1. Introduction

1.1 Background

Many researches discuss about the relationship between work environment and employee satisfaction. Employee satisfaction is a vital part for companies to improve productivity and organizational performance. Abdul Raziq and Raheela Maulabakhsh（2015）have discussed the impact of health environment employee on job satisfaction. Their study expound that the organization pay more attention on the working environment will increase the organization motivation and enhance employee job satisfaction. Ensure employees have a health workplace can also ease their pressure so that gain more performance for the company.

It is generally believed that a work environment that stimulates employee creativity is beneficial to the company's new product performance. The study (Jan Dul and Canan Ceylan, 2014) shows that the company supports creative work environment will create more new products to market (NP productivity), gain much market share in NP (new products) and achieved greater success. This means that work environment promoting employee creativity can not only promote product innovation, but also increase the success rate of new products in the market. What's more, supportive work environment can also help shaping a more stable and creative organizational culture ,values and beliefs, (such as flexibility, change, external development and opportunity utilization), which can support creativity and innovation (Martins and Terblanche, 2003; Naranjo-Valencia, Sanz-Valle, and Jiménez-Jiménez, 2010; Wang, Guidice, Tansky and Wang, 2010; Yang and Hsu, 2010).

1.2 Research Question and Aims

The working environment includes the sum of the current employees' activities and potential performance competition forces and influencing factors. According to Chandrasekar (2011), key aspects in the work environment may have compelling impacts on motivation, work attitude and performance level. When the working environment becomes very tense, changeable and complex, management should promptly discover the problem and cause. Improve the workplace environment to make it fully contribute to employee performance to maintain the competitiveness of the organization. This report mainly studies the impacts of workplace environment on job-satisfaction and employee engagement. To this end, the report puts forward recommendations based on situation analysis to enable company managers to find ways to create a healthier working environment for employees to stimulate their performance. At the same time, managers are encouraged to adopt appropriate methods based on various workplace environmental factors that may affect employee performance to

make effective improvements.

However, because of limitation, this report will only show the research results and recommendations for companies and organizations that have a large demand for offices (such as Internet companies, financial companies, etc.), do not including organizations that do not require office space (such as factories) . This study mainly discusses about what working environment companies should provide to reduce employee worries and restore normal work performance in post-epidemic era. This report will also focus on discussing the promotion of work environment in China.

2. Literature Review

2.1 Introduction

Many theories and study have discussed the relationship between workplace environment and employee performance. This chapter provides the theoretical framework about some essential content or theory which influenced by working environment. Such as the job satisfaction and employee engagement, they can explore the relationship between working environment and employee performance. And this chapter shows the advice of previous researches and studies on human resource management about how to enhance employee engagement which explored various factors affecting employee performance. These studies will be the guidance for this report develop a proper strategy for organizations to create a health workplace and help staff get back to work normally. Therefore, some related theories are listed below to support and help discussing the promote guidance on work environment. Some similar research literature by other scholars will listed in this chapter.

2.2 Work Environment

The work environment has been described as the environment around people when they are working, including physical environment, work profile, company culture and market conditions.(Tripathi 2014) Every aspect relates to each other and affects the work performance and productivity of employees by affecting employee satisfaction. The capacity of employees' working environment has the significant impact on their work motivation and performance. The working environment can be simply regarded as a very broad category - the environment where people work (Briner, 2000). It includes the physical environment (e.g. sunshine, heat, equipment) and the factors of the work itself (e.g. workload, task). He added that it also should include broader organizational factors (such as company culture, history and co-workers) and even various aspects of external organization settings (such as local labor market conditions, industry sectors, work-life balance).

The physical environment of the workplace mainly includes factors such as office layout and design, which greatly affect the physical and mental health of employees. The physical working environment is the main factor that causes people to adapt or not adapt to the working environment. The physical working environment can also be called an ergonomic workplace. For each employee to obtain an ergonomic workplace, it is necessary to conduct research on the workplace environment. By studying the reasons for having 18 ergonomic physical workplaces in the workplace, it will help employees avoid nerve damage (Cooper & Dewe, 2004). In addition, according to research (McCoy and Evans, 2005), the elements of the physical work environment need to be better and appropriate so that employees do not feel pressure at work. They also said that physical elements have an important impact on establishing collaborative networks and relationships in the workplace. More gratifying results show that improving the physical workplace design of the workplace can increase employee performance from 5% to 10% (Brill, 1992).

Social factors affecting employee performance includes working conditions, colleague relationships and social support. A better working environment can improve the comfort of employees at work (depending on the conditions and environment of the workplace), which has been regarded as a vital aspect in measuring corporate performance (Leblebici, 2012). Corporate image and cohesion will also affect employees' sense of belonging and working status. In today's dynamic and competitive business world, a healthy company should have creative working environment with good competitive sense. Managers should not just assume that employees' salaries only need to be corresponded with performance (Heath, 2006). Better employee management and a positive workplace are a competitive advantage an organization has over other organizations

2.3 Job Satisfaction

According to the research of Vroom (1964), job satisfaction can be defined as an employee's emotional orientation towards the role played in the workplace. Job satisfaction is an important part of employee motivation and encouragement to achieve better performance. Over the years, many people have defined job satisfaction. (Hoppok & Spielgler,1938) Job satisfaction refers to a system of comprehensive psychological and environmental conditions that encourages employees to admit that they are satisfied with their work. In addition, due to the influence of various factors, the role of employees in the workplace is emphasized on the elements of employees in the organization.

Clark (1997) believes that if employees are dissatisfied with the tasks assigned to them, and they are uncertain (such as rights, unsafe working conditions, non-cooperation between colleagues, and disrespect by their superiors) in the decision-making process Chinese employees will not take the initiative to consider the interests of their organization. On the contrary, making full use of the influence of these factors will increase the loyalty and cohesion of employees to the company.

2.4 Employee engagement

Armstrong (2006) indicated the functional impact of performance - as the development of quantitative goals. Performance is not only about people's achievements, but also about the how they can achieve within this process. The performance is defined by Sultana et al. (2012) It is the important impact on completion of the accuracy, completeness, cost and speed standards for the scheduled tasks. Employee performance is manifested in the improvement of production, good use of new technologies, and highly motivated employees. High performance can always lead the employee and organizations towards achieving organizational goals and tasks. Stup (2003) stated that in order to achieve standard performance, employers must help their employees' work as planned to achieve organizational goals by monitoring employees and help them improve performance. In addition, reward system should be implemented to motivate employees to perform better and achieve goals. Stup (2003) also describes several factors that affect employee performance during their task, which include the physical work environment, conditions, purposeful work, expectations for performance, feedback on performance, rewards for good and bad systems, standard operating procedures, knowledge, skills and attitudes.

Employees' behaviors related to organizational performance can be expressed in three different ways - task performance, organizational citizenship behavior and workplace deviations. Task performance is generally considered to be the most important element in measuring work-related behaviors. It can show work attitudes and employees' reactions to the organization. In short, this is when employees also perform tasks that go beyond their direct responsibilities or job descriptions to help achieve organizational goals. It can directly reflect employee loyalty and corporate cohesion. Workplace deviation (spreading rumors, attacking colleagues, etc.) is an employee's violation of organizational norms, which puts the organization or its members at risk. For managers, it is important to obtain feedback on employee behavior and performance, to effectively improve the working atmosphere of the company. (Anglia, 2014)

2.5 Two Factor Theory of Herzberg

The Two Factor Theory was proposed by Frederick Herzberg (1959), which has been used by various researchers to reveal the relationship between workplace environment and employee performance. According to this theory, motivation and hygiene factors are two critical factors that determine employees' work attitude and performance status (Robbins and Judge, 2007). He said that motivating factors are internal factors that can improve employees' motivation at work. Hygiene factors are external factors that prevent any employee from being dissatisfied with their work status. The theory states that improving the working environment and atmosphere will motivate employees to perform better.

Herzberg's theory focuses on revealing the importance of internal work factors for motivating employees. He emphasized that in order to enhance employees'

enthusiasm for work, leaders should create opportunities for employees to participate in the company's long-term planning and regularly evaluate their work (Schultz et al., 2010). The content of this theory has been widely proven to inspire employees to play their greatest role in the organization. Some subsequent studies proved that employees are more likely to be motivated by internal factors captured by Herzberg's motivational factors.

It draws ideas from Maslow's famous demand theory and human behavior and other theoretical frameworks. However, due to changes in the organizational environment and technological advancements, different organizations have new requirements and changes. It is necessary to develop new analysis methods for conducting research and reassessing existing findings.

2.6 Human resource management

Human resource management is mainly composed of three parts: employee capabilities, employee incentives, and opportunities for employees to participate in decision-making. Surrounding the needs of building a knowledgeable workforce in an enterprise, the capabilities of employees are mainly reflected in their professional capabilities. Employee incentives are the establishment of incentive compatible incentive measures to encourage employees to give full play to their professional capabilities. Faced with the requirements of corporate organizational changes, the opportunities for employees to participate in decision-making are reflected in the degree to which they can complete their own exploratory tasks. With the development of high-performance human resources practices, it will inevitably have an impact on employee performance. Exploring the negative impacts from a dialectical perspective can provide a problem-oriented approach to the orderly development of high-performance human resource practices.

Human resource management mainly consist of employee working ability, employee incentive system and components of employee participation in decision-making. Employees should emerge their professional working capacity for organizations to build and develop knowledge-based team. For the transformative stage of organizations and companies, employee participation in decision making will reflect whether they can complete the exploratory task independently.

In the late twentieth century, with the development of science and technology and the advancement of technology, the exploration of enterprise management concepts has become increasingly mature. Devanna, Fombrum, and Tichy (1981) put forward and deeply analyzed the relationship between corporate strategy and human resources and proposed that strategic human resource management (SHRM) is to systematically link people and enterprises. (SHRM) believes that human resources are the main resources for gaining competitive advantage, and emphasizes the use of human resource plans, policies and specific practices. The various elements of a company's strategic success, such as research and development capabilities, marketing capabilities, production capabilities, financial management capabilities, etc., are all determined by human resources. Therefore, the position of human resources is the most important in the

realization of the strategy. Obtain the human resource allocation that can be vertically matched with the corporate strategy and have a competitive advantage within the enterprise and emphasize that all human resource activities are to achieve corporate goals.

3. Case Analysis

3.1 Background

The case study of this report is based on the new project of Tianmei's world - which is an environmental psychology consulting company in Qingdao of China. "Tianmei's World" consulting company is China's first environmental psychology consulting agency, founded in 2017. The company is committed to studying different environments, (such as family, workplace, school, public space) on people's psychology, behavior and the influence of thinking modeling. They are committed to using the physical environment (indoor and outdoor decoration design-Marcia Architectural Design Consulting) and the social environment (promoting interpersonal communication-"Tianmei's World" Academy) to create better studying, working, and living environment to make these environments better serve the people who use them. By studying in different environments, people can know what learning environment and learning method is most suitable for them. At the meanwhile, they can use this knowledge to apply it to daily life helping them realize their maximum potential.

Based on much research and study on the impacts of environmental psychology, "Tianmei's world" has done lots of achievement on helping people chose proper environment for learning and working. The service of "Tianmei's world" was mainly focus on personal consulting witch help people to find proper environment and enhance their potential. When I was working in their company, this company happened to decide to develop a new project towards companies and organizations – which is according to the theory of environmental psychology to guide the company to improve the working environment and enhance employee efficiency. The working environment, which includes two parts – social environment and physical environment, is a sort of new concept to most of Chinese companies. The first stage of this project is drawing the attention of the effect of work environment of organizations. And then, a series consulting services will be provided towards companies and organization who need guidance on how to offer better workplaces for their employees. These consulting services in work environment will based on theories of environmental psychology and the researches about the relationship between work environment and employee performance. The services will be offered for different companies and organizations according to their company type and work forms.

Economics developed fast in China, employee satisfaction has gradually become a new and important concern for company managers. Working environment as a vital

factor that influence employee performance, however, its importance is easily overlooked by leaders or managers. This report mainly shows the results of this company current project research achievement about work environment impacts.

3.2 Objectives and Value

Working environment is a vital factor that affects employee performance and organization cohesion, etc. This new project I've been worked with is aimed to help companies and organizations pay attention on how the working environment influence employee performance and what they can do during post-epidemic period.

With the development of economy and society in China, companies and employees have continuously improved the quality requirements of the working environment. According to research towards working environment in China（Media Research, 2019）, nearly 90% of the respondents believe that a good working environment can stimulate personal creativity; over 70% of the respondents believe that the workplace population pays more attention to the office environment; 65.4% of the respondents Indicates that the office space needs to meet the leisure needs of the workplace crowd.

Obliviously, the workplace environment has become an essential content and can easily show its necessity in organization management. Especially in this complicated situation created by COVID-19, which is a tough time for both organization and employees. According to a survey (Deloitte, 2020) towards the human resources of 1232 companies in China published January 2020, 66% of the human resources indicated that the employees of the company could not provide normal services to customers; 47% believed that they could not manage employees normally at this period; 22% of the companies experienced problems with declining sales and tight capital flow. Because of the impact of the epidemic, employees can easily generate more stress and negative emotions. For example, salary cuts and layoffs bring instability and lack of cohesion to the team; long-term isolation of employees at home leads to depression and anxiety caused by emotions. As a result, it is difficult for the team to return to normal work state quickly. A research (Zhongtai Securities, 2020) report at the end of April stated that the actual unemployment rate during the epidemic in China was 20.5%, and the number of unemployed was around 70 million. The organizations are facing tight cash flow or the crisis of survival due to shrinking business makes employees won't have enough faith to overcome the difficulties together with the organization.

According to the current needs of human resource management in China and the tough situation caused by COVID-19, the essential of improving workplace environment and enhance employee job safety and satisfaction should be aware.

3.3 Analysis

The workplace environment is composed of many factors, which are the decisive factors affecting employee performance (Lambert, 2001). These factors may have a

positive or negative impact on achieving the best employee performance. In this study, the impacts of work environment on employee engagement are mainly divided into physical environment impact and social environment impact.

3.3.1 Physical Environment Impacts

Ismail et al. (2010) demonstrate that quality of physical environment will determine the wellbeing of employees. They generalize the physical working environment as office layout, temperature, recreation area and the work setting arrangement. Vischer (2007) think the physical environment factors should also include lightning (artificial and natural), furniture, noise and public layouts in working area. These factors help in terms of function and aesthetics, as well as the decoration and design of the working environment. It guarantees the comfort and health of employees at work, and ultimately helps to improve the experience of employees and requires better performance.

● Non-fixed Field Offices

Because of the rapid developments in IT, the office concept has renewed into a new stage. As a result, the workplaces are not always allocated to specific individuals in activity-based offices (ABOs). Instead, the workplaces allocation should be considered by conducted activities and forms of work (Becker,1999). Therefore, ABOs can be described as a non-fixed on-site office, with various forms of work space (open and closed), a space that can meet various activities carried out by employees (Brunia, De Been and Van der Voordt, 2016; Khamkanya And Sloan, 2009). Absolute open space is by no means the right choice for the company. (Gorgievski, Van der Voordt, Van Herpen, and Van Akkeren 2010) conducted use and evaluation in a work environment based on open activities and found the shortcomings of lack of privacy (inattention) and distraction. In addition, improper use of these offices may have a negative impact on work environment satisfaction (Hoendervanger, Le Noble, Mobach and Van Yperen, 2015). However, office spaces that combine open and closed environments are more beneficial. (Gorgievski et al. 2010) found that employees working in a combined space increased opportunity for communication and pointed out that an effective closed working space can reduce disadvantages (such as noise and lack of privacy). Free choice of space can also lead to increased autonomy (Ekstrand, Damman, Hansen and Hatling, 2015; Vos and Van der Voordt, 2002). Open layouts should change, tables can be spaced apart, partitions can rise, cleaning stations filled with hand sanitizer and antibacterial wipes will become the norm and workers may look for spaces for targeted work, such as private booths. Using the work area according to different types of work can also increase work efficiency and avoid unnecessary contact. This absolutely is a better choice for unsafety employees during uncertain epidemic era.

- **Safety in post-epidemic era**

As the change the COVID-19 brought to both organizations and employees, workplace safety has become the vital factor that every organization should aware. The organizations should guarantee staff safety first and then dispel the worries of employees, so that they can get back to normal work life. Follow the space guidelines (Gensler, 2020) based on their global clients, they offer guidance for organizations about what they need to do in the near term and the long term. They suggest "Three Incremental Shifts" solutions for future work guidance, which includes focus on health, leading the change and reform workplace. At the first step, organization should mainly focus on staff daily health check and protection, such as monitoring protocols, cleaning and hygiene, keeping social distance. The second step is making proper change on building moving line management – access, vertical transportation, space guidance and necessary infrastructure. Using efficient way to guide staff have a better experience during post-epidemic era. And then, organizations should reform the workplaces. For example, they should set more no-touch area and decentralized work area so that people can work at a place that only with few staff. At this part, the non-fixed field will be important for enhancing employee working experience. Staff can choose the workplace field they want to deal with the daily work instead of staying in fixed spot. As in internet companies, technology staff often prefer individual and more privacy working area. They can easily choose the private office. And for those employees of marketing or management, etc., it will be more convenient to have more open places for discussion and communication. While ensuring safety and reducing unnecessary contact with employees, providing employees with a more comfortable environment should be the focus of the special period.

3.3.2 Social Environment Impacts

The coronavirus pandemic has clearly shown that certain factors are far beyond the control of employers, but there are still many factors that organizations and their managers can control. They can respond by showing employees that they care. Moreover, it is more important than ever that managers have the right skills to guide their remote work teams. In the upcoming transitional phase of reopening, managers should pay more attention to the psychological influence of employees. Organizations can only achieve their goals by dint of employee performance. Organizational performance and employee performance are inseparable. When employees believe that their current environmental conditions meet the requirements of their duties, they will work hard. The type of work environment they are in will decide how they achieve organizational performance. (Cynthia Nanzushi, 2014) In other words, the work environment will determine the comfort of employees and their loyalty to the company and improve their performance. Human resource management style will greatly affect employee performance and limited decision-making opportunities will greatly affect

employee performance. However, employees appreciate their organization's efforts through training and development in order to acquire the skills and knowledge needed to perform their duties.

● Communication and Support

In special times, company managers should assure employees that they can rely on the company and give them a sense of security-this is a long-term investment in the company's future. Should convey to employees the company's long-term development vision and contributions that can be made together with employees. Invite employees to participate in finding creative ideas to help the company. This will give them a sense of ownership and commitment to the company. (Cynthia Nanzushi, 2014) In addition, employees who interact with external stakeholders must have clear communication guidelines. They should have the information they need to confidently answer questions about the company's business continuity and safety methods. They should transfer their confidence to the customers they deal with, such as industry associations, suppliers, distributors, etc.

● Relationship between teams

(Shadovitz, David,2013) Employee engagement can be expressed as human connection and emotional connection. Employee should have a united relationship with their team and their manager, which lead to the whole connection in the organization. When employees feel connected and united then they will work hard for a common vision. To connect the whole team, the leader is required to understand the need of the team sufficiently and the drives will push their limits and reach the goals the leader set for them.

Try to arrange some activities for employees talking interests or playing games so that they can know each other better and even develop interests together. Knowing each other better can encourage them willing to solve problems and work as a team. Many employees must work at home because the serious coronavirus. When they return to the office, most of them will inevitably feel uneasy at work, so that they cannot return to normal working conditions. Most of them face similar problems and anxiety. Therefore, proper communication can effectively alleviate their inner anxiety, which may be more effective than direct management to some extent.

Arranging team building exercises with a local firm is another effective way to unite a team. Many organizations around the world are aware of this truth and they encourage team building and socialization to strengthen these bonds. The stronger the employee relationship, the greater the motivation for employees to participate in the company.

● **Training program**

In every organization, it is the responsibility to improve the work performance of employees. Of course, the implementation of training and development is one of the main steps for most companies to achieve this goal. Obviously, employees are a vital resource, and the most important thing is to optimize their contribution to the company's goals as a means of maintaining effective performance. Therefore, this requires managers to ensure the supply of personnel with enough technical and social capabilities and the ability to develop into professional departments or management positions (Afshan, Sobia, Kamran & Nasir, 2012). During the special period affected by the epidemic, companies should think about how to enhance the ability of employees to respond to different situations in the face of changing social conditions. It is necessary to understand the uniqueness of different employees to effectively divide functions with more ability and characteristics; form a diversified new work model; effectively respond to the various situations that will be faced.

The main purpose of employee ability training is to significantly increase and improve employees' knowledge, skills, and attitudes, thereby enhancing corporate efficiency and gaining a competitive advantage. It is potentially one of the most important motivating factors which can not only bring personal growth but also contribute to the long-term benefits for the organization. (Aidah Nassazi, 2013) Managers should arrange corresponding training courses according to different situations of employees. At the same time, it can clearly help to determine the responsibilities and positions of employees in the organization, so that they can be clearer about the benefits and values that can be brought to the company.

3.3.3 Changing Trends of workplace

The epidemic has undoubtedly intensified the transformation of office models - multi-location office may become the new normal in office. During the epidemic period, most of companies around the world must let their staff work remotely from home. According to latest researches, (CNN, 2020) the US Silicon Valley giant Twitter Inc. told 5,000 employees on May 12 that they can choose to work from home 'permanently'. On the other hand, Facebook and Google have previously stated that they will allow many employees to work from home within this year. Amazon also said that employees can work from home at least until October 2. These attitudes from large Internet companies indicates the needs of flexible workplace and the working time dominated by employees themselves.

The changing caused by coronavirus is absolutely forcing workplace to be innovated. During the lock-in period, more than 40% of the work still needs to be carried out in traditional offices. (Future of Work Report 2020) But these offices are only to provide the space density or layout required to meet the security measures which cannot create a comfortable working environment era in this new environment. For a health and safety point of view, it helps to have employees spread across three or four

different sites (as often provided by flexible space providers). (Sanna, 2020) explained that the number of people spreading infections has decreased. However, if someone gets sick, this will not risk the entire workforce. (Architect astudio, Richard Hyams, 2020) pointed out the development trend of flexible space in the global scope to prove. Among the companies locked down, nearly three-quarters (71%) want their employers to provide some form of flexible working space. However, flexible space service providers must invest in technology and better ventilation systems to take advantage of anticipated demand growth.

It is clear working in offices isn't going away completely and it won't happen in the future, but it's also evident that remote working is still needed for company's economic recovery in this situation. In other word, the companies who can effectively find an equilibrium between the two will be successful in this new age. Flexible working system also influence the work and life balance. Work-life balance can be divided into the following states: organizational support for home care, flexible work options, and family or personal vacations. (Estes and Michael, 2005) Research has shown that employees' work and life experience seriously affect their investment in work roles, which is related to the improvement of organizational performance. Therefore, it is essential for companies to find a better working form and workplace design for their employees by different types and needs of working. The office building may become an "exquisite conference center." With the reconstruction of the office building as a symbol of the final status, its main purpose may change. The office building of the future may become a gathering place for people to concentrate on work remotely. This may mean fewer independent offices, and more space for gatherings, meetings and other company-wide events. Open layouts will change, tables may be spaced apart, partitions may rise, cleaning stations filled with hand sanitizer and antibacterial wipes will become the norm, and workers may look for spaces for targeted work, such as private booths. (Capron, 2020) Agile workspaces with allocate seats will no longer be popular. Workers will want to gain a sense of security and control, so that they have personal space every day or every few days, and they can clean frequently. In shared spaces, more non-contact fixing devices are expected, such as door sensors, automatic sinks and soap dispensers, and voice-activated elevator garages. The office design will develop in the direction of "easier to clean".

4. Implication

This study based on several researches and theories framework and combined with the tough situation in post-epidemic era. The performance of employees is seen as a manifestation of ability and motivation. It can be concluded from the mentioned research that the working environment has a serious impact on employees physically and psychologically. The company should regularly inspect the comfort level of the work environment, including whether the physical environment and social environment can meet the needs of employees' growth. To support employee performance manager

should improve the conditions of workplaces. When the work environment is well supported, employees will be more capable of doing what they expect. In this way, they will achieve organizational goals. Since the work environment is the core that affects employee performance, organizations should strive to utilize all necessary resources to ensure that the work environment can maintain employee performance in a good stage.

This study recommends companies and organizations take more serious about the relationship between work environment and employee engagement and provided enough solutions in both physical environment and social environment impacts. In addition, this study also mentioned the possible changing trend of workplaces in the future caused by the coronavirus. The safety issue has become the essential problem for the offices in 2020 because of the COVID-19. It will still be a vital issue that organizations should worry about for the future of workplace. Organizations should grasp the changes in employee needs with the development of the times and offer better work forms for their employees.

5.Limitation of the Study

There are certain limitations in this study. First, this is just a case study about how organizations can improve their environment for a better employee performance combine with the situation caused by coronavirus. The factors that influence employee engagement mentioned in this study is not extensive. The mentioned factors may not explain a whole vision of the relationship between work environment and employee performance but those are the vital factors the organizations should focus on during post-epidemic era.

Second, due to limited time and resources, this report only shows the research results and recommendations for companies and organizations that have a large demand for offices (such as Internet companies, financial companies, etc.) excluding factories or companies that do not require office space. This report also mainly discusses the situation in China during post-epidemic era because this project case is based in Chinese companies. For future related research, it is important to conduct further research around the world to gain a broader understanding of the relationship between employee performance and the work environment. Applying this research in other fields will prove and explore the importance of the work environment and employee performance in general.

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