



**The influence of healthy work environment on employees' job performance
-Jijel's power station study case-**

Guembour Abderraouf * , University of Jijel (Algeria), abderraouf.guembour@univ-jijel.dz

Louadj Mounir, University of Jijel (Algeria), m.louadj@univ-jijel.dz

Raki Nadira, University of Jijel (Algeria), nadira.guembour@univ-jijel.dz

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Abstract :

This article aims to identify the role of healthy work environment in influencing employees' job performance on Jijel's power station, by showing different concepts relating to healthy work environment, its importance, and the ways leading to its creation, and also studying the impact of its factors on employees' job performance, a questionnaire was distributed to the sample of 95 employees, and the received data were analyzed using SPSS version 20.

We have reached a set of results to ensure a healthy work environment, companies can adopt measures that support employee well-being, such as open communication, professional growth opportunities. Enhancing employee job performance can be accomplished through clear performance expectations and a supportive environment as well as valuing employee contributions. A healthy work environment can significantly impact employees' job performance by reducing stress and promoting positive employee relationships, because this we lead them to be motivated and productive in their job.

Keywords:

Work environment; Healthy; Employees; Job performance.

* Corresponding author: Guembour Abderraouf

1. INTRODUCTION:

Today we live in a world where customers or workers rule over commercial companies. Therefore, any corporation or organization that compromises the rights of another person or threatens their health or safety will never succeed in business. Just because of that, every company tries to provide the greatest working conditions, whether they are physical or psychologically harmonious. Organization is nothing more than a collection of individuals who collaborate for both individual and collective goals. Everyone has a unique point of view, conduct, and personality since they all originate from various backgrounds and environments. Therefore, there are several possibilities for confrontation. In addition to being clean and quiet, every employee wants to work in a setting free of needless noise. From this point we can formulate our main question as follows:

“How can a healthy work environment influence the power station's employees' job performance?”

This main question can be divided into several sub-questions, as follows:

- How can we rely on a healthy work environment?
- How can we reach high levels of employees' job performance?
- How can healthy work environment contribute in supporting employees' job performance?

As pre-answers to those sub-questions:

- In order to rely on a healthy work environment organization must implement practices that promote employees' well-being.
- High levels of employees' job performance can be reached by providing support for employees as well as encouraging their contributions to a continuous improvement.
- healthy work environment contribute in supporting employees' job performance by creating environment that supports employees' satisfaction and professional growth.

This article aims to achieve these goals:

- The identification of the healthy work environment.
- The exchange of experiences in the field of organizational studies.
- Showing the importance of healthy work environment in promoting employees' job performance.

2. Concept of Healthy Work Environment

In this section, we will highlight on the definition of healthy work environment, its importance, and the ways which allows us to build a healthy work environment within the organization.

2.1. Definition of Healthy Work Environment:

The organizational climate and the work environment are both defined by a collection of traits that represent an immaterial human phenomenon that cannot be manifested. The

work environment is also one of the complicated organizational notions that is not easily understood (Elkheir Aamara & Elkansaa Yaakoub, December 2021, p. 05).

Employees may anticipate fair compensation and benefits, a work-life balance, and workplace dignity. Employers who foster healthy workplaces actively safeguard the safety and health of their workers and give them access to chances for learning and growth (RCN, 2015, p. 02).

The immediate surroundings in which a person works, or the workplace must be taken in consideration. The work environment of employees has a significant impact on the amount of their work and their degree of productivity. Inadequate surroundings present risks that make the office environment dangerous and reduce employee productivity. As a result, the workplace must provide a setting where employees may work without interruption. A comfortable setting for achieving the desired goals is necessary for a productive workplace (MRUDUL & VAIBHAVI, August 2020, p. 117).

The physical environment has an impact on how staff interact, carry out their duties, and how they are managed within a company. The physical environment as a component of the workplace has a direct impact on human perception and subtly alters interpersonal relationships and therefore productivity. This is true because workplace features have an impact on employee happiness and productivity. The most important element affecting how well people perform is their working environment (MRUDUL & VAIBHAVI, August 2020, p. 117).

The opposite of a healthy work environment is a toxic work environment. Toxic work environment is characterized by narcissistic conduct, threatening behaviour from bosses and co-workers, offensive and aggressive leadership, harassment, bullying, and exclusion. A toxic working environment frequently exhibits a physical and mental imbalance, which is concerning given the environment's underlying causes of high levels of stress and burnout and its impact on employees' mental health. Workplace stress results in unproductive conduct and destroys an organization's effectiveness (Samma, Mansi, Minze, Amir, & Javed, February 2021, p. 03).

There are two different kinds of workplaces. These are categorized as favourable working conditions and unhealthy working conditions. An enjoyable work environment provides individuals the chance to realize their potential and their talents. Additionally, it encourages self-actualizing conduct. For instance, in a supportive workplace, an irresponsible person could develop into a responsible employee. Unpleasant experiences are caused by toxic environments, which also demotivate workers' behavior. It encourages poor self-actualizing behaviors and promotes the growth of unfavorable qualities in employees. However, in a toxic workplace, reasonable and responsible employees may become irrational and reckless as a form of survival (Mehrsa, 2020).

2.2. Importance of Healthy Work Environment:

A healthy workplace might greatly enhance organizational results. Finding out what influences a welcoming workplace can lower nurses' intentions to leave their jobs and boost their level of engagement at work. These elements include employee autonomy, environmental control, the employment connection, and organizational support (M. Hegazy, M. Ibrahim, A. Shokry, & A. El Shrief, November 2021, p. 67).

Before a person to be regarded as sovereign, some prerequisites must be met, which is why autonomy is such a broad concept. Support from senior organizational leadership, personal knowledge and experience, competence, and leader acknowledgment that the person has the associated power to act without restrictions and guardrails to offer direction in decision-making are some precursors to autonomy. For self-governance or self-determination at work, several elements are crucial (M. Hegazy, M. Ibrahim, A. Shokry, & A. El Shrief, November 2021, p. 67).

Enhanced job satisfaction, increased devotion to the task at hand, position retention, improved working relationships, and increased productivity are all benefits of autonomy. The downside of autonomy for an organization is that an independent individual may quit as they grow more self-assured and look for new experiences. Low autonomy levels can have detrimental effects such as moral discomfort, depression, job strain, burnout, and job strain (M. Hegazy, M. Ibrahim, A. Shokry, & A. El Shrief, November 2021, p. 67).

Building an efficient, secure, and favorable workplace requires strong working relationships between the employer and the workforce. These relationships are based on teamwork, which is followed by cooperation, communication, respect, and honesty in order to make them stronger (M. Hegazy, M. Ibrahim, A. Shokry, & A. El Shrief, November 2021, p. 68).

2.3. Ways to create a healthy work environment:

In this section we will concentrate on the aspects of a healthy work environment, and several ways to create a healthy work environment.

2.3.1. Aspects of a healthy work environment:

We all know that a healthy mind is in a healthy body, so every organization in the world should take in consideration the creation of a healthy working atmosphere for its employees, in order to get high levels of performance. An employee may quit a company with a positive work environment in search of a higher pay, but he or she may return if the company offers him a better job with a higher compensation, but if an employee leaves an organization due to its toxic work environment, he will never come back even if it offers him the highest salary ever proposed.

Before diving in the steps of creating a healthy work environment, let's see what are the aspects of a healthy work environment.

There are four aspects of a healthy working environment in a organization (Devi, January 2020, p. 263):

- Creating a positive corporate culture at work. Every organization has a unique culture that establishes its rules and determines its worth. If a business fosters a culture of success at work that encourages people to follow best practices, the workplace tends to be happier and less stressful overall.
- Employees who work for the organization and think for it should follow healthy lifestyles. As a result, they are the company's greatest asset, and investing in employee wellbeing may encourage greater cooperation, boost productivity, and lower absenteeism and accidents at work.
- Physical environment and workplace health and safety are three. Workplace conditions can include the office's physical surroundings and the workers' occupational health and safety. By paying attention to workplace safety, making sure all electronic cables are covered, and providing the finest seating area where they can sit without worrying, you may lessen employee anxiety.
- A caring working atmosphere. Employees should never be ignored since they are people with feelings that they bring to work. Instead, identify the root of the issue and seek to find a solution. When coworkers arrive at work melancholy after losing a loved one, offer empathy and sit with them. Always keep in mind that a positive workplace culture is the cornerstone of a safe working environment.

2.3.2. Ten ways to create a healthy work environment:

A happy and healthy employee is a productive employee. So there some way to create a healthy working environment (Ms. Ashween & Dr. Sukhvir, July 2017, pp. 30-32):

2.3.2.1. Build Trust:

The foundation of trust is keeping your word and being who you say you are. It's important to demonstrate to your team that you are dependable, accountable, and responsible and that they can count on you to be consistent in whatever you do. You build trust when your words and actions are consistent. If people perceive your consistency, you will gain their trust; nevertheless, if they perceive that your words and actions are inconsistent, you will lose their confidence. It will be simpler for everyone if you are honest and upfront, even when dealing with awkward circumstances. Even if they disagree with what you are saying, they will appreciate and trust you if you express it with kindness, tact, and honesty.

2.3.2.2. Communicate positively and openly:

Each employee must feel valued if a pleasant work atmosphere is to be created. The greatest way to do this is by paying attention to each individual and respecting what they have to say. Meeting with your workers and going through your organization's philosophy, beliefs, mission, and goals are a crucial part of open communication. Request their opinions and suggestions on how they, both individually and collectively, might support your unit in demonstrating these. Then, guide a conversation on how your work group sees each of these being met. Take the opportunity to express your own vision of how you envision everyone cooperating as a circle in which everyone is equal after your team has given their views.

2.3.2.3. Expect the best from your staff:

People typically behave how others anticipate them to behave, according to a theory known as "The Self-Fulfilling Prophecy." Therefore, if you hold your team to high standards, treat them like capable, competent individuals, and expect them to perform as such, they will rise to the occasion and become the wonderful workers you see in them. But if you treat them as though they can't operate effectively on their own and expect them to be average, that's the behaviour you'll get. A competent manager always has high standards for the people on their team and treats them as such.

2.3.2.4. Create Team Spirit:

Focus on unity among your staff. This unity will help your team members feel valued and that they belong. As a result they will want to be at work, tardiness and absenteeism will be minimal, your team will function smoothly and your unit will be better able to carry out the missions and goals of your organization. To foster this team feeling you must convey to the entire staff that every person plays an important role. Encourage an attitude of cooperation rather than competition. When you create team spirit and identity, staff members will see themselves as a group of people all working for a common goal, rather than a bunch of individuals competing with each other.

You must make it clear to the entire workforce that each individual has a vital role to perform in order to promote this sense of unity. Promote a cooperative mindset rather than a competitive one. Staff members will perceive themselves as a collection of people working together toward a shared objective rather than as a bunch of individuals competing with one another when you foster team spirit and identity.

One simple activity is to go around the table at the start of staff meetings and have each individual compliment the person on their right or left.

2.3.2.5. Give Recognition and Appreciation:

At every opportunity, express gratitude and appreciation to everyone. For instance: "Thank you, Mr. Ahmed, thank you for staying overtime yesterday. I really appreciate your positive, can-do attitude." When expressing gratitude, strive to be as specific as you can. Say something specific about the personal trait or ability your team member contributed to the assignment rather than merely stating, "Good job," or something equally general. Making your staff employees feel appreciated and recognized as a valuable component of the team will be facilitated by recognizing great work performance and attitude and expressing gratitude for these things.

2.3.2.6. Give Credit and Take Responsibility:

Always acknowledge your team's contributions to success and accept blame when anything goes wrong. It is your responsibility as the employer to ensure that your workforce is professional, capable, and well trained. It is your obligation to ensure that they receive further guidance and training so they can perform to standards if, for whatever reason, they are unable to do their duties in an expected manner.

2.3.2.7. Be Approachable:

Always be approachable with both your team and your clients. Make it clear by your behaviour that you are open to speaking with people of various ranks and positions. Additionally, be ready to hear everything they have to say to you and to confirm what you have heard. Tell them you will investigate their issues and come back to them by a particular time if they have any. So make certain you do! In order to interact with people, it's crucial to get out and do your business every day. Make sure to smile and make eye contact with everyone you pass as you move around the establishment. Be amiable and address individuals by name.

2.3.2.8. Provide a Positive Physical Environment:

Make sure your workplace's physical atmosphere is tidy, bright, appealing, and upbeat. As much natural light as possible should be provided, and each employee should have enough space for their own personal belongings. Overcrowding or poor layout in the workplace are physical issues that might cause frequent accident types including tripping and bumping against items. Make sure your office is appealing to you. Try new décor items including furniture, pictures, posters, mirrors, flowers, trinkets, sculptures, carpets, crystals, and artwork.

2.3.2.9. Make Staff Evaluations a Positive Experience:

A staff review is a fantastic chance for you to thank your employees for their cooperation and hard work in completing a job well done. Even if you need to talk about certain areas where the employee might need to improve, you can still have a productive meeting by highlighting all the things they are doing well. Make sure the staff evaluation is collaborative. The employee has the chance to evaluate both themselves and you and your company. They should also set mutually agreeable professional objectives now. Request in writing from the employee their assessment of their performance in advance of the meeting. Additionally, encourage them to write about their experiences working for you and how they feel about you as a boss. You will write your appraisal of the employee's performance using the standard evaluation form provided by the company. Ask the employee to share their writing once you are in the meeting, and then have a discussion with them. Share your ideas and what you wrote after that. Some topics to discuss include:

- What skills would you like to develop in the next six months?
- What new knowledge would you like to gain in the next six months?
- What would you like to do differently with your peers?
- What can I do to assist you in the process of your development?

Counselling a worker who isn't meeting expectations is one of the most challenging parts of a manager's job. Your staff member must be able to leave the meeting feeling that he or she has some degree of control and personal influence over their working lives at the conclusion of the assessment process. It's your responsibility to help them by concentrating on their strengths rather than their faults because this is a basic human need. This doesn't imply that you ignore their areas for improvement; it only means that you concentrate on your confidence in their capacity to provide results in line with your company's requirements.

2.3.2.10. Make it fun

Make your office seem joyful and festive since everyone wants to be in an environment where people are having fun. Discover occasions to rejoice as a group, such as birthdays, the birth of a child or grandchild, moving into a new home, etc., and throw mini celebrations to mark the occasions. If at all feasible, present a cake and hang a banner or sign that reads, "Today We Are Celebrating..." in the break room. Ask your staff what activities they would enjoy, and then put those that are practical into action. For employees, there should be competitions, games, and social events.

3. Factors of Healthy Work Environment:

This section will focus on three main factors of healthy work environment which are: Physical, Psycho-social and healthy parctices' factors.

Fig.1. Healthy work environment factors



Source: Samantaray, June 2014, p. 58

3.1. Physical factors:

Physical factors of healthy work environment include:

3.1.1. Temperature:

Employers should maintain a comfortable temperature for their staff. Despite the fact that most people have personal preferences for hot and cold temperatures, a bad working environment can negatively affect employees' performance. Employers are required to consider how long an employee will be exposed to the sun, rain, or snow when performing outside labor. There must be sufficient safeguards in place to lessen the negative impacts of working in harsh environments (Aram & Samir, January 2017, p. 37).

3.1.2. Air Quality:

Many factors, such as viruses, germs, dust, mold spores, solvent vapors or chemicals that are manufactured and used inside the structure, can pollute the air quality in workplaces. Office environments are subject to air quality regulation thanks to air conditioning equipment. However, owing to insufficient ventilation, humidity, and an excessive buildup of heat, air conditioning also has the potential to contaminate the air. Therefore, frequent maintenance of air conditioning machines should be done in order to reduce air pollution using appropriate management measures. Additionally, some studies showed that adding indoor plants to a structure might assist lower carbon dioxide levels and eliminate volatile organic compounds, which have a direct impact on the quality of the air within the building (Othman, Rais, & Azir, 2020, p. 05).

3.1.3. Lighting:

Without adequate illumination, people might have to strain their eyes to see objects, which can cause eye tiredness. For people who often use a computer for work-related duties, this is especially crucial. People may get headaches while seeing contrasts between dark and bright regions on a computer screen. Businesses can remedy bad lighting conditions by covering windows with draperies and installing light diffusers (Aram & Samir, January 2017, p. 37).

3.1.4. Ventilation:

Workplaces should have adequate fresh air ventilation. Offices need to be well ventilated, whether that be naturally or artificially. Less than 0.1 meters per second of air flow can result in stuffy spaces, while more than 0.2 meters per second can result in draughts. A mechanical ventilation system should be employed as necessary, even when windows or other openings may provide enough ventilation. To prevent the development of bacteria or other organisms, such systems should be routinely inspected, cleaned, and properly maintained (Othman, Rais, & Azir, 2020, p. 05).

3.1.5. Noise:

Increased noise levels at work might make workers stressed out and exhausted. Carpeting is advised for reducing noise in a space. In a workplace, hard surfaces behave as sound reflectors and amplify any noise that hits them. High noise levels might also be caused by office equipment. Sound-absorbing barriers can aid in gaining control of this. For office work, a sound level between 55 and 65 decibels is appropriate (Aram & Samir, January 2017, p. 37).

3.1.6. Cleanliness:

The cleanliness of the workplace is crucial to achieving a healthy workplace since it will offer comfort and help prevent user infection. Fittings and furnishings should be taken into account while generating cleanliness in the workplace, and the walls, floors, and ceiling of the office building should all be kept at a respectable level of cleanliness. Additionally, any collected waste material should be removed every day, and indoor traffic routes and floors should be cleaned at least once a week. To guarantee that garbage can be properly disposed of, a sufficient refuse container should also be offered (Othman, Rais, & Azir, 2020, p. 05).

3.2. Psycho-social factors:

Psycho-social of healthy work environment include (Samantaray, June 2014, p. 58):

3.2.1. Trust:

Every healthy relationship is built on this. It's easier to work and communicate more successfully when you have faith in your team and your coworkers. You may be open and honest in your thoughts and actions if you trust the individuals you work with. You also won't have to waste time and effort "watching your back."

3.2.2. Mutual Respect:

When you respect the individuals you work with, both of you value their opinions and contributions. By collaborating, you may create solutions based on your group's expertise, knowledge, and creativity.

3.2.3. Mindfulness:

This entails accepting accountability for your words and deeds. Being attentive is being careful, paying attention to what you say, and not allowing your own negative feelings to affect others around you.

3.2.4. Welcoming Diversity:

People that have healthy relationships not only accept but also embrace other viewpoints and people. For instance, you take the time to examine what your friends and coworkers have to say when they express beliefs that differ from your own and weigh their viewpoints when making decisions.

3.3. Healthy practices' factors:

Healthy practices' factors of healthy work environment include:

Fig.2. Healthy practices in Healthy work environment



Source: Mary, Pamela, & Susan, March 2020

3.3.1. Skilled communication:

A good work environment requires effective, courteous, and open communication amongst all members of the healthcare team. Respectful dialogue promotes cooperation, discussion, Every team member's contributions, including those of patients and their families, are recognized when there is effective communication between them. Tools and mechanisms are provided in healthy work settings to foster a communication culture (CACCN, March 2018, p. 02).

3.3.2. True collaboration:

The basis for collaborative cooperation, which is characterized by respect, trust, and appreciation of each team member's expertise and abilities, is respectful communication. There are possibilities (time and space) for discussing difficult circumstances in a positive work atmosphere, and team members feel free to express their worries (CACCN, March 2018, p. 02).

3.3.3. Effective decision making:

Leaders who are able to make the decisions necessary to improve practice will be promoted across the organization if there is a sense that workers are valued as partners in guiding it and are acknowledged in its operation (Lisa, 2016, p. 10).

3.3.4. Appropriate staffing:

Leaders must ensure the effective fulfilment job positions by taking in consideration job duties and the employees' needs and competencies, and this must be a priority in order to improve employees' satisfaction (Rebecca, Gina, Meg, Christine, & Dorrie, 2018, p. 21).

3.3.5. Meaningful recognition:

Employees must be recognized, they also must recognize others for the value each brings to the work inside the organization (Rebecca, Gina, Meg, Christine, & Dorrie, 2018, p. 21).

3.3.6. Authentic Leadership:

The success of a healthy work environment is depicted by the leadership of a company; leaders must completely embrace the necessity of a good work environment, truly evoke it, and involve others in its accomplishment (Lisa, 2016, p. 11).

4. Impact of healthy work environment on employees' job performance:

In this last section, we'll demonstrate the definition of employees' job performance, the impact of physical factors on job performance, and impact of leadership on job performance.

4.1. Definition of Job performance

It's crucial to comprehend the connections between work performance, people, and circumstance elements in order to better understand effectiveness on the job. Job performance is a significant aspect in determining an organization's profitability. Performance is crucial for organizations since successful businesses are made possible by performing personnel. Performance is crucial for people since completing tasks may be a source of enjoyment. When behaviors or actions are carried out with the goal of achieving the organization's objectives, this is referred to as performing your job. Performance is the outcome of a person's or a group's work in an organization at a specific moment, reflecting how successfully the individual or group meets the requirements of a position in a mission to accomplish the company's goals (Khaled & Haneen, 2017, p. 15544).

Employee performance is an evaluation of a worker's or group of workers' productivity and effectiveness. In reality, employee performance is a factor that directly influences the revenue of the business. Performance may be measured in terms of the level of work satisfaction an employee had throughout the course of a certain job position. A worker's performance will be evaluated in relation to the job description established for employees performing the same work. It may also be evaluated based on how many units of a good or service an employee uses in a certain period of time (Obamiro & Kumolu-Johnson, 2019, p. 393).

Employees' performance in organizations is influenced by a variety of variables. In any firm, the workplace environment has a significant impact on employees' productivity and performance. Employee performance in firms is increased by offering a positive work environment. The right fit between the individual and the job task is achieved when individuals are working in circumstances that suit their physical and mental capabilities. The best environment for learning, working, and succeeding is created for the employees. The sum of forces and influencing variables that are now or potentially interfering with an employee's performance and activities is the work environment. The corporate climate is getting more and more dynamic, competitive, and complicated. In order to stay competitive, management must discover strategies to guarantee that the working environment is supportive of employee success (Kidanie, 2023).

4.2. Impact of physical factors on Job performance:

One of the key components to achieving desired staff performance is employee's satisfaction. The organization must create a comfortable work environment while ensuring that employees have the necessary abilities to execute their responsibilities. This will enable the employee to function at their peak level. The work environment is everything that surrounds employees (whether it is physical or non-physical) and has the potential to influence how well they do the duties that have been given to them (Alizar, Eri, Prima, & Putri, 2019, pp. 21-22).

The actual setting in which individuals work has an impact on both their productivity and job happiness. mentioned that employees have a tendency to work very slowly if they are unhappy with their working conditions and if they start to cause tension at work. This will have a direct impact on both the productivity of the company as a whole and the performance of the personnel. Employees are impacted by the setting in which they work, and by having a nice workplace, the employees may give their work their all-out effort. Therefore, organizations must provide a proper atmosphere that is noise-free, enough office spaces, appropriate work tools, and furniture in order to ensure high levels of employees' job satisfaction and job performance. Organizations are required to spot places where inadequate ergonomic workstations lead to stress-related outcomes including employee unhappiness, subpar performance, complaints, and maybe the intention to leave the company (Obamiro & Kumolu-Johnson, 2019, pp. 392-393).

The use of an appropriate physical work environment motivates employees to become engaged in their jobs. A physically friendly workplace that is welcoming to the employee and pleasing to the eye promotes their mobility, focus, sensory, and physical connection to their job tasks, as well as their engagement. It improves the workers' physical and emotional health. It not only supports but also improves the growth and maintenance of their operating ability. This occurs because one's cognitive, emotional, and physical health are all impacted by the workplace. Employee engagement and, by extension, organizational performance depend on a well-designed, user-friendly physical work space. The human body's reactions to physical and physiological stress are a key topic in ergonomics difficulties at work. If workers have a bad perception of their workplace, stress will result. Employee response times are slowed down by stress, which has an impact on how productive they are at work. Staff performance and productivity can be impacted by workplace stress, which can also have a negative impact on employee morale and motivation (MRUDUL & VAIBHAVI, August 2020, p. 118).

4.3. Impact of leadership on Job performance:

leadership is a very important factor that affect the perception of employees toward their work environment and thus their job performance, it's a factor that mut be taken in

consideration along with training and development, and work-life balance that could give a great impact towards the motivation and performance level of employees (Kidanie, 2023, p. 03).

effective Leadership is necessary, but it's also important to recognize that every employee has the potential to lead. Employees who work in a healthy work environment are more likely to be leaders and be experts in their field. Leadership in a healthy work environment understands the importance of staff members in producing high-quality work. A thriving workplace requires open communication between management, staff, and customers (Mateja, 2018, p. 149).

In a healthy work environment employees participate in decisions about the organization's objectives and the working environment, this will constitute a productive workplace. Additionally, it is encouraged for workers to voice their valued views and opinions. In order to execute their jobs well and treat customers with the decency they deserve, staff must be given the proper training and opportunities for professional growth in a healthy environment. Recognizing staff members' efforts and accomplishments is another important component of a healthy work environment. The same could be said for staff assistance and lifelong development. Employees should work together to accomplish the objectives of their company since mutual collaboration is one of the essential elements of a healthy work environment. Mutual cooperation necessitates effective communication abilities. (Mateja, 2018, p. 149).

The major functions of the leader is to enhance the psychological states of subordinates, which results in increased motivation to perform and increased subordinate satisfaction with the job. Leaders must have a great ability in understanding their followers' needs and working conditions and using the appropriate style of leadership in their context to support them to achieve intended goals effectively. Indeed, the scope of path-goal theory reflects that a leader's behavior is vital for high performance as a function of its influence on subordinates' perceptions of manners to achieve goals. It means leaders help their subordinates to achieve their goals through identification of the most effective manners which have been clear by leaders. Significantly, once leader behavior makes goals clear and also attractive the leader acceptance and consequently performance, is expected to increase. It should be noted that the specific relationship between leader and these conditions depend upon the current task environment and subordinate's personality. For instance, leader consideration describes the degree to which the leader creates a supportive environment of psychological support, warmth, friendliness, and helpfulness (Amin, Er Hua, & Javad, 2016, p. 59).

5. Research Methodology:

This section provides an overview of the research design, target population the research instrument, data analysis, validity and reliability.

5.1. Target Population:

The population of relevance consists of a group of subordinates, working in a power station in the province of Jijel in Algeria, this power station is a branch of SONALGAZ, the biggest energy production company in Algeria The number of the population is 190 subordinates, and they are divided into two categories: command agents (130) & executive agents (60).

5.2. Calculating the simple's size:

Our target population consists of two categories which means we will follow the stratified sample method. Stratification is the process of dividing members of the population into homogeneous subgroups before sampling. The strata should be mutually exclusive: every element in the population must be assigned to only one stratum. The strata should also be collectively exhaustive: no population element can be excluded. Then simple random sampling or systematic sampling is applied within each stratum. This often improves the representativeness of the sample by reducing sampling error. It can produce a weighted mean that has less variability than the arithmetic mean of a simple random sample of the population.

We took 50 percent from the target population, so our simple will consist of 95 subordinates.

Now we must determine the weight of each layer of the study sample, so to calculate their weight, we multiply their number with the number of the simple, which all that, will be divided by the population's number.

- Command agents, their number is 130, so their weight in the simple will be $(130 \times 95) / 190 = 65$.
- Executive agents, their number is 60, so their weight in the simple will be $(60 \times 95) / 190 = 30$.

5.3. Used tools:

In order to achieve the goals of the study we used the "Questionnaire" which is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study.

In addition, to determine the answers we used likert's fourhanded scale, and the SPSS software (STATISTICAL PACKAGE FOR SOCIAL SCIENCE), in order to analyze the questionnaire's data, and get the best results.

5.4. Results, Discussion, and interpretation of findings:

In this section we will present the analyzed results, and make discussion and interpretation of these results.

5.4.1. Response rate:

Of the 95 distributed questionnaires, 80 questionnaires were received, and 15 not received.

The questionnaires were hand-delivered to power station in Jijel's province. The response rate was 84.21%.

Table (01): Alpha Cronbach

N° of items	Alpha Value	Cronbach's
46	0.791	

Source: SPSS Results

From **Table (01)** we see that the questionnaire has an acceptable degree of reliability with items having an acceptable level of inter-item consistency. Cronbach's Alpha > 0.7 , reveal that the scale is very reliable.

5.4.2. Sex distribution of the respondents:

Table (02): Sex distribution of the respondents

Sex	Frequency	Percent
Male	73	91.3
Female	07	08.8
Total	80	100

Source: SPSS Results

From **Table (02)** we see that 73 (91.3%) were males as opposed to females, who constituted only 07 (08.8%) of the respondents. This presupposes that there is a big margin between male and female in the power station. The reason of this gender disparity is that the nature of work in the power station requires physical force and endurance, which typically attracts more male employees.

5.4.3. Job distribution of the respondents:

Table (03): Job distribution of the respondents

Job	Frequency	Percent
Command agent	56	70
Executive agent	24	30
Total	80	100

Source: SPSS Results

From **Table (03)** we see that most of the simple's respondents are command agents with a rate of 70 % from the total number of the sample, equivalent to 56 individuals of the study sample. However executive agents were 24 individuals, with a rate of 30 % of the study sample. This is due to the difference in the population already explained.

5.4.4. Age distribution of the respondents:

Table (04): Age distribution of the respondents

Age	Frequency	Percent
20 years to 29 years	01	01.2
30 years to 39 years	24	30.0
40 years to 49 years	33	41.3
more than 50 years	22	27.5
Total	80	100

Source: SPSS Results

As observed from **Table (04)** it's clear that 41,3% (33) from the respondents, are between 40 - 49 years old, this means that the majority of the respondents are between the ages of 40 years old, and 49 years old followed by the rate of 30 % (24) that belongs to the individuals who are aged between 30 years old, and 39 years old, followed by the rate of 27,5 % (22) that represents the study's membres who have 50 years old and more, and last, we have the individuals who are aged between 20 years old and 29 years old, with a rate of 1,2 % (01). This finding may have significance for understanding how a healthy work environment affects job performance because it indicates that a sizable section of the workforce is in its middle adult stage. Employees in this age bracket frequently have a lot of work experience and skill, which can affect how they view and react to their workplace.

5.4.5. Experience distribution of the respondents:

Table (05): Experience distribution of the respondents

Experience	Frequency	Percent
Less than 5 years	05	06.2
05 years to 10 years	16	20.0
more than 10 years	59	73.8
Total	80	100

Source: SPSS Results

From **Table (05)** we see that most of the sample's respondents have more than 10 years of experience with a rate of 73,8 % (59), followed by individuals who have experience between 5 years to 10 years with a rate of 20 % (16), and last, we have individuals who have experience that is less than 5 years with a rate of 06,2 % (05). This shows that the power station's workforce is reasonably steady and has gathered significant knowledge and abilities over time is indicated by the high number of people with more than 10 years of experience. These workers probably have a thorough awareness of their responsibilities, tasks, and organizational dynamics, all of which might affect how well they do their jobs.

Having a high percentage of seasoned workers can have a number of effects. First off, it suggests a possible pool of institutional know-how and proficiency that may be used to boost productivity and effectiveness at the power station. These seasoned workers can train or mentor less experienced coworkers, promoting skill development and knowledge transfer.

Second, the existence of employees with lengthy employment histories may also point to a favorable workplace culture that encourages employee loyalty and retention. Job satisfaction can be increased and, in turn, job performance can be positively impacted by a supportive work environment that values and acknowledges the efforts of long-tenured employees.

The relatively small proportions of people with 5 to 10 years of experience and fewer than 5 years of experience should be taken into consideration, though, as they may point to the need for efforts to draw in and keep younger talent. Keeping the workforce's age and experience distribution balanced helps improve the organization's overall variety, energy, and adaptability.

5.4.6. Correlation between study's variables:

Our study consists of understanding the impact of healthy work environment on employees' job performance. As shown in the theoretical part of this article, a healthy work environment can be consisted of three factors: physical factors, psycho-social factors and healthy practices, and before analyzing the impact of these three factors on employees' job performance, let's see their correlation to the dependent variable.

Table (06): Correlation table (Spearman)

Dependent Independent	Job Performance
Physical Factors	0.333**
psycho-social factors	- 0.070
healthy practices	- 0.096

Source: SPSS Results

From **Table (06)** we can see the values of spearman correlation coefficients which can be interpreted as follows:

- **Physical Factors and Job Performance:** The correlation coefficient of 0.333** indicates a moderate positive relationship between physical factors in the work environment and job performance. This shows that job performance tends to increase as physical variables, such as comfortable workspaces, ergonomic equipment, and safety precautions, improve. The significance level (**) indicates that this relationship is statistically significant.

- **Psycho-social Factors and Job Performance:** A weak negative relationship between psycho-social factors such as interpersonal ties, trust, mutual Respect, etc..., and job performance is indicated by the correlation coefficient of -0.070. The connection, however, is almost zero, suggesting that the relationship is not particularly strong. Furthermore, the coefficient is not statistically significant, suggesting that this link may not be accurate or significant in the available dataset.

- **Healthy Practices and Job Performance:** Just like the previous factors, a weak negative relationship between healthy practices and job performance is indicated by the correlation coefficient of -0.096. The connection, also, is almost zero, suggesting that the relationship is not particularly strong. This implies that there is no significant association between healthy practices and job performance in the given data.

5.4.7. Effect of healthy work environment on Job performance

In this section we will see if healthy work environment has an impact on the power station's employees' job performance.

5.4.7.1. Hypotheses:

Our study's hypotheses are:

H_0^a : Healthy work environment hasn't any significant effect on the power station's employees' job performance.

H_1^a : Healthy work environment has a significant impact on the power station's employees' job performance.

H_0^b : Physical factors haven't any significant impact on the power station's employees' job performance.

H_1^b : Physical factors have a significant impact on the power station's employees' job performance.

H_0^c : Psycho-Social factors haven't any significant impact on the power station's employees' job performance.

H_1^c : Psycho-Social factors have a significant impact on the power station's employees' job performance.

H_0^d : Healthy practices haven't any significant impact on the power station's employees' job performance.

H_1^d : Healthy practices have a significant impact on the power station's employees' job performance.

In order to examine whether these hypotheses are right or wrong we used ANOVA & multiple regression model.

5.4.7.2. Findings:

In this section we will analyze the ANOVA and regression model results.

5.4.7.2.1. ANOVA:

Table (07): ANOVA results

df	Sum of Squares	Mean Square	F calculated value	F critical value	P. value
3	1.067	0.356	4.050	2.417	0.01

Source: SPSS results

From **Table (07)** we can see that the absolute value of F calculated is |4.050| and we can clearly notice that it is bigger than F critical value which is 2.417. Additionally, the results are statistically significant because the p-value of 0.01 is lower than the specified significance level (0.05). These results means that we can reject H_0^a and therefore accept H_1^a , which means that *Healthy work environment has a significant impact on the power station's employees' job performance*.

5.4.7.2.2. Regression model:

Table (08): Regression Model results

	Constant α	Coefficient β	T critical	T calculated	P value	R ²
Physical factors	2.503	0.200	1.664	3.135	0.002	0.138
Psycho-Social factors		- 0.164		- 1.477	0.144	
Healthy practices		- 0.045		- 0.531	0.597	

Source: SPSS results

From **Table (08)** it's clear that the regression model of our study is:

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3$$

Knowing that :

y : Job performance.

x_1 : Physical factors

x_2 : Psycho-Social factors

x_3 : Healthy practices

We replace the α & β s by the values obtained in **Table (08)**, our regression model will be:

$$y = 2,503 + 0,200 x_1 - 0,164 x_2 - 0,045 x_3$$

And because R^2 is 0,138, this means that the study's model explains 13,8 % of the factors affecting employee's job performance, while the 86,2 % remaining, represents other factors that are not present in our study's model, but they affects the job performance.

5.4.7.2.2.1. Examining the impact of physical factors on job performance:

From **Table (08)** it's clear that **T calculated value** is 3,135 and **T critical value** is 1,664. By comparing these two values $|3,135| > 1,664$, we can find that the absolute value of **T calculated** is bigger than **T critical**. The **P value** of 0.002 suggests the results are statistically significant, so we can reject H_0^b and accept H_1^b which means that the physical factors have a significant impact on employees' job performance.

In order to understand the impact direction (whether it's positive or negative), we also refer to **Table (08)**, and exactly to the value of β_1 .

From **Table (08)** it's clear that $\beta_1 = +0.200$, and because it's a positive value, this means that *the physical factors have a positive significant impact on the power station's employees' job performance*.

5.4.7.2.2.2. Examining the impact of psycho-social factors on job performance:

From **Table (08)** it's clear that **T calculated value** is (- 1.477) and **T critical value** is 1,664.

By comparing these two values $|1,477| < 1,664$, we can find that the absolute value of **T calculated** is less than **T critical**. The **P value** of 0.144 suggests the results are not statistically significant, so we have to accept H_0^b which means that *the psycho-social factors have no significant impact on the power station's employees' job performance*.

5.4.7.2.2.3. Examining the impact of healthy practices on job performance:

From **Table (08)** it's clear that **T calculated value** is (- 0.531) and **T critical value** is 1,664.

By comparing these two values $|0,531| < 1,664$, we can find that the absolute value of **T calculated** is less than **T critical**. The **P value** of 0.597 suggests the results are not statistically significant, so we have to accept H_0^d which means that *the healthy practices have no significant impact on the power station's employees' job performance*.

6. CONCLUSION

Work environment impacts greatly on performance of employees both positively and negatively, employees enjoy their time at work and may realize their full potential when they work in a healthy work environment, additionally, this last encourages behavior that leads to self-actualization. Therefore, managers should implement the elements identified in this research that have an impact on employees' job performance in order to increase organizational output.

From this article, we derived to these results:

- To ensure a healthy work environment, companies can adopt measures that support employee well-being, such as open communication, professional growth opportunities, a positive company culture, and work-life balance initiatives.
- Enhancing employee job performance can be accomplished through clear performance expectations, sufficient resources, and a supportive environment as well as valuing employee contributions and encouraging ongoing improvement.
- A healthy work environment can significantly impact employee job performance by reducing stress, promoting positive employee relationships, and fostering a supportive and growth-oriented work environment. When employees are in a positive and supportive work environment, they are more likely to be motivated and productive in their job.

As recommendations, we can propose the following:

- Jijel's power plant must prioritise the physical work environment if it wants to improve employee performance. Employee comfort and productivity will increase with the purchase of ergonomic workstations and tools. Regular upkeep and improvements will guarantee a secure and comfortable working environment, lowering the possibility of accidents and discomfort. Access to natural light and ventilation may also enhance workers' moods and well-being, promoting a more upbeat and productive environment.
- It's also critical to promote a healthy psycho-social environment. Promoting feedback and employee engagement through open lines of communication can help employees feel a feeling of ownership and belonging. Putting together team-building exercises and seminars will improve employee connections, fostering cooperation and teamwork. Furthermore, supplying counselling or support services may aid workers in overcoming stress and other obstacles, which will eventually result in a happier and more enthused staff.
- Promoting healthy practices may have a big influence on how well workers perform at work. By introducing wellness initiatives and some exercise programmes, employers may motivate staff to prioritise their physical well-being, which will boost productivity and lower absenteeism. Work-life balance will be supported by providing flexible work arrangements and remote employment choices, which will lower burnout and boost job satisfaction. Employee empowerment will result from possibilities for skill development and career promotion, which will promote a sense of growth and success.

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