For employees, good job performance can lead to job satisfaction, career growth, and financial rewards (Paais & Pattiruhu, 2020). For organizations, good job performance can lead to increased productivity, efficiency, and profitability. Job performance can be measured using a variety of methods, including performance evaluations, productivity metrics, and customer feedback. It is important for organizations to have clear and objective performance metrics in place to evaluate employee job performance fairly and accurately. Employees can improve their job performance through training and development opportunities, seeking feedback from supervisors and peers, and setting clear goals and objectives (López-Cabarcos, Vázquez-Rodríguez & Quiñoá-Piñero, 2022). Organizations can also improve employee job performance by providing resources and support, recognizing and rewarding good performance, and creating a positive work environment.

Saffar and Obeidat (2020) noted that employee job performance is a crucial aspect of organizational success and requires a joint effort from both employees and organizations to continuously improve and optimize. Toronto is a major business hub in Canada, with a diverse range of private firms operating in various industries such as finance, technology, manufacturing, and healthcare. These firms play a significant role in the Canadian economy, contributing to job creation, innovation, and economic growth. These firms often have a more flexible organizational structure and can respond quickly to changing market conditions compared to larger, publicly-traded companies. These private firms face unique challenges and opportunities in terms of employee management, as they often have smaller teams and limited resources compared to larger

organizations (Anwar & Abdullah, 2021). They may need to be creative in their employee compensation and benefits packages to remain competitive, and may need to focus on creating a positive work environment that fosters employee engagement and loyalty.

The performance of the workers is significantly influenced by the working conditions. According to Badrianto and Ekhsan (2020) working conditions have a significant influence on workers' performance, either positively or negatively. International organizations debate about the employee rights all over the globe. The majority of a person's time is spent in indoor environment which has a significant impact on their mental health, behavior, skills and performance. It is considered that a good working condition leads to better output hence more productivity. A workplace that is in better physical condition will encourage workers which will increase production (Ma & Ye, 2019). The decrease in workers' performance is mostly caused by variables such as unhappiness, congested workspaces and the physical environment.

Workplace conditions and physical factors are causing challenges for employees in many firms. Arifin, Nirwanto and Manan (2019) said that since employee disengagement is rising, it is important to develop conditions that have a positive impact on the workforce. It has been acknowledged that workplace conditions or environment which affect employees' comfort while working have a significant role in determining how productive they are. A healthy workplace is sensible from a business perspective in the dynamic and competitive corporate environment of today. Managers should not merely focus on worker's salary and assume that it is commensurate with their performance (Gruchmann, Mies, Neukirchen & Gold, 2021).

Performance refers to the job that a person completes after receiving an assignment; it should be stated in terms of quantity, quality level and method or methodology (Samei, Bakalyar, Boedeker, Brady, Fan, Leng & Wang, 2019). Performance also displays how well a person meets the criteria of their profession and the extent to which they achieve and complete the tasks that make up their job. There is always a conflict between effort and performance, where effort is measured by a person's outcomes. For example, an individual may put a lot of effort in the energy they exerted. Performance evaluates the caliber of the job done, and effort is exerted where the caliber of the work is poor. However, the ability to effectively use human resources, physical resources and technology tools to achieve high levels of consistency and objectives with the least amount of

expenditures in both human and physical resources is what constitutes successful performance in a company (Kordsmeyer, Lengen, Kiepe, Harth & Mache, 2020).

Due to changes in a number of elements, including the social environment, information technology and flexible methods of structuring work processes, the factors affecting working conditions altered in the 1990s. Employees who are in good physical and mental health will be more motivated to work and produce good output (Yıldırım & Arslan, 2022). Furthermore, a good working condition helps in lowering absenteeism, which in turn may enhance employee performance and increase firm productivity. A stressed staff negatively affects the whole firm therefore, employees could get unmotivated, get into arguments and struggle to complete their assignments (He, Zhou, Zhao, Jiang & Wu, 2020). Lack of proper concentration, inadequate sleep and fatigue are some of the side effects of stress at work which may be as a result to under performance.

The quality of employee's working conditions has an influence on their performance and level of motivation (Iis, Wahyuddin, Thoyib, Ilham & Sinta, 2022). Employee performance will improve when they are physically and emotionally motivated to work. Both positive and negative effects on employee morale, productivity and engagement are caused by the conditions at work. The elements of the working conditions have a significant influence on how well workers perform, whether the results are good or poor. Working conditions are a key factor that can impact job satisfaction, employee well-being, and productivity.

## **LITERATURE REVIEW**

Efimov, Lengen, Kordsmeyer, Harth and Mache (2022) argued that in order to consider new working methods, organizations should go beyond their established responsibilities and comfort zones. They should develop working conditions where individuals take pleasure in their job, like what they do and can realize their full potential. The study's objective was to evaluate the effect of working conditions on workers' performance, Institute of Finance Management in Hamburg, Germany was used as the case study. This study's objectives were served via a descriptive research design. The participants for the study were chosen using a simple random selection method. Twenty (20) senior staff members and twenty (20) junior staff members made up the forty (40) participants for the survey. Data collection included the use of structured questionnaires. The research's findings suggest that, in the respondents' opinion, the working conditions of the

organization had an effect on its employees. The study also indicated that if management addresses the issues found during the study, employee performance would increase. The issues include lack of flexibility in working conditions, noise distraction at the workplace, the way in which supervisors relate with their juniors, the existence of job aids, the usage of performance feedback and an improvement in work incentives inside the organization. According to the study's results, it was recommended that the organization have regular meetings with workers to hear their complaints and function as a motivator for the staff. To accomplish the firm's mission and vision, management should discover effective methods to share its objectives with all levels of staff.

Bouziri, Smith, Descatha, Dab and Jean (2020) found that in an organization, working conditions are crucial. Since there are many employment options available to workers today, the working environment becomes a crucial consideration in deciding whether to accept or stay a position. As a result, the majority of issues that employees encounter are connected to their workplace. A working environment is the setting in which workers come together to accomplish organizational goals. It refers to all the components that interact with workers, including systems, procedures, structures and tools. The study's primary goal was to investigate how workers of Jaffna town insurance businesses responded to their working conditions. The research specifically aimed to evaluate how workers of Jaffna insurance businesses performed in relation to supervisor assistance, internal communication and physical work environment. The open-ended survey approach was used to gather the data, and a total of 80 workers from 10 insurance firms were chosen by purposive selection. Regression analysis utilizing the SPSS ver. 21 was one of the statistical approaches used to assess their replies. It has been shown that elements affecting the workplace environment have a favorable effect on employees' levels of productivity.

Wea, Werang, Asmaningrum and Irianto (2020) noted that violent incidents have pushed the development of preventative measures and policies for effective employee performance in the health sector. Employee happiness and dissatisfaction are influenced by the state of the hospital, the availability of resources, interpersonal problems and management style, which results in either good or bad behavior. The study's goal is to identify, through a model, the relationships that exist between workplace conditions, violence prevention policies and practices (VPC), organizational constraints, inter-employee conflicts, job-related wellbeing and employee job performance, dimensioned as counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). After conducting a survey of the hospital's permanent nurses and health officers, a

generated model was put to the test using structural equation modeling. All scale items were gathered in the dimensions to which they belong as a result of the validity and reliability analyses, with the exception of the VPC that split into two and the model was partly confirmed. According to this research, the existence of VPC lowers employee CWB and unfavorable job circumstances (interpersonal conflict and organizational restrictions). Statistically, it was not shown that the existence of VPC promotes OCB or job-related well-being.

According to Islam, Jantan, Yusoff, Chong and Hossain (2020), the working environment, which includes a variety of elements, has an influence on how people carry out their duties. A welcoming and pleasant work environment will improve employee productivity, which will improve organizational productivity. The study's goal was to look at how working conditions in Indian mobile telecommunications companies affect employees' performance. All of the staff members situated in the corporate offices of Reliance Jio, Bharti Airtel, and Vodafone Idea were the target audience. Reliance Jio contributed 50, Bharti Airtel 240, and Vodafone Idea 214 of the total. There were 150 employees in the sample size. For the study, a descriptive research method was utilized. The respondents were chosen by the researcher using a stratified random selection method. The research made use of original data that was gathered via the use of a semi-structured questionnaire. Descriptive statistics, such as frequencies, mean scores, standard deviation and percentages, were used to analyze the data. According to the results, the study concluded that physical workplace characteristics, rewards, management/leadership style, training and development and work-life balance were the work environmental factors that influenced worker performance. The findings indicated that employees were dissatisfied with their firms' management practices and promotion practices. According to the report, mobile telecoms firms ought to implement more thorough incentive programs and switch from traditional management styles to inclusive transformational leadership styles. To encourage workers to work, workplace conditions should also be addressed. The study was constrained by the researcher's lack of time and funding to conduct a more thorough investigation throughout the nation. For a wider view on the connection between employee performance and work environment, the researcher recommends doing more study throughout the nation.

Chandrasekar (2020) conducted research to look at how workplace conditions affect employee performance. 85 respondents were used as the sample size for a case study involving an engineering firm. A quantitative approach that suggests a cross-sectional survey was employed to

meet the research goals. Different aspects of the work environment, like noise, temperature, air, light and color, space and employers' happiness, were investigated. The gathered information was examined using (SPSS Ver. 22). Results showed that the main work environment circumstances that have a detrimental influence on job performance and should get greater attention are situational constraints, which are made up of elements including noise, office furniture, ventilation and light. It is recommended that businesses take the effort to inspire workers by enhancing the workplace conditions. When employees are motivated, they perform better on the workplace and accomplish the objectives and results that are set for the position therefore, boosting the employers' contentment in the process.

Van Der Lippe and Lippényi (2020) reported that the behavioral and the physical aspects of the workplace environment are the two primary components. The aspects linked to a certain office's occupants' capacity to engage with the workplace's conditions are included in the physical components. The factors pertaining to how office workers collaborate with one another and how the workplace may influence how a person acts are referred to as the behavioral environment. According to Haynes, the layout and comfort of the workplace and the behavioral environment may be divided into two groups: interaction and distraction. These two categories can be used to classify both the physical environment and how productive its inhabitants are. The attribution theory will be used in this research to demonstrate how an organization may ensure that people's attributions are accurate using a variety of means, including diversified training, collaboration, incentive and objective performance evaluations. The goal of the research was to determine how the Ministry of Education in Australia's workplace conditions and employee career development impacted worker performance. The research discovered that career advancement and the work environment had favorable and substantial effects on employee performance at the Australian ministry of education headquarters. The research therefore suggests the ministry of education to enhance its working environment by making sure that they upgrade its equipment's and make sure they are functional and secure. Organizations should upgrade their productivity by enhancing the structure of their working environments.

Giorgi, Lecca, Alessio, Finstad, Bondanini, Lulli and Mucci (2020) conducted study to look at how the working environment at Toronto's Bingley Capital affected workers' performance. The study was conducted using a quantitative technique and an explanatory research design. The study's research goals were addressed by collecting cross-sectional data from 315 workers using a



self-administered questionnaire and random chance sampling. SPSS ver. 25 was utilized to analyze the acquired data using descriptive statistics, correlation analysis, and regression analysis. In the research, employee performance served as the dependent variable while the seven primary working conditions factors physical environment, reward, democratic leadership style, work-life balance, training, workload, and discrimination were employed as predictor variables. The research's findings show that although workload and discrimination have negative and statistically substantial effects on employee performance, physical work conditions, rewards and training have positive and statistically significant effects as well. However, research has shown no statistically significant relationship between a democratic leadership style and work-life balance and employee success. According to the study's findings, the management of the industrial park is advised to ensure that physical work conditions, such as lighting, noise level, temperature and ventilation, remain at an acceptable level. It is also suggested that discrimination at the workplace be minimized by encouraging all employees, regardless of gender, age, ethnic group, or religious belief, to participate in decision-making.

## **FINDINGS**

There are many firms where workers have a variety of issues with their physical and environmental working conditions. Therefore, by maintaining a good working environment, it is possible to boost productivity and improve quality at workplace. Numerous studies have shown that working conditions significantly influence employee job performance. Working conditions include both the physical layout of the workplace and the social, psychological and work environment. Physical working conditions, such as lighting, temperature, noise levels, and ergonomics, can affect employee productivity, job satisfaction, and overall health. Psychosocial working conditions, such as job demands, job control, social support, and organizational culture, can affect employee job performance, mental health, and overall well-being. A positive work environment, with good interpersonal relationships, a supportive organizational culture, and open communication, can improve employee job satisfaction and motivation, leading to increased job performance.

Job stressors, such as excessive workload, time pressure, and lack of control over work, can negatively impact employee job performance, leading to burnout, absenteeism, and turnover. Providing training and development opportunities can improve employee job performance and job satisfaction, by increasing their knowledge, skills, and sense of competence. Offering flexible



work arrangements, such as flexible schedules and remote work options, can improve employee job satisfaction, work-life balance, and overall job performance. Overall, these research findings indicate the importance of creating a supportive and conducive work environment that prioritizes employees' physical and psychosocial well-being, offers opportunities for growth and development, and provides flexibility in work arrangements. By doing so, employers can improve employee job performance, job satisfaction, and overall organizational success.

## **CONCLUSION**

The personnel who make up an organization's human resources are its most valuable asset. They are worthy of attention since they contribute enough to the firm. Mostly employees performs depending on the sort of working condition they are in. The workplace condition will affect how comfortable people are at work and how they will perform. Working conditions have a significant impact on employee job performance. Employers who prioritize creating a safe, comfortable, and flexible work environment, promoting open communication, recognizing and rewarding good job performance, providing training and development opportunities, and managing workload can improve employee productivity, job satisfaction, and overall organizational success. By investing in the well-being and satisfaction of their employees, employers can create a positive work culture that benefits everyone involved. It is essential for employers to understand the influence of working conditions on employee job performance and take necessary steps to create a supportive and conducive work environment. In conclusion, creating a supportive and conducive work environment that prioritizes employees' physical and psychosocial well-being, offers opportunities for growth and development, and provides flexibility in work arrangements can improve job performance in private firms in Toronto, Canada.

In conclusion, working conditions can have a significant influence on employee job performance. Factors such as workplace safety, work schedule and flexibility, job demands and resources, organizational culture, and burnout can impact employee well-being, job satisfaction, and productivity. When employees have access to adequate resources, a supportive work environment, and reasonable job demands, they are more likely to perform well and be engaged in their work. When working conditions are poor, employees may experience burnout, stress, and dissatisfaction, which can lead to decreased job performance and increased turnover. Therefore, organizations should prioritize creating positive working conditions for their employees in order to foster a

productive and engaged workforce. This can include measures such as promoting safety, offering flexible work arrangements, providing adequate resources and support, and cultivating a positive organizational culture. By investing in their employees' well-being and job satisfaction, organizations can reap the benefits of a more productive and successful workforce.

## **RECOMMENDATIONS**

The research has shown that working conditions can significantly influence employee job performance. The study recommended that employees who feel safe and comfortable in their work environment are more likely to be productive. Therefore, employers should ensure that the workplace is free from physical hazards, has appropriate ventilation, lighting, and temperature control, and is ergonomically designed to reduce physical stress and strain. Employers should encourage open communication between employees and management. This can help to identify issues that may be affecting employee job performance and provide opportunities for employees to share their concerns and suggestions. Additionally, providing flexibility in work schedules and allowing employees to work remotely can improve job performance. This can reduce stress and improve work-life balance, leading to increased productivity and job satisfaction.

Moreover, the study recommended that employers need to recognize and reward good job performance. This can be done through bonuses, promotions, or other incentives that demonstrate appreciation for a job well done. Employers should provide training and development opportunities to help employees improve their skills and knowledge. This can increase job satisfaction, boost morale, and enhance job performance. Employers ought to ensure that the workload is manageable and reasonable for employees. Overloading employees with work can lead to burnout and decreased job performance. Improving working conditions can have a significant impact on employee job performance. Employers should prioritize creating a safe, comfortable, and flexible work environment, promoting open communication, recognizing and rewarding good job performance, providing training and development opportunities, and managing workload.

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