

## **Cultivating Productivity: An Empirical Examination of Workplace Environment Drivers of Employee Performance in Nepal Telecom Company**

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**Abstract.** This study analyzes the impact of workplace environment components on employee performance in Nepalese firms. Regression analysis of survey data from 325 telecom company employees reveals that physical ambience, supervisory support, feedback, and compensation positively influence performance. Results underline the impetus for continuous upgrades in physical workspace design, supervisory assistance, performance feedback, and compensation for employee performance and emphasize the significance of ongoing renovations to foster productivity. The research highlights the need for continuous enhancements to promote efficiency, stressing the necessity of establishing ideal workspaces and offering efficient resources and assistance. Furthermore, fair and transparent compensation must be ensured through efficient performance appraisal methods that are aligned with business objectives. This will boost employee motivation and output.

**Keywords:** Compensation, Physical working environment, Performance feedback, Supervisor

## **1. Introduction**

The workplace environment in Nepalese enterprises has undergone substantial changes driven by a combination of local factors and global influences. The COVID-19 outbreak has led to a noticeable change, characterized by a general acceptance of remote work (Ghimire et al., 2023). The implementation of this change has posed difficulties such as the integration of technology, surmounting communication obstacles, and maintaining a harmonious work-life balance. The increasing focus on the mental health and well-being of employees highlights their influence on overall performance. Simultaneously, Nepalese firms are proactively tackling workplace concerns to cultivate equitable and nurturing workplaces in response to wider transformations in structure and market dynamics resulting from liberalization, deregulation, technological improvements, and globalization (Dahal, 2021; Gajurel, 2010). Nepalese enterprises are placing a high priority on digital learning and creating work cultures that are favorable to technology in response to the fast pace of technological changes.

The working environment has a significant impact on employee performance (EP), and both physical and psychological variables contribute to this influence. The physical workplace environment, which includes the organization and visual appeal of the office, has been established as a key driver of EP. Chandrasekar (2011) identified critical factors in the workplace that have a significant impact on how employees respond to various outcomes. Heath (2006) also emphasized the varied nature of workplace elements, such as physical setting, surrounding environment, behavioral norms, laws, regulations, corporate culture, available assets, interpersonal interactions, and work location. These aspects collectively influence how individuals carry out their responsibilities and have a substantial impact on employee engagement, productivity, and satisfaction.

Understanding the complexities of the work environment is critical for firms looking for a competitive advantage. Strategic adoption of a high level of workplace quality is regarded as critical for success in the face of competition (Ghimire et al., 2021). Beyond the physical environment, feedback orientation and organizational culture emerge as critical components in the performance management process. London and Smither (2002) emphasized their critical significance in motivating behavior change and improving performance. Furthermore, performance evaluations and the adoption of reward systems, such as salary, have been highlighted as key motivators for employees. Herpen et al. (2003) emphasized the positive effects of promotion possibilities on intrinsic motivation and total job satisfaction.

Given this context, the following research questions seek to examine the complexities of the workplace environment and its impact on employee performance in Nepalese firms. Each question is intended to delve into various components of the office environment, such as the physical workspace, supervisory assistance, performance feedback, and compensation while adhering to relevant findings from previous literature.

a. What effect does the physical workspace have on employees' performance? b. How does employees' performance relate to supervisory support? c. How do employees' performance respond to performance feedback? d. How does employee performance relate to compensation?

In this context, it is vital to comprehend the influence of the workplace environment on employee performance (EP), particularly given the scarcity of research in this field. This examination has integrated specific directions. The introduction covers the issues associated with the work environment and employee performance. The literature review encompasses social exchange theory and other relevant literature on the investigation. The research framework and hypotheses present a full understanding of the issue and the development of research. The research approach presents the study's design, sample, and data collection methods. It ensures the precision and authenticity of the data and subsequent actions. During the discussion, the findings have been compared with recent studies. The conclusion concisely outlines the study's objectives, importance, limitations, and potential future directions.

## 2. Literature Review

The Social Exchange Theory (SET), developed by Thibaut and Kelley, offers a conceptual framework. The concept of SET, which is based on the theories of Gouldner (1960) and Blau (1964), elucidates the interdependent and advantageous nature of interactions between employees and businesses. Social exchange refers to the practice of engaging in ongoing, indefinite transactions of intangible or symbolic assets with a focus on long-lasting commitments and a significant degree of mutual give-and-take. The hypothesis posits that a favorable physical work environment, functioning as a means of exchanging resources, can enhance employees' well-being and dedication, hence impacting their performance. Additional motivational theories, such as Maslow's Hierarchy (Maslow, 1943) of wants and Herzberg's Two-Factor Theory (Herzberg, 2005) emphasize the significance of satisfying employees' fundamental wants and intrinsic values in order to enhance performance. These theories support the idea that a favorable physical work environment can meet employees' basic requirements, promoting motivation and, as a result, improving performance.

Borman (2004) and Dahal (2022) focused on performance as a pivotal component influenced by multiple variables that correspond with the characterization of EP. It comprises the operational behaviors that are essential for achieving organizational objectives. According to Brill (1992), the design of the physical workstation can significantly improve employees' performance and effectiveness. Eysenck (1998) underscores the notion of "willingness to perform" as a predisposition to exert the utmost effort, emphasizing the psychological component of motivation for performance. From a broader organizational standpoint, the tangible working environment, as described by Jain and Kaur (2014), encompasses the physical arrangement, social interactions, and cognitive factors. This comprehensive perspective highlights that a meticulously planned work environment not only impacts physical comfort but also fosters a sense of community and enhances cognitive and physical agility, hence improving employees' overall health and productivity. The empirical studies conducted by Salem (2022) and Abeid (2015) demonstrate the direct influence of unfavorable working conditions on productivity, highlighting the significance of a favorable physical environment. In addition, Salem (2022) has examined the role of job satisfaction as a mediator, revealing that a favorable work environment enhances employees' contentment, which subsequently impacts their performance.

Based on the arguments from social exchange theory, motivational theories, organizational perspectives, and empirical evidence, it can be concluded that the physical working environment significantly benefits employee performance. A properly planned environment meets employees' fundamental requirements and cultivates motivation, contentment, and general welfare, resulting in improved performance.

*H1: The physical working environment positively and considerably impacts EP.*

Social exchange theory suggests that when supervisors treat employees well, employees will respond with good attitudes and actions; research like Walumbwa et al. (2008) shows a positive connection between supervisor support and employee commitment. Blau's (1964) paradigm highlights that effective communication between supervisors and employees improves employees' competency and job performance. Additionally, Allen (2000) advocates that informal mentoring fosters mutual understanding and pleasant connections. Additionally, according to Lee and Brand (2005) and Shrestha et al. (2023), supervisors have a significant impact as company representatives, affecting employees' attitudes towards the organization and contributing to their dedication and productivity. Kuvaas's (2021) study presents the idea of social exchange, emphasizing the mutual nature of a helpful work environment. This environment is characterized by the presence of promises, trust, and socio-emotional resources, which define the interaction between supervisors and employees.

Empirical evidence from research conducted by Bhattarai et al. (2020), Shahi et al. (2022), and

Walumbwa et al. (2008) consistently confirms the beneficial relationship between supervisory support and employees' commitment. This strengthens the idea that supervisors who provide support contribute to improved employee performance. In addition, the study conducted by Naharuddin and Sadegi (2013) highlights the importance of emotional factors, such as support from supervisors and the quality of leadership, in affecting employee performance. This suggests that, in addition to physical considerations, emotional support has a substantial impact on employee performance. Collectively, these arguments offer a thorough comprehension of how supervisory support has a favorable impact on employee performance, emphasizing the significance of cultivating supportive connections in the work environment.

*H2: Supervisor support has a positive and considerable impact on EP.*

The performance of its employees directly influences the financial outcomes of a business, making it crucial for corporate success to achieve exceptional performance. Feedback mechanisms are essential instruments for improving employee preferences by offering insights into their driving elements, which eventually leads to enhanced performance and accelerated company success. Huselid (1995) emphasized the need for formal techniques, such as training and feedback procedures, to correct performance inadequacies. Furthermore, a study conducted by Geister and Hertel (2006) suggests that the connection between online feedback and improvement in performance is affected by the initial level of motivation, emphasizing the significance of motivation in mediating the relationship between feedback and performance. In addition, Aisha et al. (2013) research highlights the substantial influence of incentives, motivation, and working circumstances on employee performance, emphasizing the complex range of factors that affect performance results. In addition, Cortez et al. (2009) argued in favor of encouraging employee participation and effective leadership in overseeing feedback, recognizing the significance of connecting leadership strategies with feedback systems.

The findings of Jonsdottir and Kristinsson (2020) highlight the beneficial impact of active-empathetic leadership on employee commitment, emphasizing the importance of leadership skills in promoting performance. These considerations indicate that performance feedback is crucial to improving employee performance. Its diverse effects on motivation, working environment, and leadership skills contribute to its positive and considerable influence on EP. By giving importance to formal feedback methods and aligning leadership practices with employee demands, firms can expect to see enhanced performance outcomes and expedited corporate success.

*H3: Performance feedback has a positive and significant impact on EP.*

Adams (1965) set out a complete framework for job outcomes, emphasizing the importance of financial pay as a vital element, along with intrinsic satisfaction, interpersonal relationships, recognition, and career progression. Arokiasamy (2013) confirms a direct relationship between lower pay and higher organizational profitability, indicating that providing sufficient compensation promotes a favorable work atmosphere and boosts productivity.

In addition, Nwachukwu (1994) recognizes that inadequate compensation and discrepancies in salary are harmful elements that lead to reduced morale and productivity among employees. The lack of a proficient incentive system might result in a decrease in motivation, leading to below-average performance, internal disputes, and a high rate of employee turnover (San et al., 2012). In contrast, Arokiasamy's (2013) research highlights the favorable influence of remuneration, benefits, job stability, and the general work atmosphere on employees' commitment and sense of affiliation.

Based on these observed results, it can be deduced that a carefully designed compensation scheme, which links monetary incentives to individual achievements, acts as a powerful stimulus for employees, thus improving their performance. Organizations can foster a culture of loyalty, commitment, and effectiveness by appropriately compensating personnel for their efforts and contributions, leading to overall organizational success.

*H4: Compensation has a positive and considerable impact on EP.*

The study thoroughly explains the elements impacting employee performance, stressing their relationship to workplace environment components. It investigates how the physical workspace, managerial assistance, feedback, and compensation influence employee motivation and productivity. The identified theories, which include social exchange theory and motivational frameworks, help to explore these linkages. The literature emphasizes the importance of these aspects in molding employee behavior, commitment, and overall performance. It provides insights into organizational strategies and practices that can improve employee performance while aligning with achieving success and competitiveness. Finally, the review underlines the interdependence of workplace environment components and their significant impact on developing high-performing and engaged staff. Figure 1 presents the summary of the study’s framework demonstrating hypothesized paths.

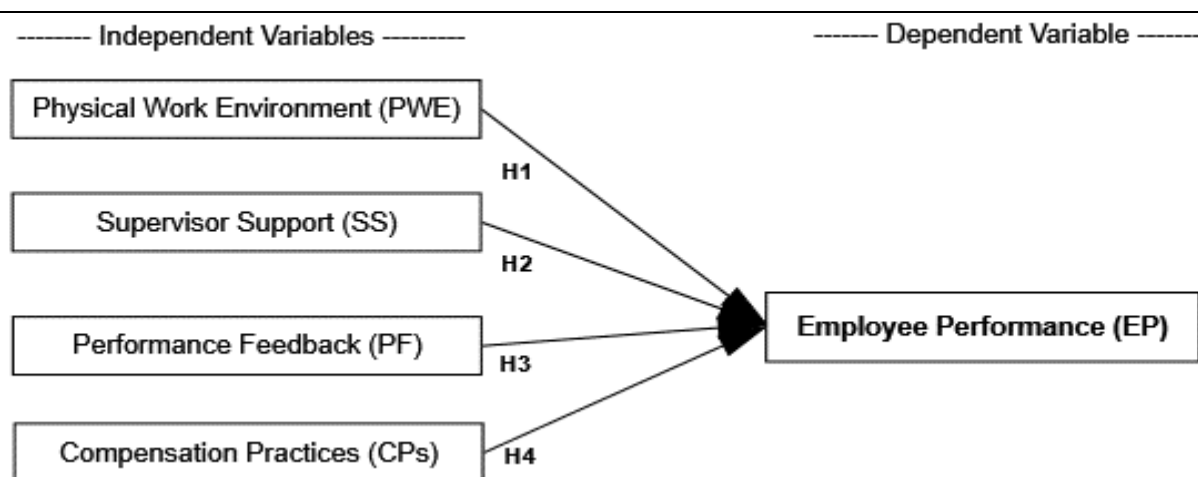


Fig.1: Research Framework

### 3. Methodology

A quantitative research methodology was utilized in this study, which entails the examination of a representative sample from the population to produce a numerical or quantitative representation of the trends, attitudes, or opinions of that group. A cross-sectional analysis was performed utilizing data from the Kathmandu Valley operational representative of Nepal Telecommunication Company Limited (NTC). The goal was to capture a snapshot of information at a specific time, concentrating on a key NTC operational employee. The focus on the Kathmandu Valley limited the geographical scope, while "operational representative" indicated a targeted gathering method for NTC employees. The study's credibility is enhanced by identifying the organization and geographical area, providing valuable insights into NTC's regional operating dynamics.

Pre-testing was an essential component in the execution of the survey among operational personnel of Nepal Telecommunication Company Limited (NTC) in the Kathmandu Valley. Ten individuals, selected with care to ensure their representation of diverse positions within telecom operations, were extended invitations to participate in the pre-test. The objective of this stage was to enhance the survey

instrument by identifying any possible concerns relating to the questionnaire items' clarity, relevance, or efficacy. The respondents offered insightful evaluations regarding their comprehension of the survey inquiries, the overall brevity, and the suitability of the available response choices. The ultimate survey was meticulously crafted to encompass the intricate viewpoints of telecom operational staff by employing an iterative procedure consisting of pre-testing, feedback collection, and refinement. As a result, the data gathered in the primary study were more dependable and legitimate.

Three segments comprised the survey instrument. The first portion of the survey consisted of five inquiries about demographics, and the second segment inquired about participants' opinions about the workplace. This segment, comprised of 22 inquiries, assessed the physical work environment (PWE), supervisor support (SS), performance feedback (PF), and compensation practices (CPs) components. The concept of employee performance (EP) was the subject of six inquiries in the third section. A 5-point Likert-type scale was used to generate the research variables in the survey instrument; 5 points represented strong agreement, and 1 point represented strong disagreement. Table 1 presents the statements of the survey questionnaire.

Table 1. The Questionnaire

S. N.	Statements
<b><i>Physical Work Environment (PWE)</i></b>	
1	Based on my duties, the lighting in my workplace is adequate.
2	My work environment maintains a comfortable temperature throughout the day.
3	In my workplace, the level of noise is appropriate for facilitating concentration.
4	Physical well-being is promoted through the utilization of ergonomic furniture and equipment at my workstation.
5	The physical work environment has a positive impact on my level of job satisfaction.
<b><i>Supervisor Support (SS)</i></b>	
1	My supervisor imparts guidance regarding my job duties in a precise and straightforward manner.
2	I am at ease approaching my supervisor with inquiries or apprehensions pertaining to my task.
3	My supervisor appreciates and acknowledges my contributions to the team.
4	My supervisor provides me with constructive feedback that assists me in enhancing my performance.
5	My supervisor encourages and supports my career advancement and professional development.
6	My supervisor exhibits proficient communication abilities and engages in active listening to address my concerns.
<b><i>Performance Feedback (PF)</i></b>	
1	I am consistently provided with constructive feedback regarding my work performance.
2	By analyzing the feedback I receive, I am able to identify my strengths and improvement areas.
3	In providing feedback on my performance, my supervisor provides specific examples.
4	I am at ease soliciting professional feedback from my supervisor regarding my work.
5	The feedback that I obtain is promptly provided and enables me to modify my duties as required.
<b><i>Compensation Practices (CPs)</i></b>	
1	My compensation is commensurate with the organization's recognition of my contributions and aptitudes.
2	The organization ensures that its compensation structure and policies are disclosed in a transparent manner.
3	I believe that my performance and efforts have been adequately rewarded.
4	The organization provides competitive benefits beyond remuneration.

- 5 Adjustments to compensation are equitable and predicated on performance evaluations.
- 6 The organization offers career progression prospects accompanied by commensurate increases in compensation.

***Employee Performance (EP)***

- 1 I am of the opinion that my performance makes a positive contribution to the overarching objectives of the organization.
- 2 The organization establishes unambiguous performance expectations and objectives for its employees.
- 3 The performance receives consistent and constructive feedback.
- 4 I possess the essential resources and assistance required to execute my job duties with efficacy.
- 5 The organization duly acknowledges and recognizes outstanding employee performance.
- 6 The opportunities afforded for my professional development and advancement are satisfactory.

Convenience sampling strategies were applied in this study while collecting data from NTC employees through survey questions. Cross-sectional data from 325 participants was used in this study. A total of 450 working representatives of telecom businesses were surveyed in the field to gather the necessary data for the study's 60-day period from September to November 2023. Out of them, a total of 377 correctly completed questionnaires, or 72.22 % of the total, were received; the study used these answers.

Table 2 presents the categorization of participants according to their marital status, age, job title, gender, years of experience, and employment levels in a study examining the influence of the work setting on EP. The proportions within each category are displayed. Most respondents are married, middle-aged, and hold a bachelor's degree. A more significant number of females participated in the study. Participants span various ages and job levels, offering perspectives from both beginners and experienced employees. More respondents fall within the 2–4 years of experience category. A significant number of respondents have operational-level positions within their firms.

Table 2. The Respondents

	Respondents in			Respondents in	
	Nos	%		Nos	%
<i>Marital Status:</i>			<i>Respondent's sex:</i>		
Single	98	30.2	Male	128	39.4
Married	227	69.8	Female	197	60.6
<i>Age group:</i>			<i>Years of experience:</i>		
30 years and less	118	36.3	2 years and below	102	31.4
31 to 40 Yrs.	158	48.6	2 to 4 years.	130	40.0
41 Yrs. and above	49	15.1	4 years and more	93	28.6
<i>Occupation:</i>			<i>Working level:</i>		
Intermediate level	83	25.5	Managerial level	92	28.3
Bachelor level	140	43.1	Supervisory level	88	27.1
Masters or/and above	102	31.4	Operational level	145	44.6
	325	100.0		325	100.0

The purpose of the reliability assessment in this study is to evaluate the internal reliability and consistency of the assessment items within each dimension. Cronbach's alpha was utilized to assess the internal consistency of the test variables and determine the degree to which the observed variables showed the correlation between the variables. Table 3 presents the inner consistency statistics of the variables.

Table 3. The Reliability Assessment of the Study Variables

Constructs	No of Variables	Alpha Value
Physical Work Environment (PE)	5	0.702
Supervisor Support (SS)	6	0.765
Performance Feedback (PF)	5	0.762
Compensation Practices (CP)	6	0.867
Employee Performance (EP)	6	0.738

According to the reliability statistics, a total of 28 variables were chosen for further investigation. These variables exhibited alpha values that were above the recommended cut-off value of 0.70, as proposed by Hair et al. (2006), for the corresponding constructs. Further, the study utilized the Heterotrait-Monotrait (HTMT) ratio of the correlations to examine the discriminant validity of the components before analyzing the hypothesized paths' significance.

Table 4. HTMT Ratios of Correlations of the Constructs

	PE	SS	PF	CP
Physical Work Env. (PE)	-			
Supervisor Support (SS)	0.453	-		
Performance Feedback (PF)	0.608	0.688	-	
Compensation Practices (CPs)	0.566	0.405	0.515	-
Employee Performance (EP)	0.613	0.488	0.354	0.321

The average correlations between indicators and the corresponding constructs are evaluated using the HTMT criterion. According to Henseler et al. (2015), less than 0.90 is the acceptable threshold for discriminant validity. The HTMT values, as shown in Table 4, were all below 0.90, indicating the discriminant validity among the reflective components.

In addition, Pearson's correlation coefficients have also provided insights into the magnitude and type of relationships among the variables under investigation. Regression analysis was employed to evaluate the effect of independent variables on the dependent variable under examination, assuming that each response on the scale was treated as having equal intervals. The manifold linear regression model with the dependent variable of work performance (WP) is given in Equation 1.

$$EP = \alpha + \beta_1 * PE + \beta_2 * SS + \beta_3 * PF + \beta_4 * CP + e_t \dots\dots\dots [1]$$

Where,

$\alpha$  = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$  are partial regression coefficients of the EP (dependent variable),

PE = Physical environment,

SS = Supervisor support,

PF = Performance feedback,  
 CP = Compensation,  
 ε refers to the error term.

### 4. Results and Discussions

Pearson correlation coefficients measure the magnitude and direction of linear associations between variables in this study. Table 5 displays a correlation analysis of the variables affecting the working environment and EP.

Table 5. Correlation Analysis of EP with Independent Variables

		EP	PE	SS	PF	CP
Pearson Correlation	EP	1	0.613**	0.488**	0.354**	0.321**
	PE		1	0.453**	0.608**	0.566**
	SS			1	0.688**	0.405**
	PF				1	0.515**
	CP					1

\*\* Correlation is significant at the 0.05 level (2-tailed).

Table 5 displays the Pearson correlation coefficient between the dependent variable, EP, independent components, physical environment, supervisor support, performance feedback, and remuneration. All of the calculated coefficients had positive values and were found to be statistically noteworthy at the 5% significance level. The study found a strong positive correlation coefficient of 0.613 between employee performance and the independent variable of physical surroundings. It indicates a robust positive association between EP and its physical surroundings. Furthermore, there was a significant correlation coefficient of 0.488 between EP and supervisory support. The findings indicated a considerable and positive association between EP and supervisory support. Table 4 indicated a strong positive correlation (correlation coefficient = 0.354) between EP and the independent variable, performance feedback, ranking it as the third highest correlation.

Furthermore, the study demonstrated a significant correlation coefficient of 0.354 between employee performance and the independent variable of compensation, ranking it as the fourth-highest correlation value. Pearson's correlation makes it possible to infer that all independent factors were positively associated with EP. This indicates that an increase in any or all independent variables will lead to an increase in EP. Knowledge about these connections enhances comprehension of the interplay between variables and their potential impact on organizational dynamics.

Regression analysis was used to determine how the physical workplace, supervisor assistance, performance feedback, and salary affected worker performance. The study looked at how these surroundings influenced the ability to predict the fluctuations in workers' performance.

Table 6. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change

0.724	0.524	0.515	0.7880	38.896	0.000
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*Predictors: (Constant), PF, SS, PE, CP*  
*Dependent variable: Employee Performance*

Table 6 demonstrates a model summary indicating how well the independent variables reflect the variation in the dependent factor and find significant variables with other variables. The regression model, which includes the predictors' performance feedback (PF), supervisory support (SS), physical work environment (PE), and compensation (CP), demonstrates a moderate level of explanatory ability (R square = 0.524). The model has statistical significance (Sig. F Change = 0.000), indicating that at least one predictor substantially impacts the dependent variable. The predictors jointly account for 52.4 % of the variance. The F value of 38.896 demonstrates the overall relevance of the model. To fully understand the relationship, it is necessary to carefully analyze the coefficients and p-values to determine the importance of each predictor.

Table 7. Regression Results

Model	Unstandardized Coefficients <sup>a</sup>		Standardized coefficients	t-statistics	Sig.	Variance Inflation Factor	Observations on the hypotheses
	B	St. Error	Beta				
(Constant)	0.431	.162		3.848	.000		-
PE	.224	.059	.203	3.795	.000	2.088	Accepted
SS	.107	.046	.128	2.326	.020	2.136	Accepted
PF	.093	.059	.094	1.576	.014	2.212	Accepted
CP	.088	.044	.108	2.000	.012	1.039	Accepted

a. *Dependent variable: Employee Performance*

The equation was derived using the results of regression analysis.

Employee Performance,

$$EP = 0.431 + 0.224 PE + 0.107 SS + 0.093 PF + 0.088 CPs + \epsilon$$

The study emphasized the significant impact of the physical environment on NTC's employee performance (EP), showing a strong positive link. The linear equation showed that changes in the physical environment were closely associated with significant improvements in EP. This is consistent with prior studies that highlight the diverse effects of the work environment, including both tangible and intangible aspects, on EP (Dahal et al., 2023; Kusuma, 2021; Salem, 2022; Sutherland & Cooper, 1990).

The study found a high association between supervisory support and employee performance, indicating that NTC people receive strong support from their management. This corresponds to the crucial function of supervisory assistance in promoting commitment and longevity inside the company (Clear & Dickson, 2005; Jonsdottir & Kristinsson, 2020). The study highlighted the significance of leadership, attentive listening, and promoting work engagement. The investigation emphasized that performance feedback is a key factor that affects employee performance. Positive work environments, supportive management techniques, and transparent communication were identified as crucial factors in improving performance. The study suggested that HR professionals should focus on support systems and managerial behavior to reach organizational performance objectives (Bell, 2008; Karki et al., 2023;

Joshi et al., 2023).

The study confirmed that salary has a crucial role in impacting employee performance. The study discovered that equitable remuneration, in conjunction with elements like job stability and the general work atmosphere, plays a crucial role in enhancing employees' dedication and feelings of integration. Compensation was found to be a crucial motivator that has a beneficial effect on productivity and organizational production levels (Arokiasamy, 2013).

## 5. Conclusion

To enhance worker performance, the firm should allocate more resources to preserve excellent office settings. It is essential to continuously monitor the dynamic and complicated workplace parameters such as lighting, temperature management, noise reduction, and workspace organization. Having effective tools is crucial for improving staff performance, highlighting the need for productive resources in the workplace. The study found a notable connection between supervisory support and employee performance. Supervisors providing adequate support significantly impact employee performance, fair treatment, teamwork, loyalty, and trust. Encouraging employees to demonstrate appropriate behavior, regardless of how they are treated professionally, fosters a positive attitude that boosts confidence and enthusiasm, reducing the stress of job insecurity. This strongly affects employee performance (EP).

Allocating resources to develop ideal workspaces, applying practical tools, and continually evaluating the changing environment is vital for enhancing staff performance. The correlation between supervisory support and employee performance highlights the importance of clear goal-setting, employee involvement, and information sharing to establish trust and decrease work-related stress, thus enhancing overall performance. Effective performance evaluation methods and equitable compensation structures should be used to synchronize employees' efforts with company objectives, creating a motivating workplace and improving overall performance.

The research provides empirical validation regarding key drivers of workplace efficacy and employee contribution. Strategic investments towards upgrading physical infrastructure and strengthening intangible aspects like communication, recognition and transparency emerge as imperative. Specifically, it advocates for enhancement in improving work environments, providing appropriate supervisory training, and implementing effective motivation programs, together with a strong performance evaluation system and fair remuneration policies within NTC. However, the study's particular focus and industry-specific scope might make it harder to generalize. In order to provide a more thorough understanding of the factors influencing employee performance, future studies might examine a wider range of variables and compare them across industries.

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