

# The Role of Building a Work Environment in Improving Employee Performance: Challenges and Solutions

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## Abstract

This study explores the significant impact of the work environment on employee performance at Sonatrach, Algeria's national hydrocarbons company. It suggests that various factors, such as the physical workspace, interpersonal relationships among colleagues, and the level of administrative support, play a vital role in shaping productivity and employee satisfaction. Utilizing a methodology that involved distributing 60 questionnaires to employees, with 55 responses validated for statistical analysis, the study aimed to assess the correlation between work environment components and performance. The results reveal a positive relationship between a conducive physical environment, effective management practices, and strong professional relationships, all of which contribute to enhanced employee performance. These findings underscore the necessity for organizations to invest in improving workplace conditions as a long-term strategic approach to enhance productivity and employee satisfaction.

**Keywords** : Work environment ; employee performance; innovation; professional relationships; infrastructure.

## Le rôle de la construction d'un environnement de travail dans l'amélioration de la performance des employés : défis et solutions

### Résumé

Cette étude examine l'impact significatif de l'environnement de travail sur la performance des employés de Sonatrach, la compagnie nationale des hydrocarbures en Algérie. Elle suggère que divers facteurs, tels que l'espace de travail physique, les relations interpersonnelles entre collègues et le niveau de soutien administratif, jouent un rôle essentiel dans la productivité et la satisfaction des employés. En utilisant une méthodologie impliquant la distribution de 60 questionnaires aux employés, dont 55 réponses validées pour une analyse statistique, l'étude visait à évaluer la corrélation entre les composants de l'environnement de travail et la performance. Les résultats révèlent une relation positive entre un environnement physique favorable, des pratiques de gestion efficaces et des relations professionnelles solides, contribuant toutes à l'amélioration de la performance des employés. Ces conclusions soulignent la nécessité pour les organisations d'investir dans l'amélioration des conditions de travail comme approche stratégique à long terme pour renforcer la productivité et la satisfaction des employés.

**Mots-clés** : Environnement de travail ; performance des employés ; innovation ; relations professionnelles ; infrastructure.

## **Introduction**

In the modern world, the work environment plays a crucial role in enhancing employee performance, as the conditions surrounding their work directly influence their productivity and satisfaction (Zhenjing et al., 2022). The work environment consists of a combination of tangible and intangible factors that intertwine to determine the quality of work and employee efficiency (Peethambaran & Naim, 2024). These factors include the physical space in which employees work, social relationships between colleagues, and the administrative support they receive (Vischer, 2007).

The physical environment directly affects employees' comfort, as well as their ability to concentrate and be creative (Vischer, 2007). When the work environment is adequate, such as providing appropriate spaces and suitable technologies, it fosters good performance. On the other hand, the social environment plays a key role in promoting communication and cooperation among workers, as positive working relationships enhance motivation and satisfaction levels.

Effective management is also an integral part of the work environment. An administration that provides continuous support and recognizes employees' efforts fosters high performance (Larkin, 2006). Additionally, maintaining health and safety in the workplace is essential to ensuring work continuity in a secure and efficient manner.

Sonatrach, the national hydrocarbons company in Algeria, is one of the largest enterprises in the country and plays a significant role in the national economy (Entelis, 1999). With its large workforce and the complex technical tasks, it undertakes, Sonatrach faces numerous challenges in improving the work environment. Providing an adequate work environment is essential to enabling employees to perform at their best and ensuring the sustainability of their performance.

**In this context, the main question of this study arises: to what extent does the work environment contribute to improving employee performance at Sonatrach, and what challenges does the company face in this area?**

The hypotheses of this study are as follows: there is a positive relationship between the physical work environment, including offices, equipment, and safety conditions, and the improvement of employee performance within the company; the quality of professional relationships among employees positively impacts their performance levels; the availability of necessary tools and resources for task completion directly influences performance improvement; and finally, a work environment that encourages innovation and professional development has a positive effect on employee performance.

This study aims to identify the impact of various components of the work environment on employee performance at Sonatrach, focusing on physical, social, and psychological aspects. It also seeks to analyze the role of social relationships and interaction among employees in enhancing or diminishing performance levels. Additionally, the study explores the impact of effective management on motivating employees and improving their performance within the work environment. Key objectives also include examining the challenges Sonatrach faces in providing a safe and healthy work environment, as well as analyzing their impact on performance efficiency. Finally, the study aims to formulate recommendations for improving the work environment by proposing new strategies to enhance current conditions and evaluating the effectiveness of already implemented strategies in boosting employee performance.

### **1. Theoretical Framework**

The work environment is one of the determining factors that directly influence employees' productivity and job satisfaction, as noted by various researchers who have studied this concept

from different perspectives. According to Hassan (2017, p. 45), the work environment is defined as the set of material, psychological, and social conditions surrounding the employee in the execution of their tasks, directly influencing their productivity and performance.

This definition illustrates that the work environment is not merely a physical location but encompasses a set of interconnected factors that affect the employee. On the other hand, Pollard (2019, p. 72) states that "the work environment includes all material equipment, social relationships, and administrative support received by the employee," adding that improving the work environment promotes employee satisfaction, which leads to an increase in their performance.

Furthermore, Dubois (2018, p. 108) defines the work environment as "the place where the employee interacts with tools, colleagues, and management to achieve the company's objectives," emphasizing the importance of available equipment and technologies in employee performance. Finally, Barret (2020) highlights the psychological aspect of the work environment by describing it as the framework that affects the psychological state of the employee and shapes their approach to daily challenges and behavior within the organization.

### **1.1 Components of the Work Environment**

Before discussing the components of the work environment and their impact on professional performance, it is important to understand that the work environment represents the framework in which the employee interacts with various elements on a daily basis. This environment is not limited to the physical space or available equipment; it also includes social and psychological factors that shape their relationships and communication with colleagues and superiors.

Creating a positive and integrated work environment is essential for increasing productivity and enhancing job satisfaction. This requires a thorough examination of the components of the work environment and their effects on the employee and their performance.

**The physical environment:** It includes everything related to the employee's workplace, such as offices, equipment, and technologies used. The quality of professional performance is directly affected by the availability of modern equipment and a good layout of the workspace. A comfortable and well-equipped work environment allows employees to perform their tasks efficiently and reduces physical and psychological pressures.

**The social environment:** It reflects the relationships among employees and their level of collaboration. A work environment that encourages effective communication and cooperation among colleagues' fosters team spirit and enhances individual performance. A culture of cooperation and mutual respect among employees helps reduce tensions and increase their satisfaction, leading to higher productivity.

**The psychological environment:** This aspect encompasses the motivation and psychological support that employees receive in their workplace. This can include encouragement from management, recognition of good performance, and opportunities for professional development. A work environment that provides psychological support motivates employees to innovate and actively engage in their work, which enhances their overall performance.

### **1.2 Importance of the Work Environment in Improving Professional Performance**

The work environment plays a crucial role in improving employee performance, directly influencing their productivity, engagement, and job satisfaction. Research shows that a work environment that provides adequate material conditions, such as well-equipped offices and modern technologies, significantly contributes to the enhancement of professional performance. Employees feel more comfortable and capable of focusing when they have the right tools (Dubois, 2018, p. 62). Furthermore, the social environment is equally important, as positive

relationships among colleagues and a culture of cooperation strengthen team spirit and increase overall productivity (Pollard, 2019, p. 89).

In addition to the material and social aspects, the psychological factor has a major impact on performance. A work environment that provides psychological support to employees and encourages their professional development fosters self-confidence and reduces stress. This support helps employees face professional challenges with flexibility and optimism, thereby increasing their ability to innovate (Barret, 2020, p. 34). Providing opportunities for development and continuous learning also creates strong motivation among employees to put in more effort and achieve higher levels of performance.

Moreover, studies have shown that companies that prioritize providing a healthy and safe work environment increase employee loyalty and reduce absenteeism and turnover rates. For example, offering adequate health and safety conditions reduces risks and enhances employees' sense of security, which overall improves the organization's performance.

### **1.3 Factors Influencing Professional Performance Related to the Work Environment**

#### **1.3.1 The Impact of the Physical Environment (Workplace, Equipment)**

The physical environment plays a decisive role in enhancing employee performance by providing the necessary equipment and modern technologies that facilitate the execution of daily tasks. The layout of the workplace, including the arrangement of desks, lighting, ventilation, and open spaces, is a key factor that affects employee comfort and efficiency. Studies show that employees working in well-equipped environments achieve better performance and are more productive than those facing a lack of equipment or uncomfortable working conditions (Bernard, 2016, p. 48). Furthermore, a stimulating physical environment reduces levels of physical and mental stress, improving the quality of work and reducing error rates. For example, modern technology, such as fast computers and efficient communication systems, can enhance work efficiency and speed up task completion. A comfortable work environment, equipped with the right tools, increases employee satisfaction, thereby strengthening their loyalty to the company. Researchers emphasize that attention to the physical environment should be part of the overall strategy to improve productivity and achieve the company's objectives (Smith, 2017, p. 47).

#### **1.3.2 The Impact of the Social Environment (Employee Relationships and Degree of Harmony)**

The social environment at work plays an important role in enhancing employee performance and promoting productivity. Good relationships among employees and effective communication strengthen team spirit and cooperation within teams. When an atmosphere of trust and mutual respect prevails, employees feel supported by their colleagues, which increases their job satisfaction and motivates them to work more diligently (Morris, 2018, p. 92). Research shows that companies that promote a positive social environment and encourage collaboration and communication among employees observe an increase in job satisfaction and an improvement in performance. Harmony among team members reduces conflicts and contributes to greater efficiency in task execution. Moreover, good relationships between employees and management help achieve the company's goals more quickly and effectively (Clarke, 2019, p. 103). Therefore, strengthening the social environment within the company is one of the essential factors contributing to the overall improvement of professional performance and the reduction of absenteeism and turnover rates.

#### **1.3.3 The Impact of Administrative Support (Encouragement, Guidance, Motivation)**

Administrative support is one of the main factors that directly influence employees' professional performance. It includes continuous encouragement, career guidance, and both material and moral motivation provided to employees to increase their performance levels.

Studies show that employees who benefit from administrative support feel more integrated and recognized for their efforts, which boosts their motivation to work diligently. Administrative motivation is not limited to financial rewards; it also encompasses verbal recognition and the acknowledgment of individual and collective achievements, which enhances employee morale. Additionally, properly guiding employees and helping them improve their skills increases their self-confidence and effectiveness in executing their tasks (Harrison, 2018, p. 47).

Consistent administrative support also creates a positive work environment where employees feel valued and play an active role in achieving the company's goals. Thus, this type of support is essential for achieving exceptional professional performance and increasing employee productivity.

#### **1.3.4 The Impact of Health and Safety at Work on Employee Effectiveness**

Health and safety at work play a key role in maintaining employee effectiveness, enabling them to deliver continuous and quality performance. They involve creating a safe work environment free from risks, where employees feel psychologically and physically secure in carrying out their tasks. When clear procedures and strict safety standards are in place, employees are better able to focus on their tasks without fearing accidents or injuries (Wilson, 2018, p. 82). Researchers emphasize that companies that implement robust health and safety policies benefit from high levels of productivity and employee satisfaction (Carter, 2019, p. 59). Maintaining the physical health of employees through a clean environment free from health hazards also helps reduce absenteeism due to illness and injury.

Moreover, attention to psychological safety, such as reducing workplace stress, plays an important role in boosting employee morale and improving their performance. Thus, health and safety at work are essential investments for enhancing employee effectiveness and ensuring high and sustainable performance within the organization.

#### **1.4 Strategies for Improving the Work Environment to Enhance Professional Performance**

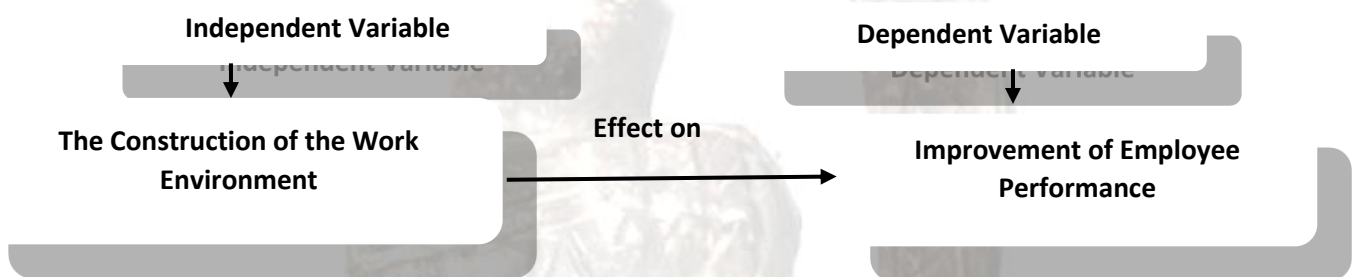
Improving the work environment is one of the main factors contributing to enhancing professional performance. The available equipment and facilities play a crucial role in facilitating daily tasks and increasing employee efficiency. A physical environment equipped with modern technologies allows employees to access the tools they need to complete their work more quickly and accurately (Sarıköse & Göktepe, 2022). For example, furnishing offices with comfortable seating, high-performance computers, and effective communication systems can reduce physical fatigue and improve employee concentration. Additionally, developing infrastructure contributes to enhancing the work environment, making it more attractive and suitable for task execution, which increases employee satisfaction and loyalty to the company (Miller, 2018, p. 110). Improving physical equipment is not limited to the technical aspect but also includes creating common areas that encourage social interaction and strengthen teamwork among employees.

In addition to improving equipment, strengthening cooperation and harmony among employees is equally important. A work environment that encourages collaboration greatly contributes to achieving the organization's goals by enhancing communication within teams. When the company culture promotes collaboration, employees feel integrated into a cohesive team, which increases their motivation to work together and reduces tensions and conflicts. Organizing collective activities and team training programs can build trust among employees and improve mutual understanding (Jones, 2019, p. 78). Strengthening harmony is not limited to cooperation among colleagues; it also includes improving relationships between employees and management, where supportive management fosters this understanding and guides employees toward more effective work.

## 2. Materials and Methods

The study is based on the descriptive and analytical method, one of the most commonly used approaches in social and administrative studies. This method involves describing phenomena as they exist in reality and analyzing them to arrive at accurate and understandable conclusions. In the context of this study, the descriptive and analytical method was used to understand the role of building the work environment in improving employee performance within institutions.

This method is particularly suitable for topics requiring an in-depth understanding of contemporary phenomena and their impacts, especially when it comes to analyzing organizational factors, such as the work environment, and their influence on employee performance. It allows for a detailed description of the work environment being studied, as well as an analysis of the collected data, in order to draw conclusions and formulate recommendations.



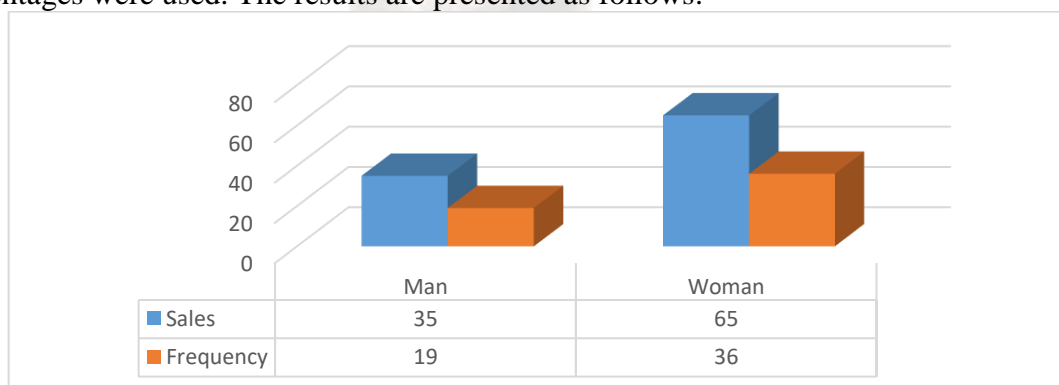
**Figure 1.** Conceptual Model of the Study (Source: Author)

The study population represents all the elements or individuals concerned with the research topic. In other words, it encompasses all the elements related to the research problem. This study was conducted on a group of workers and employees from the company Sonatrach. The sample, on the other hand, is a subset of the studied population, selected in a specific manner to conduct the study, and the results obtained are then generalized to the entire initial population. The study sample included the distribution of 60 questionnaires, of which 55 were returned and deemed valid for statistical analysis.

## 3. Results

### 3.1 Distribution of Sample Individuals by Gender

To analyze the distribution of the sample by the gender variable, frequencies and percentages were used. The results are presented as follows:

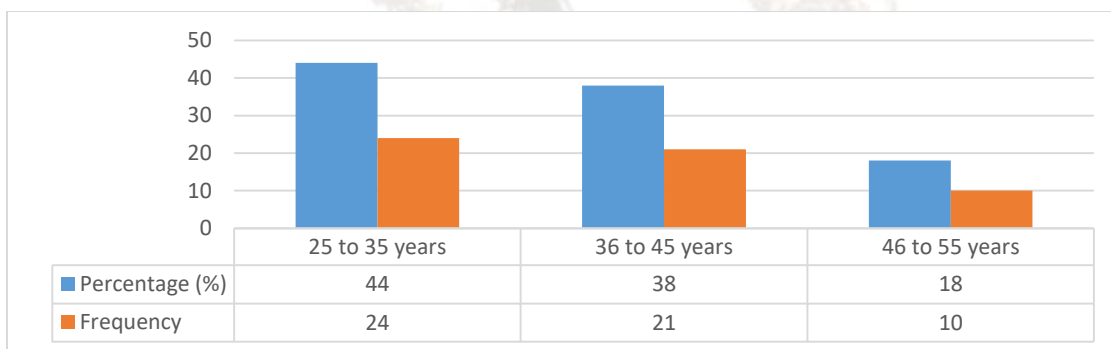


**Figure 2.** Graphical Representation of the Sample Distribution by Gender

The figure shows that the proportion of women in the sample is significantly higher than that of men, with 65% of women compared to 35% of men. This distribution reflects a female majority among the employees of the institution or in the positions involved in the study, which may indicate a trend toward greater participation of women in this sector. This could also impact the results of the study, especially if gender-related factors influence professional performance.

### 3.2 Distribution of the Sample by Age

From the perspective of this research, age is an important variable that explains much of the variance in employee performance. Age, therefore, affects many aspects of performance and relationships in the workplace, including disparity in work experience, experience with technology, and career expectations. Meanwhile, in categorizing the sample on the basis of age, this will enable an understanding of how different age groups contribute to general performance dynamics within the company.

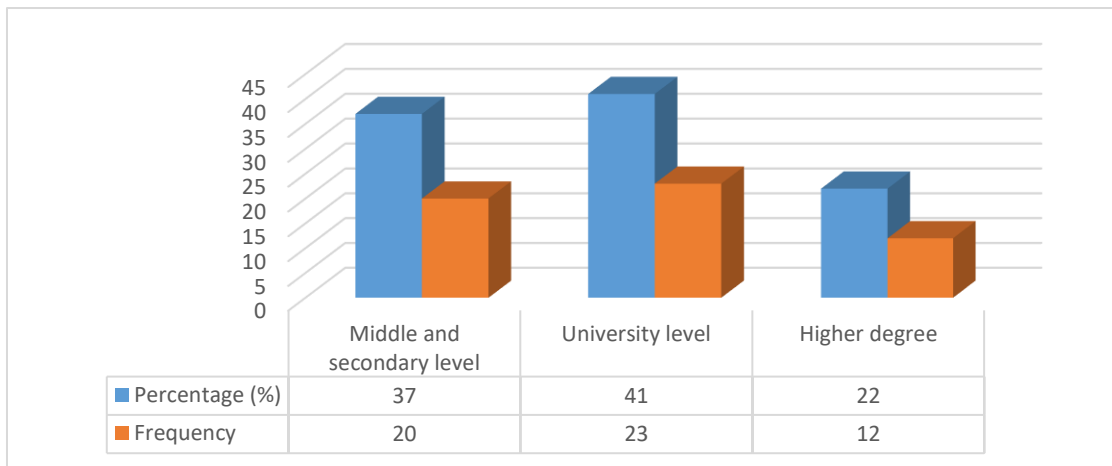


**Figure 3.** Graphical Representation of the Sample Distribution by Age

The data show that the majority of participants in the study are aged between 25 and 35 years (44%), followed by those aged 36 to 45 years (38%), while the category of 46 to 55 years represents the smallest proportion (18%). This distribution suggests that most employees of the institution, or the studied sample, belong to the younger and mature adult age groups, often considered to be at their professional peak. This could mean that these age brackets have more opportunities to improve their performance through experience and dynamism.

### 3.3 Distribution of the Sample by Level of Education

The education level of the employees means their capacity to do the tasks entrusted effectively and also to adapt to the working conditions. In such a context, this factor directly influences the technical skills acquired, the understanding of the tasks that are complex, and the innovative capability in a continuously changing work environment. The distribution of the sample, by level of education, enables further insight into how the academic qualifications of employees impact their performance and contribution to the overall effectiveness of the company. This distribution is highly instrumental in providing necessary information to adjust the training programs and professional development opportunities.



**Figure 4.** Graphical Representation of the Sample Distribution by Level of Education

The results reveal that 41% of participants hold a university degree, 37% have a medium or secondary level of education, while 22% possess a higher degree. This distribution indicates that the majority of employees in the institution have a university education, suggesting that the professional environment relies on a high level of education to enhance performance. The presence of a significant proportion of holders of higher degrees may also contribute to greater efficiency and productivity within the company.

### 3.4 Study Scale

The study scale was designed based on a five-point Likert scale, used to measure the degree of agreement or disagreement of participants with the statements included in the questionnaire.

**Table 1.** The Scale Includes the Following Evaluations

| <b>Evaluation</b> | <b>Completely agree</b> | <b>D'accord</b> | <b>Agree</b> | <b>Disagree</b> | <b>Not at all agree</b> |
|-------------------|-------------------------|-----------------|--------------|-----------------|-------------------------|
| <b>Score</b>      | 5                       | 4               | 3            | 2               | 1                       |

This scale aims to measure the impact of the construction of the work environment on the improvement of employee performance through areas such as: the enhancement of professional skills, the increase in work efficiency, and the facilitation of interactions and collaborative processes within the company. It allows for the evaluation of how different aspects of the work environment, such as material conditions, social relationships, and organizational support, directly influence employee productivity and well-being.

### 3.5 Validity of the Tool

**Face Validity:** The questionnaire was presented to a group of experts in workplace management and employee performance to verify the clarity of the questions and their relevance in measuring the impact of the work environment on the improvement of professional performance. The experts provided their feedback, and certain questions were modified to ensure the face validity of the tool. These adjustments helped ensure that the questionnaire accurately assesses relevant aspects of the work environment, such as material conditions, social relationships, and organizational support, and their influence on employee productivity.

**Construct Validity:** A construct validity analysis was conducted to ensure that the questionnaire items accurately measure the various aspects of workplace environment construction and the improvement of employee performance. A factor analysis was performed to evaluate the consistency of the questions with the research axes and the hypotheses formulated in this study. This analysis helped verify that the questionnaire items effectively reflect the key dimensions of the work environment, such as physical conditions, social relationships, and psychological factors, and their impact on professional performance.

### 3.6 Fiabilité de l'outil d'étude

#### 3.6.1 Cronbach's Alpha Coefficient

To ensure the reliability of the tool, Cronbach's alpha coefficient was calculated to measure the consistency of responses to the various questions in the questionnaire. If the value of Cronbach's alpha exceeds 0.70, the tool is considered sufficiently reliable.

**Table 2.** Cronbach's Alpha Coefficient Results

| Variables                               | Cronbach's Alpha |
|---|------------------|
| Physical work environment               | 0.78             |
| Professional relationships              | 0.81             |
| Availability of tools and resources     | 0.79             |
| Innovation and professional development | 0.82             |
| Continuous training                     | 0.83             |
| Professional performance                | 0.84             |
| The tool as a whole                     | 0.85             |

These values indicate that the study tool has a high degree of reliability, which enhances the credibility of the results.

#### 3.6.2 Statistical Methods Used

- ✓ **Cronbach's Alpha Test:** This test was used to verify the reliability of the measurement tool, which includes questions about the work environment and employee effectiveness. If the value of Cronbach's alpha exceeds 0.70, it means that the tool is sufficiently reliable, indicating that the results are reproducible if the study is repeated.
- ✓ **Pearson Correlation Coefficient:** The Pearson correlation coefficient was used to measure the strength of the relationship between the work environment (including professional relationships, resource availability, and innovation) and employee performance. This coefficient helps determine the strength and direction of the relationship; if it is positive and close to 1, it indicates a strong positive relationship between the two variables.
- ✓ **Coefficient of Determination ( $R^2$ ):** The coefficient of determination ( $R^2$ ) was calculated to measure the percentage of variance in the dependent variable (employee performance) that can be explained by the independent variable (working conditions). A high coefficient would indicate that working conditions explain a significant portion of the improvement in employee performance.

#### 4. Discussion

**First Hypothesis:** There is a positive relationship between the physical work environment (such as offices, equipment, and safety) and the improvement of employee performance in the company. After entering the data into the statistical analysis software (SPSS), the results are as follows:

**Table 3.** Results of the statistical analysis

| Variables                 | Correlation Coefficient (r) | Coefficient of Determination (R <sup>2</sup> ) | Significance Level (p) |
|---------------------------|-----------------------------|--|------------------------|
| Physical work environment | 0.76                        | 0.64   | 0.000                  |
| Performance improvement   |                             |  |                        |

**Significance Level (p-value) = 0.000:** The test shows a significance level less than 0.05, indicating that the relationship between the physical work environment and the improvement of performance is statistically significant.

**Correlation Coefficient (r = 0.76):** This coefficient indicates a strong positive relationship between the physical work environment and employee performance. The more favorable the environment (well-equipped offices, adequate safety), the better the employee performance will be.

**Coefficient de determination (R<sup>2</sup> = 0.64):** This means that 64% of the variation in employee performance can be explained by the quality of the physical work environment. These results confirm the hypothesis that a high-quality physical work environment has a significant positive impact on employee performance. This underscores the importance for companies to ensure the quality of offices, equipment, and safety measures to optimize employee productivity.

**Second hypothesis:** The quality of professional relationships between employees positively influences the level of performance in the company. After entering the data into the statistical analysis software (SPSS), the results are as follows:

**Table 4.** Results of the statistical analysis

| Variables                             | Correlation Coefficient (r) | Coefficient of Determination (R <sup>2</sup> ) | Significance Level (p) |
|---------------------------------------|-----------------------------|--|------------------------|
| Quality of professional relationships | 0.82                        | 0.68   | 0.002                  |
| Level of performance                  |                             |  |                        |

**Significance level (p-value = 0.002):** This result is below 0.05, indicating that the relationship between the quality of professional relationships and the level of performance is statistically significant.

**Correlation coefficient (r = 0.82):** The correlation coefficient shows a strong positive relationship between the quality of professional relationships and the level of performance. This means that strong professional relationships among employees foster better performance in the company.

**Coefficient of determination ( $R^2 = 0.68$ ):** 68% of the variation in the level of performance can be explained by the quality of professional relationships. This indicates that interpersonal relationships play a crucial role in employee performance.

The results validate the hypothesis that the quality of professional relationships positively influences employee performance. Good communication, cooperation, and a collaborative work environment directly contribute to the improvement of both individual and collective performances. It is recommended that companies implement strategies to encourage positive professional interactions and strengthen team cohesion.

- **Third Hypothesis:** The availability of the necessary tools and resources to perform tasks directly affects the improvement of employee performance.

**Table 5.** Results of the SPSS Statistical Analysis

| Variables                           | Correlation Coefficient (r) | Coefficient of Determination ( $R^2$ ) | Significance Level (p) |
|-------------------------------------|-----------------------------|--|------------------------|
| Availability of Tools and Resources | 0.80                        | 0.66                                   | 0.002                  |
| Performance Improvement             |                             |  |                        |

**Significance Level (p-value = 0.002):** This value is less than 0.05, indicating that the relationship between the availability of tools and resources and the improvement of employee performance is statistically significant.

**Correlation Coefficient (r = 0.80):** There is a strong positive relationship between the availability of tools and resources and the improvement of performance. This indicates that providing the necessary tools and adequate resources significantly contributes to employee productivity.

**Coefficient of Determination ( $R^2 = 0.66$ ):** This result indicates that 66% of the variation in performance improvement can be attributed to the availability of tools and resources.

The results confirm the hypothesis that the availability of tools and resources has a direct and significant impact on employee performance. This underscores the importance for companies to provide employees with adequate resources, whether they are technological tools, materials, or other types of support, in order to maximize their productivity.

- **Fourth Hypothesis:** A work environment that encourages innovation and professional development has a positive impact on employee performance levels within the company.

**Table 6.** Results of the SPSS Statistical Analysis

| Variables                               | Correlation Coefficient (r) | Coefficient of Determination ( $R^2$ ) | Significance Level (p) |
|---|-----------------------------|--|------------------------|
| Innovation and Professional Development | 0.70                        | 0.77                                   | 0.000                  |
| Performance Level                       |                             |  |                        |

**Significance Level (p-value = 0.000):** This result is less than 0.05, indicating that the relationship between innovation, professional development, and employee performance is statistically significant.

**Correlation Coefficient ( $r = 0.70$ ):** There is a strong positive relationship between innovation, professional development, and employee performance. This shows that initiatives encouraging innovation and continuous training have a direct and positive impact on employee outcomes.

**Coefficient of Determination ( $R^2 = 0.77$ ):** This coefficient indicates that 77% of the variation in employee performance can be explained by innovation and professional development.

The results confirm the hypothesis that a work environment conducive to innovation and professional development significantly enhances employee performance. This highlights the importance of implementing innovation programs and opportunities for continuous training to maintain and improve employees' skills, which translates into better productivity and efficiency within the company.

### **Discussion of the results**

The results of the statistical analyses conducted in this study reveal significant links between various aspects of the work environment and employee performance. First, it is evident that the quality of the physical environment, including well-equipped offices, adequate equipment, and optimal safety conditions, plays a crucial role in improving performance. A favorable work environment not only enhances productivity but also helps reduce errors and boost employee morale.

Moreover, the quality of professional relationships within the company emerges as a determining factor for performance. Open and collaborative interactions among colleagues create an atmosphere of trust and cooperation, which translates into improved outcomes. Therefore, companies should encourage effective communication and team spirit to foster a harmonious work environment.

Furthermore, the availability of the necessary tools and resources to perform tasks is essential. Employees with access to adequate resources are more likely to work efficiently and productively. This underscores the importance for companies to invest in the tools and technologies necessary to support their teams.

Finally, encouraging innovation and professional development is a key element in enhancing performance. Environments that promote creativity and provide opportunities for continuous training enable employees to develop their skills and adapt to market changes. By implementing innovation programs and skills development initiatives, companies can strengthen employee engagement and motivation, resulting in improved productivity and increased performance.

In summary, to optimize employee performance, companies must pay particular attention to the quality of the work environment, professional relationships, the availability of resources, and the encouragement of innovation. These interconnected factors contribute to creating a conducive framework for employee development and organizational success.

### **Conclusion**

In conclusion, this study clearly demonstrates that the quality of the work environment has a direct and significant impact on employee performance. A work environment that combines modern infrastructure, support for innovation, and harmonious professional relationships significantly contributes to enhancing employee productivity, satisfaction, and engagement. The results show that companies investing in improving the work environment, in terms of infrastructure and social support, achieve higher productivity and satisfaction gains. Therefore, enhancing the work environment should be seen as a long-term strategic investment.

To improve employee performance, several recommendations are proposed: it is essential to strengthen the material infrastructure by investing in suitable modern equipment, which will help enhance productivity and reduce errors. Promoting professional communication through regular meetings and collective activities is also crucial to strengthen cooperation and reduce workplace tensions. Additionally, supporting innovation by offering opportunities for continuous professional development can stimulate employee creativity in facing daily challenges. It is equally important to improve organizational support by ensuring sufficient administrative and social backing to motivate employees and increase their satisfaction.

Finally, developing continuous training programs will allow employees to enhance their skills and adapt to technological advancements. From a research perspective, it would be relevant to conduct comparative studies across different sectors to better understand the impact of the work environment in various fields such as industry, healthcare, and education. It would also be worthwhile to explore the impact of digitalization on employee productivity and satisfaction, analyze the relationship between the promotion of innovation and performance improvement, and examine the role of social support in enhancing professional relationships. Lastly, assessing the impact of working conditions on employees' mental health could provide valuable insights into their well-being and overall performance.

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