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Impact of Internal Physical Environment on Academicians' Productivity in Pakistan: Higher Education Institutes Perspectives

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Abstract

This study empirically examines the impact of indoor physical environment on academicians' productivity in different higher education institutes of Khyber Pakhtoonkhawa (KPK) province of Pakistan. The study is based on primary data collected from one hundred and forty four educationists' of various institutes in Pakistan. A structured questionnaire was used for data collection. The data was analyzed using the techniques of rank correlation coefficient and multiple regression analysis. All the findings were tested at 0.01 and 0.05 level of significance. The finding of this study shows that office design is very important in terms of increasing employee's productivity. The study opines that comfortable and contented office design motivates and energized the employees to increase their performance.

Keywords: Ergonomics, Productivity, Office design, Higher education institutes, Correlation, Regression, Pakistan.

1. Introduction

Ergonomics is the study of designing equipment and devices that fit the human body, its movements, and its cognitive abilities. The International Ergonomics Association (IEA, 2000, p.1) defines ergonomics as follows:

“Ergonomics (or human factors) is the scientific discipline concerned with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data and methods to design in order to optimize human well-being and overall system performance”.

A general perception is that a better workplace environment produces better results. Most of the workplaces or offices are designed according to the nature of the job. In corporate level, productivity is affected by many factors such as workers, technology health and safety moral and cultural aspects. To get more or better productivity it is necessary to provide a better workplace.

Participatory ergonomics includes a large variety of approaches, and an interesting framework to classify the approaches has been developed by Haines et al. (2002). Apart from the classification, it is interesting to know what factors influence the chance of being successful. Success factors have been described in various studies (e.g. Koningsveld et al., 2005; Looze et al. 2001; Vink et al., 2005). These are: arrange direct workers' participation; arrange strong management support; carry out a good inventory; use a step-by-step approach; arrange that a steering group is established with responsibilities; check the effects, including side-effects, at an early stage; do not focus only on health issues and describe the cost: benefit ratio in monetary terms and with non-quantitative measures. Figure 1 shows the summary of the success factors.

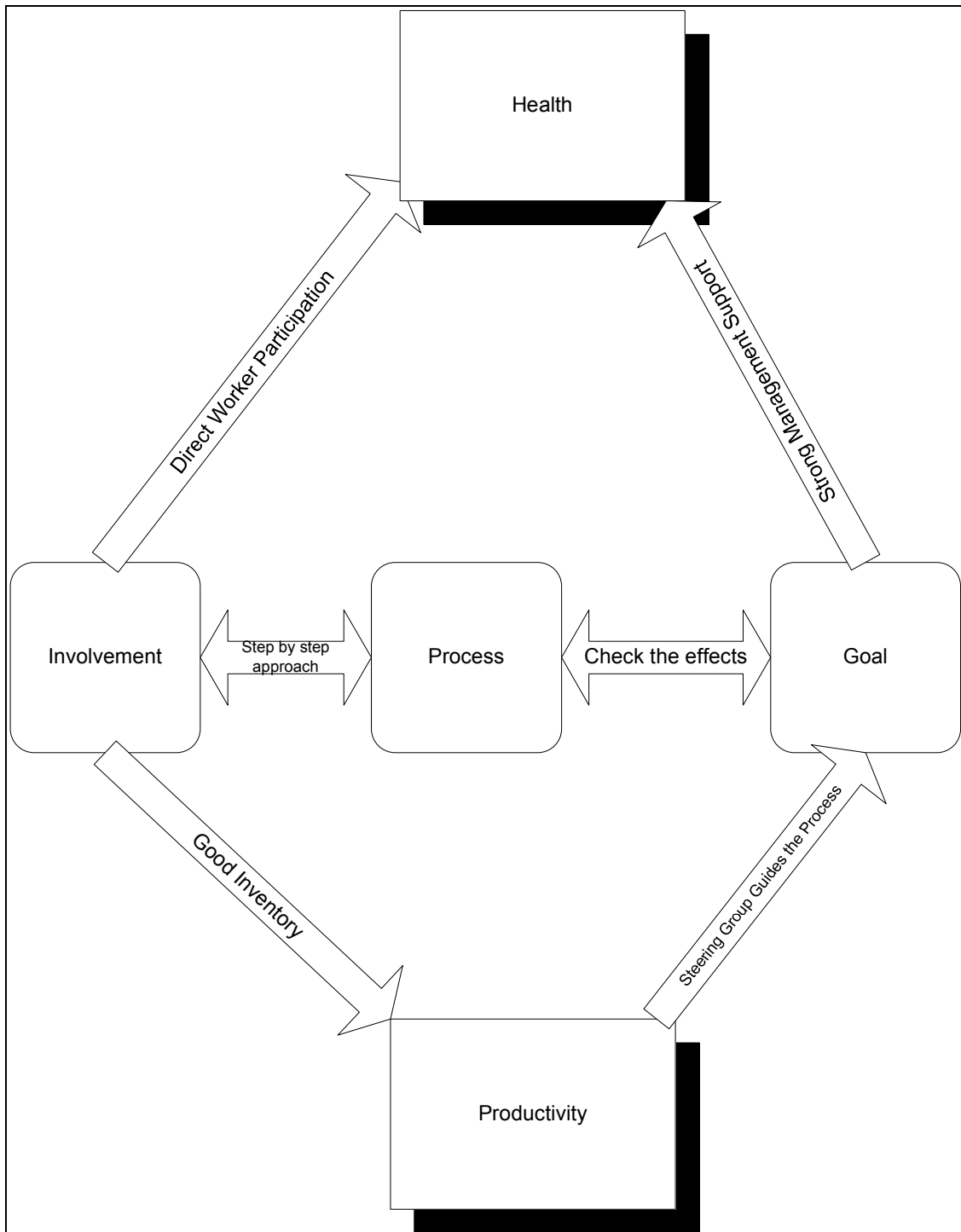


Figure 1: Summarize the Success Factors

Source: Adapted from Vink et al (2006)

This paper does not include all dimensions and factors of the physical environment and employees'

productivity but limited to the following variables:

- **Employees' Productivity:** According to Hameed and Amjad (2009), productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. In this study, subjective productivity measurement method is used. The measures of this method are not based on quantitative operational information. Instead, they are based on personnel's subjective assessments. Wang and Gianakis (1999) have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service. Subjective productivity data is usually collected using survey questionnaires. Subjective data can also be descriptive or qualitative collected by interviews Subjective productivity data is gathered from employees, supervisors, clients, customers and suppliers (Croome and Kaluarachchi, 2000).
- **Office Design:** Providing a workplace for employees that is equipped to make the most of a company's human resources is essential. Chiefly the layout of the office space and its system increase productivity which specifies that half of all employees say they would put in an extra hour of work every day if they were supplied with an improved workplace. Present study used number of factors which impacts on employees' productivity in higher education institutes perspectives in Khyber Pakhtoonkhawa (KPK) province of Pakistan i.e., Furniture, Temperature, Noise, Lighting and Other arrangements.

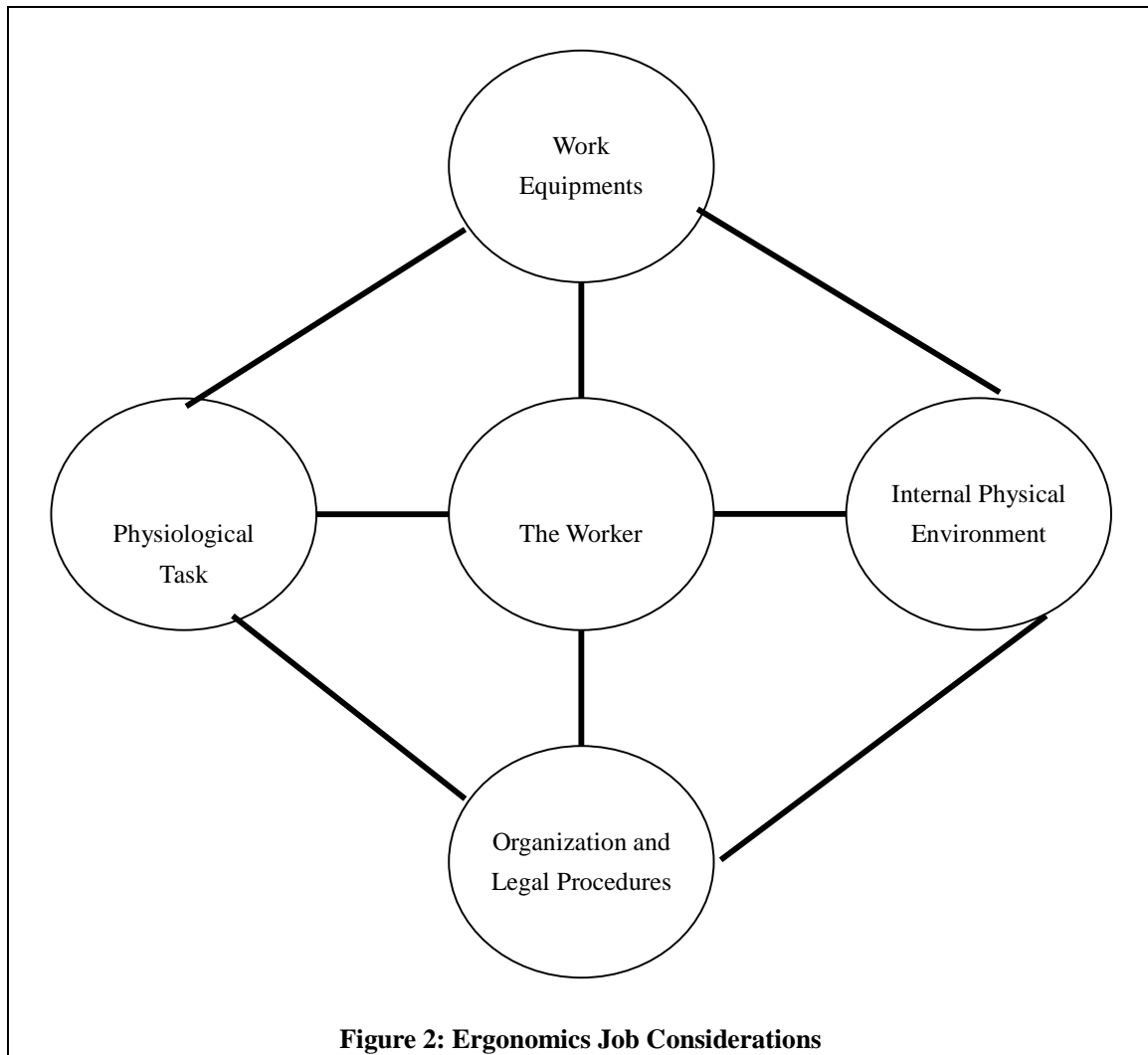
The more specific objectives are:

- i) To analyze the office design of different universities in Khyber Pakhtoonkhawa (KPK) province of Pakistan.
- ii) To highlight the need of better workplace for improving productivity,
- iii) To determine the effect of office design on physical environment and
- iv) To analyze the features which employees value in their workplace.

The paper is organized as follows: after introduction which is provided in Section 1 above. Section 2 describes literature review. Methodological framework is explained in Section 3. The estimation and interpretation of results is mentioned in Section 4. Section 5 concludes the paper.

2. Literature Review

Rowan and Wright (1995) highlights the importance of ergonomics in a work place, as injuries and illness interface the employee and machine system. So, they opine the need of ergonomics in a work place. They proposed that physical environmental factors like temperature noise, flow of air, humidity, furniture effects the employees' productivity .So ergonomics should be considered indoor environment. Regardless of these physical factors organizational laws, procedures and policies are undertaken by considering ergonomics (see, Figure 2).

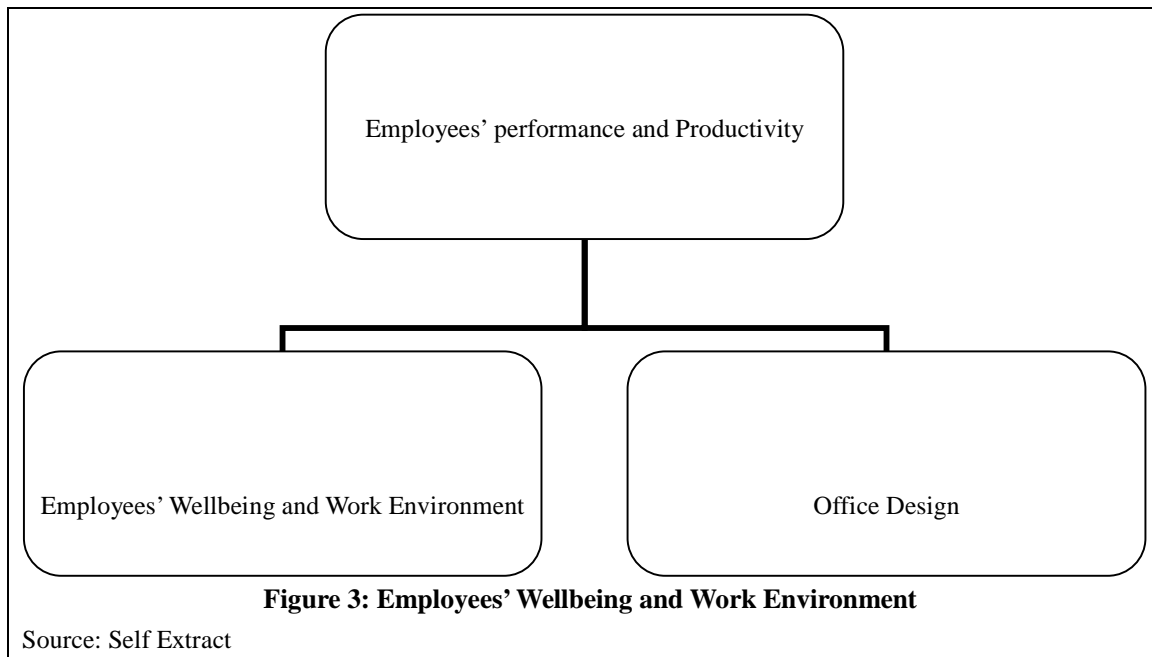


Source: Adapted from Rowan and Wright (1995)

The key factors that effect employees' productivity and performance fall into two categories:

- a) Those that are driven by procedures, protocols and management requirements (work environment) and
- b) The factors that arise from premises, office or factory design (office design)

These key factors are depicted in Figure 3.



The office environment in which employees work and undertake most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment (Keeling and Kallaus, 1996), while Quible (2000) points out those poor environmental conditions can cause inefficient worker Productivity as well as reduce their job satisfaction, which in turn will impact on the financial well-being of the organization. On the basis of above discussion, the preset study testify the hypothesis i.e.,

H₁: There is a direct relationship between office design and employees' productivity.

Most people spend approximately 60% of their lives within indoor environment which greatly influence their moral behavior, actions, abilities and performance (Sundastrom, et al, 1994). One of the fundamental human requirements is a working environment that allows people to perform their work optimally under comfortable conditions (Roelofsen, 2002). Workplace environment effects the attitude of employees. Different organizations have different office designs. Flexible and adjustable furniture, adequate lighting, required temperature, less noise and other special arrangements make work environment comfortable and desirable for work. Maintaining comfortable office conditions are important because a small deviation in temperature comfort level may lead to reduced job performance and impaired safety awareness. On the basis of above discussion, the preset study testify the hypothesis i.e.,

H_{1a}: There is a direct relationship between furniture and employees' performance.

The number of work pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and physical environment are playing a major role in the loss or employees productivity. Huges (2007) surveyed two thousand employees pertain to various organizations and industries in multiple levels. The results of this survey show that a better workplace affects attitude of employees and enhance their productivity. Employees in different

organizations have different office designs. Every office has unique furniture and spatial arrangements, lightening and heating arrangements and different level of noise. On the basis of above discussion, the preset study testify the hypothesis i.e.,

H_{1b}: There is a direct relationship between lighting and employees' performance.

A physical feature of the work environment affects psychologically and could become part of success and failure of the organization. In service sector, physically settings of the office or department help to communicate and influence both the teachers and students. Mentally relaxed and satisfied work environment plays an important role in productivity. The most significant indoor environmental parameter is room air temperature. Thermal and air conditioning system directly effects on employees productivity. Employees should give choices regarding their workplace so that they feel comfort and concentrate on their work and fulfill the desire level of productivity (Roelofsen, 2002). On the basis of above discussion, the preset study testify the hypothesis i.e.,

H_{1c}: There is an indirect relationship between noise, room temperature and employees' performance.

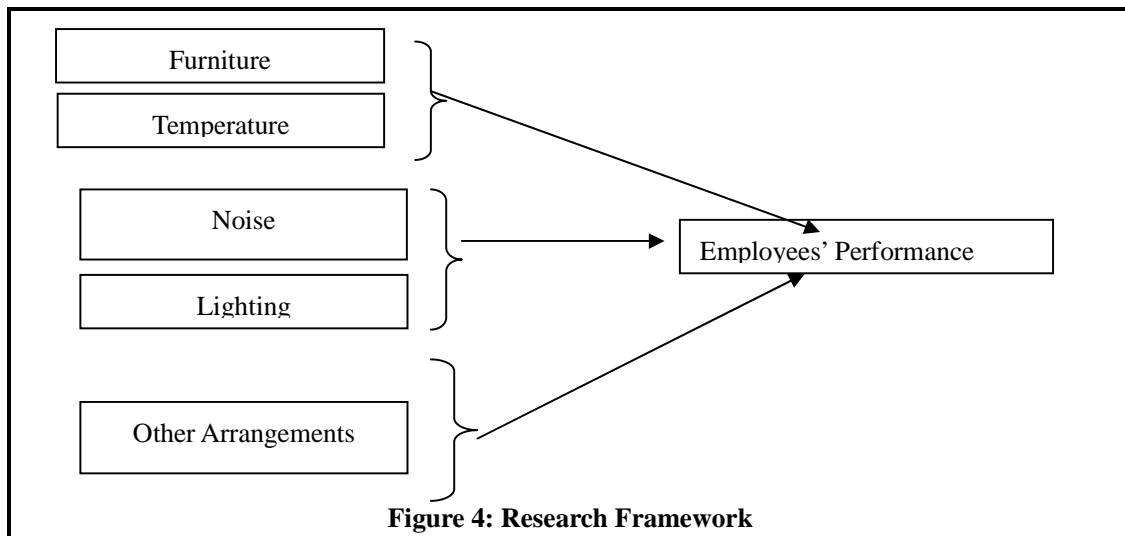
Human perspective can not be ignored while determining the productivity aspect. While considering productivity cost is not given value in front of satisfying human element. The "Leveraging approach" reveals that small increase in workers productivity cause decrease in real estate costs. Considering the preferences of human element in work place productivity improvements are to be made (Haynes, 2007). On the basis of above discussion, the preset study testify the hypothesis i.e.,

H_{1d}: There is a direct relationship between spatial arrangements and employees' performance.

The above discussion confirms the strong relationship between physical environment and employees' productivity. In order to find this impact, the preset study analyzes the impact of the office design factors on employee's productivity in higher education institutes of Khyber Pakhtoonkhawa (KPK) province of Pakistan.

3. Research Methodology

This study has been conducted at individual level i.e., who directly involve in the academics at university level. Performance / productivity are taken as dependent variable while furniture, room temperature, noise, lighting and other arrangements are taken as independent variables. Dependent and independent variable was measured by the feedback from the educationists' of different universities of KPK province of Pakistan, through the questionnaire. The framework of the study is given in Figure 4.



Source: Self construct

2.1 Data Collection: Questionnaire was used for data collection. Prior to the distribution of the actual survey, a pilot study involving a sample of eleven academicians were conducted to validate the content of the questionnaire in terms of relevance, accuracy, and wording. Appropriate changes were made in the final questionnaire. Five point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) and in other form i.e., 1 (Not at all) to 5 (Always) was used to measure responses. The respondents' scores for each construct were obtained by summing across all the item scores of the individual variables. The hypothesised relationships among the study variables depicted in the model were tested using multiple regressions.

2.2 Sampling: Total two hundred questionnaires were randomly distributed among the academicians of different higher education institutes in Khyber Pakhtoonkhawa Province of Pakistan, namely, COMSATS Abbottabad campus, Hazara University, Mansehra campus, UET campus, Abbottabad, Hazara University, Havelian campus, COMWAVE university, Abbottabad campus and University of Peshawar. One hundred and forty four questionnaires were returned. Thus, the response rate was 72%. The Cronbach's Alpha reliability coefficients for the sample are given in table 1 below:

Table 1: Cronbach's Alpha Reliability Coefficients

Items	Cronbach's Alfa (r)
Furniture	0.73
Temperature	0.91
Noise	0.64
Lighting	0.89
Other arrangement	0.77

4. Results and Discussion

4.1. Demographic Data Analysis

The Table 2 shows the frequency distribution table on the basis of age, gender, education and total

experience in higher education institutes. The demographic data shows that thirty seven respondents were between 25 to 35 years of age, sixty three people were between 36 to 46 years which is the largest pool of respondents. Twenty five respondents were between 47 to 57 years while nineteen people between 57 and above. There were ninety seven males and forty seven female respondents. The qualification category shows that twenty one people were having 16 years of education, the qualification of ninety seven respondents were 18 while twenty six respondents have PhD degree in their relevant subject. Sixty seven people were having teaching experience less than 2 years, fifty four people were having experience between 2 to 5 years and twenty three people had 5 or more than 5 years of teaching experience.

Table 2: Frequency Distribution of Demographic Variables

Variables	Frequency	Percentage
<u>Age</u>		
25-35	37	25.69
36-46	63	43.75
47-57	25	17.36
57 and above	19	13.19
<u>Gender</u>		
Males	97	67.36
Females	47	32.64
<u>Education</u>		
Masters	21	14.58
M.Phil	97	67.36
PhD	26	18.05
<u>Total Experience</u>		
Less than 2 years	67	46.52
2-5 years	54	37.5
More than 5 years	23	15.97

The respondents ask about the following questions regarding furniture, temperature, noise, lighting, other arrangements and its impact on employees' performance in different higher education institutes of KPK province of Pakistan and evaluate the responses in terms of frequency distribution. There are four main questions which ask from the academicians regarding office furniture in their universities which shown in Table 3.

Table 3: Furniture

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My furniture is flexible to adjust, rearrange or recognize my workspace.	21	23	15	20	65
My furniture is comfortable enough so	19	25	21	59	20

that I can work without getting tired till 5pm.					
The physical condition at work influences my productivity.	12	28	18	62	24
Adequate and comfortable furniture will affect my productivity positively.	0	13	11	56	64

In Table 3, academicians rate the first question i.e., out of one hundred and forty four respondents, 45.13 percent academicians strong agree that their furniture is flexible and recognize their work space. Similarly, academicians rate the second question i.e., 40.9 percent academicians agree that they are enjoying a sound and comfortable place to sit, as their furniture is comfortable. Regarding physical condition at work place, almost 43.0 percent academicians are agreed on the argument that their physical condition affects their productivity in a positive sense. The academicians rate the last question i.e., almost 44.4 percent (strongly agree) and 38.8 percent (agree) academicians strongly agree and agree with the fact that comfortable furniture influence their productivity positively. They feel relax and concentrate on their work or lectures more properly.

Next question ask from the academicians regarding the noise at work place. The responses are summarized in Table 4.

Table 4: Noise

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My work environment is quite.	26	64	21	19	14
I am able to have quite and undisturbed time alone.	25	55	11	33	20

In Table 4, question which is related for quite working environment shows that 64 academicians are disagree with the statement that their work environment is quite which lead to decrease their productivity. Next to, respondents are not agree with the statement that they having quite and undisturbed workplace. 55 respondents disagree; 25 strongly disagree while 33 respondents are agreed and 20 strongly agree with this statement. The major respondents fall in the region of disagree and strongly disagree which shows that their work place is not quite and calm, and it may lead to decrease their productivity.

Next questions related with the room temperature in their offices. The results are presented in Table 5.

Table 5: Temperature

Statements	No effect	Positive effect	Normal effect	Quite good effect	Bad effect
To what extent your room temperature affects your normal level of productivity.	2	33	35	54	20
Statements	Cold	Cool	Pleasant	Slightly Warm	Warm
The overall temperature of my workspace in winters is	24	13	24	69	14
The overall temperature of my workspace in summers is	20	38	61	11	14
Statements	No effect	Positive effect	Normal effect	Quite good effect	Bad effect
I am able to control temperature or airflow in my office.	12	21	59	31	21

In Table 5, 54 respondents answer that if temperature of the office is normal then it has a good effect on productivity, while 35 respondents have put a normal effect on their productivity. However, only two academicians say that temperature does not influence as much on their productivity. Next to, the temperature of offices in winter is slightly warm in majority of responses i.e., 69. However, 24, 13 and 24 respondents' offices are cold, cool and pleasant in winters. Subsequently, in summer the temperature is pleasant. 61 respondents answer that their rooms are pleasant while 14 report that their rooms are slightly warm in summer. Similarly, room temperature is sometimes can not control by the employees working in it and some times it's under their control. 59 respondents are neutral with the statement that the flow of air can be control in their offices and windows and proper ventilation system is available and they can open or shut them. Heating and cooling system is under their control or not. Next questions related with the lightings in the offices which shown in Table 6.

Table 6: Lighting

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My workspace is provided with efficient lightening so that I can work easily without strain on my eyes.	18	13	13	61	39
Do you have control over the lightening on your desk (i.e., adjustable desk light on desk)?	32	48	25	15	24

Ample amount of natural light comes into my office.	13	21	20	61	29
Number of windows in my work area complete my fresh air and light need.	11	69	19	31	14

In Table 6, 61 respondents agree with the statement that in their office they have enough light so that they can do their work easily and 18 disagree with this statement. Similarly, 32 strongly disagree and 48 disagree with the statement that they have the facility of adjustable lighting over their desk or table because dim light cause many problems and discomfort. Next to, question related with the sound and enough amount of light comes in their workplace or not. In response of this question, 61 respondents agree and 29 strongly agree out of 144 samples. With the higher percentage of 42.3% respondents agree that light in their office place is enough for their daily tasks. Flow of light and air in the office is enough to some extent. Out of 144 respondents, 69 employees disagree with this statement. Only 31 and 14 respondents agree and strongly disagree with the statement while 19 respondents are neutral. After that, some questions are related with the other necessary arrangements in their office design (see, Table 7).

Table 7: Other Arrangements

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My office/branch is open enough to see my colleagues working.	10	14	20	63	37
My work area is sufficiently equipped for my typical needs (normal storage, movements, etc)	27	63	19	21	14
I am satisfied with the amount of space for storage and displaying important materials.	16	24	31	61	12
My workspace serves multipurpose functions for informal and instant meetings.	15	25	20	61	23

In Table 7, it is reported that employees at their workplace are usually wanted to aware of the outside environment, so that their productivity may influence. Out of 144 respondents, 63 agree with this statement and 37 strongly agreed. In other spatial arrangements, employees required certain necessary materials to keep them fresh and energetic i.e., freezer for storage of cold drinks, fast food etc. So, 63 respondents don't have any facility in their work place. However, only 21 and 14 respondents have such facility in their work place. Employees need enough space for the storage of their confidential files (question papers etc). 61 agree with this statement while 24 disagree. Sometimes office is used for informal meetings, gatherings etc. Therefore, respondents may ask the question regarding some

meeting spaces may available at their work place. 61 respondents say that their office is also used for that purpose and they have freedom of spending relaxed time while 25 respondents disagree with this statement.

Finally, some questions ask from the academicians regarding their performance on their work place. The responses are presented in Table 8.

Table 8: Employees' Productivity

Statements	No Effect	Increase by 20%	Increase by 30%	Increase by 40%	Increase by 50% or more
Favorable environmental conditions (less noise, suitable temperature etc) in the office building will increase my productivity at work.	1	11	18	71	43
	Not at all	To some extent	Often	Mostly	Always
Due to overall office environment can you complete your daily tasks easily?	38	52	25	14	15
	No change	10%	20%	30%	40% or more
By what percentage your overall productivity would increase if the related office environment problems are solved.	1	3	7	26	67

As it is the matter of fact that suitable environmental condition in workplace like less noise, flexible furniture suitable temperature increased the energy level of employees and they done their job more effectively and efficiently. Out of 144 respondents, 71 respondents rate this question up to 40 percent that shows the increase productivity in work place. While 43 respondents argue that their productivity increases more than 50 percent. Next to, 52 respondents reported that they could finish their task daily to some extent, however, 38 respondents doesn't complete their task efficiently. When the problem of workplace is solved then 67 employees of the universities productivity enhances by up to 40% or more. While, 26 employees' have done their work efficiently up to 30 percent or more. The descriptive statistics of all major variables i.e., furniture, temperature, noise, lighting spatial arrangements and productivity are reported in Table 9 for ready reference.

Table 9: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Furniture	144	2.00	4.50	3.8134	.5695
Noise	144	1.50	5.00	2.9871	.9548
Temperature	144	2.00	4.25	3.9965	.5338
Lighting	144	1.00	5.00	4.0119	.7797
Spatial Arrangement	144	1.50	4.25	3.1262	.6130
Productivity	144	2.33	5.00	3.9604	.6382

Table 9 shows the central tendency and measures of dispersions of the study variables. As indicated, mean of all variables are greater than 3.5 values except noise which means that respondents are disagree that noise has no impact on productivity. The central tendency of the study variables shows that except noise all of the remaining variables are very close to their mean and they have very low tendency to fluctuate the responses. Noise factors cause discomfort, deviate the attention from lecture and effects on moods of employees. Noise may cause headaches and irritability. Preparation of lectures requires more concentration and quiet environment. Due to discomfort, there is a decrease in employee's performance and level of productivity decreases. So that we may concludes that there may have an inverse relationship between employee's productivity and noise.

Next, the multiple correlation coefficients have been examined in Table 10, to find the intensity, magnitude and signs of the variables over productivity.

Table 10: Correlation Matrix

	Furniture	Noise	Temperature	Lighting	Spatial Arrangement	Productivity
Furniture	1.000					
Noise	-0.577	1.000				
Temperature	0.250	.011	1.000			
Lighting	0.498	.058	.218	1.000		
Spatial Arrangement	0.654	-.272	-.045	.138	1.000	
Productivity	0.564	-0.301	-0.208	0.544	0.166	1.000

* Correlation is significant at the 0.05 level (1-tailed). ** Correlation is significant at the 0.01 level (1-tailed). N denotes the sample size.

The results reveal that there is a strong correlation between furniture, lighting over productivity, as correlation coefficient indicates i.e., $r = 0.564$ and $r = 0.544$ respectively. On the other way around, there is a medium and negative correlation between noise, temperature over productivity as coefficient values indicate i.e., $r = -0.301$ and $r = -0.208$ respectively. Spatial arrangements have a small and positive relationship with the productivity. Finally, the present study finds the stepwise regression to find the impact of physical environment on employees' productivity in higher education institutes (see, Table 11).

Table 11: Incremental Regression
 Dependent Variable: Employee's Productivity

Variables	OLS1	OLS2	OLS3	OLS4	OLS5
Constant	3.347*	4.281*	0.824	2.584***	1.021
Furniture	0.124	–	0.240***	0.188	0.131
Noise	-0.237**	-0.287*	–	0.364*	0.180*
Temperature	-0.033***	-0.219***	-0.295***	–	0.220***
Lighting	0.087	0.095	0.228***	0.129***	–
Spatial Arrangement	0.173***	0.246***	0.396**	0.268	0.128***
R square	0.712	0.682	0.329	.428	0.489
F-value	3.451*	4.096*	2.086***	3.817*	4.281*
D-W	1.773	1.899	1.611	1.653	1.889

*, ** and *** indicates significance at 1, 5 and 10% significance level.

The empirical results, given in Table 11, appear to be very good in terms of the usual diagnostic statistics. The value of R^2 adjusted, Column 1, indicates that 71.2% variation in dependent variable has been explained by variations in independent variables. F-value is higher than its critical value suggesting a good overall significance of the estimated model. Therefore, fitness of the model is acceptable empirically. The result suggests that all variables have a correlation proving the hypothesis. Coefficients of temperature and spatial arrangement have a significant and positive impact on employees' productivity, as it is significant at 90 percent significant level. However, Noise and room temperature has a significant and negative impact on employees' productivity in the higher education institutes. Lighting and office furniture both are reported as insignificant impact on employees' productivity over the sample period.

The incremental regression is performed by removing individual independent variables from the model and by checking the effect on the value of R-squared. Among all the variables removed, noise has altered the value of R-squared to a highest degree i.e., 31.6% decreases in the portion of the dependent variable explained by independent variables as the value for the R-squared changes from 71.2% to 39.6%. This importance is also highlighted in the regression result as the value of coefficient

of the variable is highest among all the variables in their five models respectively. The result is presented in Table 12.

Table 12: Results of Incremental Regression removing Noise

Models	Values
R-squared (original)	0.712
R-squared (after the removal)	0.396

The VIF and Tolerance test suggests that there is no problem of multi-collinearity in the said model as VIF values less than the value of 10 (see, Table 13).

Table 13: Collinearity Statistics

Tolerance	VIF
.912	1.096
.888	1.126
.946	1.057
.876	1.141
.894	1.118

a. Dependent Variable: Productivity

4.2. Discussion

The results reveal that the office design has a substantial impact on the productivity of employees. The results are consistent with the previous study of Hameed and Amjad (2009) in which they reveal that office design of banks in Pakistan are very vital in terms of increasing employees' productivity. The overall impact of noise and temperature badly affects the productivity of employees. The results are consistent with the previous resereaches of Lan et al. (2010) and Niemela et al. (2002) which revealed that temperature has an effect as long as the task concerned lasts at least 60 minutes. In one experiment, Lan et al. (2010) investigated the impact of three different indoor temperatures (17°C, 21°C and 28°C) on productivity. They found that employees felt slightly uncomfortable in both the coolest and warmest of these climates, that they were less motivated and that they experienced their workload as more onerous, with a consequent decline in productivity. These results tie in with those from a study by Niemela et al. (2002), which found that a temperature higher than 25°C adversely affects productivity.

4.2. Factor Analysis

Factor analysis is a statistical method used to describe variability among observed variables in terms of a potentially lower number of unobserved variables called factors. In other words, it is possible that variations in three or four observed variables mainly reflect the variations in fewer such unobserved variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are modeled as linear combinations of the potential factors, plus "error" terms. The information gained about the interdependencies between observed variables used later to reduce

the set of variables in a dataset.

The result of Principal Component Analysis shows that there are eight factors whose Eigen-values exceed 1. The factor's Eigen-value shows the amount of total variance explained by that factor. The eight factors explained 67.10% of the total variance, which shown in Table 14. The first, second, third, forth, fifth, sixth, seventh and eighth factor explained 16.2%, 11.1%, 9.45%, 7.83%, 6.50%, 5.91%, 5.22% and 4.87% of this variance respectively.

Table 14: Total Variance Explained

Component	Initial Eigenvalue			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.404	16.210	16.210	3.404	16.210	16.210
2	2.328	11.087	27.297	2.328	11.087	27.297
3	1.985	9.452	36.749	1.985	9.452	36.749
4	1.646	7.836	44.585	1.646	7.836	44.585
5	1.366	6.507	51.092	1.366	6.507	51.092
6	1.243	5.918	57.011	1.243	5.918	57.011
7	1.097	5.225	62.236	1.097	5.225	62.236
8	1.023	4.871	67.106	1.023	4.871	67.106
9	.958	4.564	71.670			
10	.846	4.030	75.701			
11	.749	3.568	79.268			
12	.699	3.328	82.596			
13	.667	3.174	85.771			
14	.577	2.747	88.517			
15	.485	2.310	90.828			
16	.469	2.235	93.063			
17	.365	1.739	94.802			
18	.316	1.504	96.305			
19	.291	1.388	97.693			
20	.270	1.287	98.980			
21	.214	1.020	100.000			

Extraction Method: Principal Component Analysis.

The component matrix is shown in Table 15. First factor “Employee well being” is constructed by four scale items and accounted for largest proportion, i.e., 16.21% of total explained variance. The second factor, “Employee commitment” is constructed by three scale items and accounted for 11.08% of variance. The third factor, “Employee health” is constructed by three scale items and accounted for

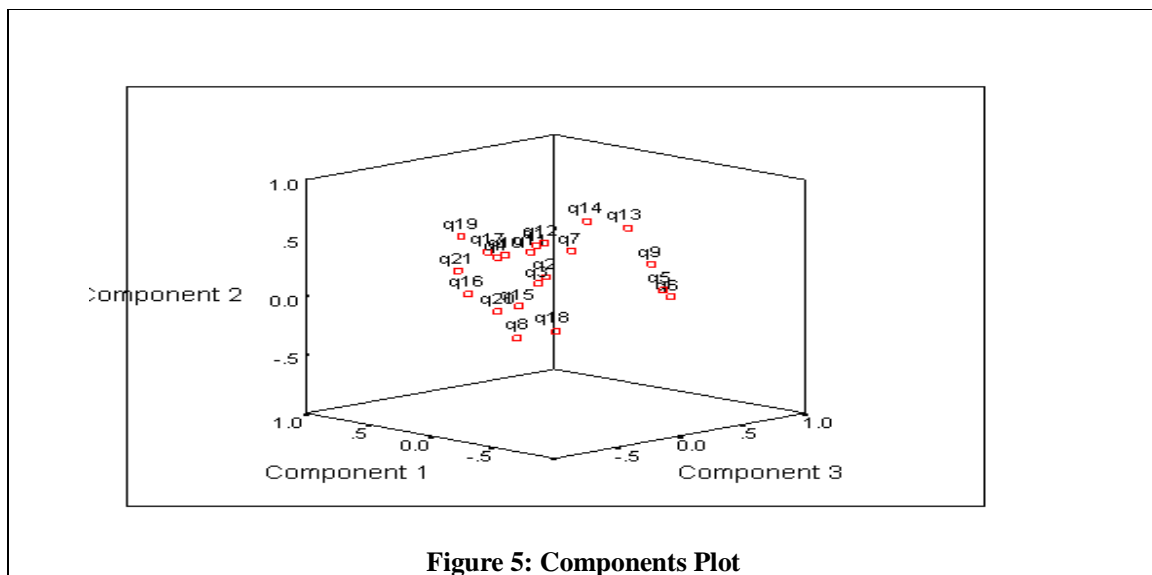
9.45% of total variance. The forth factor, “Employee safety” is constructed by two scale items and accounted for 7.83% of total variance. The fifth factor, “Employee assurance” is constructed by three scale items and accounted for 6.50% of total variance. The sixth factor, “Employee binder” is constructed by two scale items and accounted for 5.91% of total variance. The seventh factor, “Employee protection” is constructed by two scale items and accounted for 5.22% of total variance. The last and eighth factor, “Employee obligation” is constructed by two scale items and accounted for 4.87% of total variance.

Table 15: Component Matrix

	Employee well being	Employee commitment	Employee health	Employee safety	Employee assurance	Employee binder	Employee protection	Employee obligation
Furniture								
Flexibility	0.44	-0.09	0.31	0.02	-0.26	0.27	0.45	-0.11
Contended	0.11	-0.03	0.05	0.09	-0.01	0.03	0.85	0.11
Physical condition	-0.14	0.19	0.07	-0.01	0.02	-0.08	0.10	0.79
comfortibility	0.03	0.47	0.07	-0.44	-0.04	0.44	-0.19	0.35
Noise								
Noiseless	-0.74	-0.08	0.19	-0.25	0.08	0.02	-0.02	0.09
Calm	-0.68	-0.17	0.23	0.04	0.11	-0.26	0.09	0.07
Temperature								
Temperature	0.03	-0.04	0.31	0.09	-0.49	0.13	-0.44	0.23
Winter	0.38	-0.35	-0.23	0.11	0.06	-0.07	-0.13	0.42
Summer	-0.32	-0.01	0.57	-0.49	-0.11	-0.11	-0.15	-0.02
Control	0.08	0.11	0.03	0.78	0.01	0.24	0.02	0.10
Lighting								
Lighting	0.20	0.06	0.24	0.69	-0.15	-0.04	0.02	-0.07
Lighting control	-0.06	-0.03	0.16	0.19	0.20	0.82	-0.02	-0.15
Natural Light	-0.22	-0.06	0.68	0.05	0.00	0.18	0.16	0.08
Windows	0.06	0.12	0.80	0.21	0.08	0.00	-0.03	-0.04
Other Arrangements								
Openness	0.17	0.15	0.08	-0.13	0.67	0.06	0.09	-0.09

Equipments	0.73	-0.03	0.00	0.09	0.11	0.11	0.17	0.04
Space	0.35	0.08	-0.03	0.07	-0.26	0.59	0.16	0.02
Multi-purpose	-0.08	-0.15	-0.01	0.07	0.77	0.02	-0.22	0.24
Productivity								
Favorable environment	0.15	0.83	0.15	0.18	-0.03	0.02	0.11	-0.03
Friendly environment	0.65	-0.06	0.14	0.12	0.37	-0.24	0.12	-0.03
efficiency	-0.05	0.85	-0.13	0.03	0.08	0.00	-0.14	0.16

The component plot is shown below for ready reference in Figure 5.



5) Summary and Conclusion

The objective of the study is to examine the impact of physical environment on employees' productivity in higher education institutes of Khyber Pakhtoonkhawa (KPK) province of Pakistan. The results reveal that there is a positive relationship between spatial arrangements and productivity. However, there is a negative and significant impact of noise and temperature on academicians' productivity of higher education institutes of KPK province of Pakistan. Furniture and lighting has an insignificant impact on employees' productivity, which shows that sample is not quite enough to explain this relationship significantly. The results are quite robust in terms of usual diagnostics tests on the coefficient estimates. The future research area would emphasize on large sample sets and wide geographical areas of Pakistan.

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