INTERVENTION RESEARCH ON WORKING CONDITIONS AND EMPLOYEE PERFORMANCE

B. Swathi

Associate Professor, St.Martin's Engineering College, Hyderabad, India
Email: bais_swathi@yahoo.com

ABSTRACT

This commentary provides a summary for workplace psychosocial intervention studies. The article overviews the relationship between the working conditions and employee performance. The objective of this commentary is to highlight the importance of research examining the relationship between conditions at workplace and levels of employee performance, describes persistent challenges that need to be overcome in this research field and provide direction for future research in this area. In performance evaluation, the influence of workplace conditions on job performance has been widely accepted. The purpose of this study is to compare the views of public and private sector professionals toward their work in light of the radical changes in the administrative environment. In the course of the study, we develop and test a questionnaire to examine how the changes in environment has affected the productivity, morale, managerial attitudes and practices of senior professionals in the private and public sectors. The results showed that there were substantial relationships between employee performance both job grade and environmental conditions. Poor workplace conditions result in decreasing employee performance consisted of following organization rules, quality, cooperating with co-workers to solve task problems, concentrating the tasks, creativity and absenteeism.

Keywords: Working conditions. Employee performance; Experience; Education level; Job Grade

INTRODUCTION

An important part of any employment relationship is the environment in which people work. High commitment workplaces are characterized by a mutual commitment by employers and employees to the organization by creating an environment of open communication, challenging and rewarding jobs, safe working conditions, adequate resources, satisfactory benefits, and a high degree of trust. Employers establishing a high commitment environment may also encourage informal ways to help workers balance work and family, such as through encouraging supervisors to adjust schedules to allow workers to deal with family issues as they arise or through childcare referral services to workers who need it. It was observed that working conditions were found to be significantly related to employee performance and organizational   productivity. Money is just one aspect of employee motivation and production level. Emotional and physical comfort in the workplace play large roles in worker productivity, as well. A worker's satisfaction with his or her job is important because it

affects employee loyalty, efficiency in the workplace and quality of life. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down.

OBJECTIVES

1. To help employees achieve sense of basic purpose and fulfillment of work.
2. To help employers to increase productivity and   reduce employee turnover.
3. To prevent and control work-related problems.
4. To increase employee satisfaction.
5. To improve employee overall performance.

RESEARCH QUESTION

The research was carried out to define how the organizations in public and private sector should maintain healthy and conducive working conditions so that they manage the stress effectively. For conducting the study help of certain tools were taken such as journals, net search, filling up of questionnaires, and interaction with senior managers of the organization. A structured questionnaire, using Likert five-point rating scale was prepared, which was administered as a schedule. A systematic variation in the working conditions and health of employees was found between workplaces, and the variation in working conditions was attributed to several organizational levels. Organizational characteristics of workplaces have an impact on the working conditions and health of employees beyond occupational class.

HYPOTHESES

Keeping in view theoretical formulations and earlier studies in the field, following hypotheses are formulated:

Ho.: Environment at workplace is identical in both the organizations.

Ha.: Environment at workplace in Public sector and private sector organizations are different.

REVIEW OF LITERATURE

New research from North Carolina State University shows that an increase in professional business practices such as outsourcing, hiring temporary workers and focusing on project-based Teams is having a detrimental effect on workers and likely poses long-term problems for employers. Physical characteristics of the work environment that can have an impact include, the temperature of the work environment, the quality of light (how light or dark the work stations are and what sort of lighting), how close together people have to work and how many people are in a work area, the noise level, the air quality, and the space in terms of windows, walls, furniture etc. These are just a few physical characteristics to consider in a

work environment but they can be very influential in the work that is done. The physical environment of the workplace is important. While it doesn't have to be luxurious or expensive, paying attention to the realities of the physical environment can improve moral

and employee productivity. "We spend a great deal of our time at work, so it is an important part of our lives," says Dr. Martha Crowley, an assistant professor of sociology at NC State.

Characteristics of Good Working Conditions

1. Transparent & Open Communication

In essence, a transparent and open form of communication addresses the employee's need to feel that what they have to say has value. It is thus essential for staff to discuss the organization's philosophy, mission and values, from time to time during retreats, meetings, etc to ensure that everyone knows what they're working for other than their paychecks.

2. Work-Life Balance

There has to be some sort of balance between work and personal life. Work Life Balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a aily effort to make time for family, friends, spirituality, personal growth, and other personal activities, in addition to the demands of the workplace.

3. Training & Development-Focused

In a time when change is more rampant than ever before, it is necessary for organizations to be keeping abreast with the changes and train their employees accordingly. For instance, technology is evolving so rapidly that what organizations commonly used ten years ago could be made obsolete today (e.g. zip drives, dial-up modems, etc). This applies to both the individual and the organization itself.

4. Recognition for Hard Work

Recognition is essentially positive feedback that lets employees know they are valued and appreciated by their coworkers and the organization. Employees want their contributions and efforts to be acknowledged by those they work with on a day-to-day basis, including managers and peers. In fact, employees are most satisfied when recognition comes from a blend of sources.

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5. Strong Team Spirit

As social beings, we naturally seek support from our peers and seek to belong to a group. Come tough times, the team should come together to deal with whatever problems are out there. This is where a sense of unity is evoked in the team and employees will no longer just feel that they're working for themselves. They are now working towards something bigger than themselves, and as a team. Most modern businesses are structured around teams. It is critical then for every member of the organization to understand the concept of teamwork and to consider his or her job as part of a team effort.

DATA ANALYSIS AND INTERPRETATION

Table 1: Details of the respondents

Variables (n=144)	Number	%
Public sector	54	37.5
Private sector	90	62.5
Total	144	100

Sample

For the present study a sample consisting of 3 public sector organizations and 5 private sectors Organizations have been selected. Sample size includes 144 employees [54 from public sector and 90 from private sector] constituted the sample on the basis of incidental sampling technique. The age ranges from 30 – 50 years. The study is limited to respondents selected from Hyderabad.

Tools Used

The tools used for hypothesis testing are chi-square and t- test.

RESULTS AND DISCUSSIONS

Table 2. Working Environment Constructs: Frequency And Percentage Of Employees Agreeing And Disagreeing

S.n	Working Environment Constructs	SDA	DA	N	A	SA
1	Do you agree management makes efforts to make companies policies clear to its staff?	0[0%]	0[0%]	1[12.5%]	3[37.5%]	4[50%]
2	Do you agree the physical conditions are very good in your organization?	0[0%]	1[12.5%]	2[25%]	2[25%]	3[37.5%]
3	Do you accept individual differences are respected here?	0[0%]	1[12.5%]	2[25%]	4[50%]	1[12.5%]
4	Do you agree employees feel secure about their jobs in this company?	0[0%]	3[37.5%]	2[25%]	1[12.5%]	2[25%]
5	Do you accept your department does a good job attracting quality team members?	0[0%]	1[12.5%]	3[37.5%]	4[50%]	0[0%]
6	Do you accept your department does a good job retaining quality team members?	0[0%]	0[0%]	3[37.5%]	4[50%]	1[12.5%]
7	Do you agree your ideas are treated with respect?	0[0%]	0[0%]	4[50%]	3[37.5%]	1[12.5%]
8	Do you agree you can use your skills?	0[0%]	0[0%]	1[12.5%]	4[50%]	3[37.5%]
9	Do you agree work assigned to you is interesting?	0[0%]	1[12.5%]	2[25%]	4[50%]	1[12.5%]

| 10	Do you agree company provides an environment where diverse individuals can work efficiently?	0[0%]	0[0%]	3[37.5%]	5[62.5%]	0[0%]
11	Do you agree organization is responsive to change/	0[0%]	0[0%]	4[50%]	4[50%]	0[0%]
12	Do you agree organization place great emphasis on honesty, integrity?	0[0%]	0[0%]	3[37.5%]	4[50%]	1[12.5%]
13	Do you agree amount of work expected is reasonable?	0[0%]	0[0%]	4[50%]	1[12.5]	3[37.5%]
14	Do you agree employees have the support and authority to make necessary decision?	0[0%]	0[0%]	2[25]	6[75%]	0[0%]
15	Do you agree employees have resources necessary to do quality work?	0[0%]	2[25%]	1[12.5%]	4[50%]	1[12.5%]
16	Do you agree all employees are treated fairly?	0[0%]	0[0%]	4[50%]	4[50%]	0[0%]
17	Do you agree you can exchange your ideas freely at work place?	0[0%]	0[0%]	4[50%]	3[37.5%]	1[12.5%]
18	Do you agree work environment is friendly, comfortable?	0[0%]	0[0%]	4[50%]	4[50%]	0[0%]
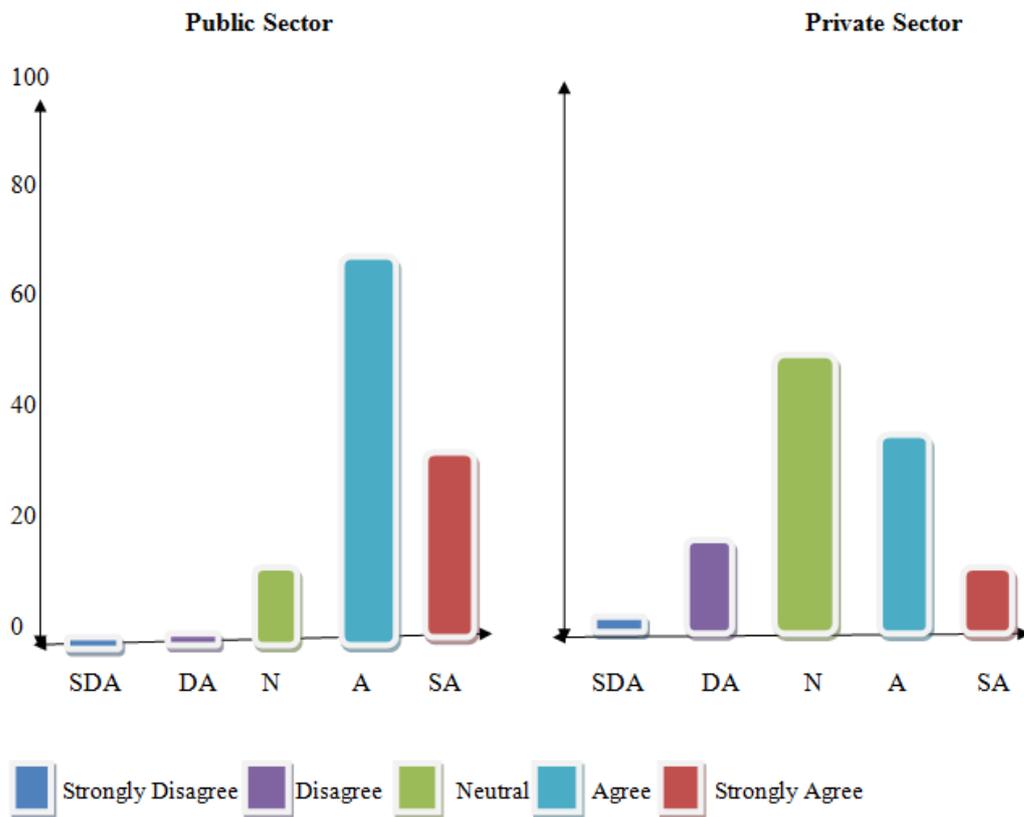
Chart 1. Working Environment

Table 1 explains level of frequency and percentages of Working Environment in Public and Private sectors. Chart 1 is a diagrammatic representation of Table 1 in the form of a vertical bar chart is called a column bar chart.The study shows that in Public Sector 0% of employees strongly disagree and disagree with regards to absence of good working environment. 7.40% of employees are neutral. A majority of 66.66% of employees agree with working environment to be supportive and friendly. 25.92 % strongly agree that working environment is conducive. Since most of the employees are agreeing with the statement we can conclude

that there is good and healthy working environment in the Public Sector organizations. In Private Sector 0% of employees strongly disagree with absence of good working environment. 10% of respondents disagree. Majority of 47.75% of employees are neutral with importance of good working environment. 33.33% agree with working environment to be supportive. 8.88% strongly agree with professional working environment. In private sector organizations majority of employees are neutral with regards to good working environment.

Findings: To know the variance in opinions among the employees of both Public and Private sectors the chi-square test is applied and result obtained is as follows. Chi-square value is 38.76 is greater than critical value of 1.66.It is not significant. Ho is rejected and H1 is accepted.

t-test

Ho.1: Working environment are identical in both the organizations.

Ha.1: Working environment in Public sector is superior to working environment in Private sector organizations.

Variables

1. Independent : Type of Organizations

2. Dependent: Working Environment

Tool

Standardized questionnaire is used. A test of significance "t" test is used for two samples statistics.

Tabulation

Table 3. Working Environment Constructs: Score Mean and Standard Deviation of Employees Agreeing and Disagreeing

	Public	Private
No.in sample	3	5
Mean	4.1	3.36
Sd	0.163	0.313

FINDINGS: - Under test statistic, the calculated "t" value is 3.31. At 0.05 significance level tabulated value is 1.94. Since calculated t value is greater than tabulated t value it is not significant. We reject null hypotheses Ho.1. Accept alternative hypotheses Ha.1.

CONCLUSIONS

- The study shows working environment is different in Public and Private Sector Organizations.

- In Public sector working environment is more supportive and healthy when compared to its counterpart, i.e., Private Sector.

SUGGESTIONS AND RECOMMENDATIONS

Given the above information, it can be said that working conditions play a vital role in improving the efficiency of the work force. Improving work organization is one of the best ways to increase productivity, especially since it can often be done without additional capital investments. Changing the design of products and the lay-out of the shop floor, and changing work assignments are some of the ideas that can be implemented to improve work organization.

FUTURE STUDY

- It is one of the most effective ways to increase productivity.

- Workers will work well for a boss they respect and admire who treats them fairly.

- Better organization can lead to a system of permanent improvements.

- Work organization improvements often do not require extra costs.

- Younger workers will be more encouraged, confident and learn more skills, because they are   often given the most tedious work, thus not utilizing their work potential.

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