

Research Paper

Exploring Employees' Perceptions of Healthy Workplace Environment and Its Influence on Work Performance: A Qualitative Study

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ABSTRACT

This qualitative study investigated how employees' performance and psychological well-being are affected by a healthy work environment. This study aimed to learn how employees perceive the social, psychological, and physical aspects of their workplace and how these aspects affect their motivation, output, and job satisfaction. A phenomenological research design was used to investigate employees lived experiences. Purposive sampling was used to gather information through semi-structured interviews with workers from different companies. Braun and Clarke's method of thematic analysis was used to record, transcribe, and analyze the interviews. Four main themes emerged from the findings: work-life balance, a safe physical environment, supportive management, and a positive workplace culture. According to the participants, a healthy work environment improved their motivation, focus, productivity, and emotional health. This study emphasizes the importance of psychologically secure and encouraging work environments in raising employee productivity and fostering organizational development. The results can assist companies in creating employee-centered policies and mental health programs.

Keywords: *Workplace well-being, organizational psychology, employee performance, healthy work environment, qualitative research*

A healthy workplace environment is an important component of employee well-being, productivity, and organizational success. Employees spend a significant portion of their lives in the workplace, making the work environment a major impact on their physical and psychological health. A supportive and healthy work atmosphere can improve motivation, enhance job satisfaction, and increase employee performance. In contrast, unhealthy workplace conditions may lead to stress, burnout, absenteeism, and reduced work efficiency.

The concept of a healthy workplace environment includes physical safety, positive interpersonal relationships, emotional support, effective communication, work-life balance, and organizational fairness. According to the World Health Organization, healthy workplaces promote both physical and psychological well-being among employees. Modern

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organizations increasingly recognize the importance of employee mental health and organizational culture in achieving long-term success.

Previous research has shown that workplace conditions directly affect employees' productivity and morale. Chandrasekar (2011) reported that environmental factors such as workplace design, communication, and leadership significantly influence employee performance. Similarly, Raziq and Maulabakhsh (2015) found that positive working conditions improve job satisfaction and organizational commitment.

Despite increasing awareness of workplace well-being, many organizations still struggle to create psychologically healthy environments for employees. Most studies in this area have focused on quantitative measures, while fewer have explored employees' personal experiences and perceptions of workplace health. Therefore, this qualitative study aims to understand how employees perceive a healthy workplace environment and how it influences their performance and emotional well-being of employees.

REVIEW OF LITERATURE

Workplace Environment and Employees Performance

Chandrasekar (2011) emphasised that the workplace environment plays a crucial role in determining employees' productivity and morale. The study found that supportive supervision, comfortable working conditions, and a positive organizational culture improve employee efficiency.

Raziq and Maulabakhsh (2015) examined the relationship between working environment and job satisfaction among employees. The findings suggest that healthy workplace conditions significantly improve employee motivation and commitment to work.

Psychological Well-Being at the Workplace

Kelloway and Day (2005) highlighted that psychologically healthy workplaces reduce stress and improve employees' emotional well-being. The authors stressed the importance of supportive leadership and mental health promotion within organizations.

Bakker and Demerouti (2017) proposed the Job Demands-Resources Theory, which explains that supportive workplace resources increase employee engagement and reduce burnout.

Research Gap

Although previous studies have explored workplace environments and employee performance, limited qualitative research has focused on employees' personal experiences regarding healthy workplace environments. This study attempts to fill this gap by exploring employees' perceptions and experiences.

Need and Significance of Study

The workplace environment directly impacts employees' psychological health, motivation, and work performance. In today's competitive world, employees often experience stress, workload pressure, and emotional exhaustion due to their work. Understanding employees' perceptions of healthy workplace conditions can help organizations create supportive and productive environments. The findings of this study may contribute to organizational psychology, employee well-being programmes, and workplace mental health initiatives.

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Objectives of the Study

1. To explore employees' perceptions regarding a healthy workplace environment.
2. To understand the impact of the workplace environment on employee performance.
3. To identify workplace factors that influence employee motivation and productivity.
4. To examine the psychological experiences of employees in workplace settings.

METHODOLOGY

Research Design

The present study adopted a qualitative phenomenological research design to explore employees' lived experiences regarding healthy workplace environments and their effects on performance.

Participants

The participants included 20 full-time employees working in different organizations. Participants ranged in age from 22 to 50 years and had a minimum of one year of work experience.

Sampling Techniques

Purposive sampling was used to select participants who could provide detailed information about their workplace experiences.

Data Collection Tools

Data were collected using the following methods:

- Semi-structured interview
- Audio recordings
- Field notes and observations

Procedure

Permission was obtained from the participants before conducting the interviews. Informed consent was obtained from all the participants. Interviews were conducted individually in a comfortable environment and lasted approximately 30–45 min. The responses were audio-recorded and later transcribed for analysis.

Ethical Considerations

The researcher maintained the confidentiality and anonymity of the participants. Participation was voluntary, and the participants had the right to withdraw from the study at any time without penalty.

Data Collection

The collected data were analyzed using Braun and Clarke's (2006) thematic analysis method. The researcher carefully read the interview transcripts multiple times to identify recurring themes and patterns. The codes were generated and organized into broader themes representing the participants' experiences and perceptions.

RESULT

The thematic analysis identified four major themes that reflected how employees experience a healthy workplace environment in their daily lives.

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1. Supportive Management

Most participants shared that supportive managers positively influenced their motivation and confidence at work. Employees felt valued when supervisors appreciated their efforts and provided encouragement. This support helped them work more efficiently and created a feeling of trust within the organization.

“I feel more motivated when my manager recognizes my efforts.”

2. Positive Workplace Relationships

Participants described workplace relationships as an important part of a healthy work environment. Friendly interactions, teamwork, and respectful communication with colleagues helped employees feel comfortable and emotionally supported. Many participants mentioned that positive relationships at work reduced stress and made the workplace more enjoyable.

3. Work–Life Balance

Employees expressed that balancing work responsibilities with personal life was necessary for maintaining their well-being. Flexible schedules and manageable workloads allowed them to feel less overwhelmed and more focused at work. Participants believed that organizations that support work–life balance contribute to better mental health and higher productivity.

4. Safe and Comfortable Physical Environment

Participants also highlighted the importance of the physical workplace environment. Clean surroundings, proper lighting, ventilation, and comfortable seating made employees feel more relaxed and satisfied during working hours. A safe and hygienic workplace was seen as essential for improving concentration, comfort, and overall work performance.

DISCUSSION

The findings suggest that healthy workplace environments significantly improve employee performance and psychological well-being of employees. Supportive leadership, positive communication, and work-life balance are important factors influencing motivation and productivity. These findings are consistent with those of previous studies by Chandrasekar (2011) and Raziq and Maulabakhsh (2015), which highlighted the role of the organizational environment in employee satisfaction and efficiency.

Suggestions for Future Research

Future studies should use larger samples and comparative research designs to explore workplace environments across different industries.

CONCLUSION

The study concluded that healthy workplace environments positively influence employee performance, motivation, and psychological well-being. Organizations should focus on supportive leadership, work-life balance, and mental health promotion to create productive and employee-friendly workplaces.

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Conflict of Interest

The author(s) declared no conflict of interest.

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