

Impact of the Quality of Working Environment on the Employees' Intention, Motivation and Attitude with Special Emphasize to IT Sector, Kolkata

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Abstract- The quality of working environment impacts employee morale, attitude productivity and engagement - both positively and negatively. Poorly designed workstations are prone to occupational disease and it impacts on employee's performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. To meet the standards of organization employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. This paper tries to identify the factors of the working environment and its impact on the employees working in the IT sector in Kolkata.

Index Terms- Employee, Working environment, attitude, motivation, performance.

INTRODUCTION

An employee of any organization always desires to have a pleasant and comfortable workplace where he is working. IT employees also are not beyond with this phenomenon. When the workplace is perceived to be a bad place to work, chances of quit by the employees may be arises. A 'good workplace' is characterized by low levels of stress, employees feeling appreciated by management and not feeling threatened at work. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment. Employees always look for top-notch workplaces,

and they won't stop until they find it. A quality work place is essential to keep your employees on task and working efficiently. An excellent work environment is marked by such attributes as competitive wages, trust between the employees and management, fairness for everyone, and a sensible work load with challenging yet achievable goals. All this comes together to provide the best possible working conditions. Every employees from IT sector needs a good working environment which also motivates them to give out best in them.

CONCEPT

Working environment, It mean everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, room for personal development, etc. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. A good and positive environment may be characterized by positive values, open line of communication, fun and pleasant atmosphere, work life balance, focus on training, teamwork, positive leadership etc. A bad or toxic work environment is any that makes you feel uncomfortable, unappreciated, or undervalued. This can range from all out bullying, screaming and talked down to, to more subtle forms of poor communication, setting people up for failure, mismanagement and an air of hostility. It can come from the boss or superiors, peers, juniors or subordinates and even from the clients. Attitude is a mental and neural state of readiness organized through experience, exerting a directive or dynamic influence upon the individual's

response to all objects and situations with which it is related". It indicates the behaviour of a person at work.

PROBLEM OF THE STATEMENT

The working environment or workplace in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment.

INTENTIONS AND ATTITUDES OF IT EMPLOYEES

According to Lori scherwin, No one should ever have to work in an environment that causes your stomach to go in quivers but the unfortunate reality is it's more normal than we'd prefer. Often professionals 'accept it' as is, which can do more harm for you in the long-run, both professionally and also personally. A stifling work culture and environment can drive the IT employees up the wall. If IT people feel as if they are treated with respect, they usually respond with respect for coworkers and bosses. The most important aspect is that they want to know that they will have a job next year and they can commit to the organization long-term, assuming that they are happy in their work. Moreover their attitude towards the company will be positive if have clear direction and know what they are accountable for producing. They also intend to know the parameters of the box in which they are empowered to make decisions. And rewards, recognition, and compensation need to reinforce empowerment within the framework. The IT employees also desire to have some trainings for refresh and enhance their knowledge which will be important for their promotion and career growth. They also want to have a little fun at the office once in a while with occational birthday or holiday celebration in the office, or a more formal annual retreat. Like others, IT employees also demand for safe and secure workplace which will protect them any kind of accident or sexual harassment. In Kolkata, many IT SEZ (Monikanchan,

Technopolish, DLF, DLF-2, Unitech and Infospace etc.) at Newtown have built up where the IT employees are working and enjoying all the modern facilities with safe and secure workplace. The IT employees dislike very much conflict. It's not possible to eliminate conflict from a workplace, but establishing clear guidelines for work responsibilities, promotion practices, and scheduling issues can go a long way toward creating a harmonious environment. The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better. The manager must curb the tendency to micromanage and instead display that he has confidence in the ability of his team members and trusts them to do their work efficiently. If he treats his subordinates as professionals then there is no reason that they should not behave in that way. Such an attitude promotes trust and loyalty among the employees and encourages better teamwork among them. Besides, they develop a sense of ownership towards the company. Employees will care about your business when you care about them first. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

IT INDUSTRY IN KOLKATA: AN OVERVIEW

People are an organization's most valuable asset and this is especially true in the service sector like IT industry. Kolkata known as the dead city is finally turning to attract IT companies to set up their shops. The Govt. of West Bengal is playing major role in attracting more and more IT companies. Various initiatives have taken by the government to improve and position Kolkata as an IT hub. Government has allotted vast space for IT set ups at salt-lake, Rajarhat - Newtown area. Tata Consultancy Services (TCS), a leading IT services, sets its new software development campus at Rajarhat in the year 2014-15 which is spread over 40 acres of land and have over 16,500 seats with an investment of approximately Rs1,350 crore. The Rajarhat campus will offer TCS

employees a worldclass and holistic work environment with facilities like amphitheatre, auditorium, cafeterias, libraries, temporary accommodation and large green open spaces. The campus will house fitness facilities like tennis courts, basketball court and gymnasium for employees. Infosys and Wipro have both been sitting on their allotted plots in Rajarhat-New Town. for the last nine years. Wipro's first campus, in Salt Lake's Sector V, is an SEZ. It was set up in 2005. Wipro chairman is making visit to Kolkata frequently and has announced to increase wipro's manpower to 7000 in Kolkata where 60% will be working in BPO and 40% on IT sector. Recently Infosys has announced to start construction of a development centre in Kolkata, which will have a capacity to seat around 1,000 people. Cognizant has a large set up here with 2000-3000 people. Key occupiers in Rajarhat are TCS, IBM, Capgemini, Ericsson, Accenture, Cognizant, Genpact and HCL Tech etc with large amount of employment opportunities for IT professionals. Recently TCS has leased about 0.7 million sq ft at Ecospace in Rajarhat. Government has set three software technology park. There are private technology park like Infinity, The Bengal park etc.

SURVEY OF LITERATURE

The central concern of the Quality of Working Environment (QWE) perspective is the wellbeing of employees. In contrast to the literature on quitting, QWE does not focus on individual employee or job characteristics (Boxall et al. 2003; Cottini et al., 2009; Delfgauw, 2007; Hom et al., 2008; Scott et al., 2006; Simons and Jankowski, 2008; Taplin and Winterton, 2007) but, instead, is a concept that encompasses the physical aspects, psycho-social and organisational surroundings of work (Busck et al., 2010; Sell and Cleal, 2011). The QWE concept has its origins in Scandinavia where, since the 1970s it largely replaced the narrower concept of 'occupational health and safety,' which was associated mainly with physical risks and hazards at work. Specifically, QWE encompasses the concept of the 'psycho-social work environment,' which denotes how job demands and social structures and interactions in the organisation influence the psychological wellbeing of employees, thus allowing a broad understanding of how people are affected by

their employment, including experience of job satisfaction and stress (Hvid and Hasle, 2003). Psycho-social elements of the work environment include conflicts, threats or violence at the workplace (Sell and Cleal, 2011) and workload and the levels of stress experienced (Busck et al., 2010; Sell and Cleal, 2011).

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

Robbins (2003) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations.

March and Simon (1993) relate an employee's desire to participate in an organisation's activities with their desire to leave an organization, connecting concepts of commitment with turnover. They established some propositions that explained employees' decisions to 'withdraw' from organizations. These were based on a framework that supposes employees will leave if they perceive that leaving is desirable when there are other satisfactory alternatives. An employee's level of job satisfaction (or dissatisfaction) relate directly to the 'desirability' to leave. Boxall et al.'s (2003) meta analysis summarises some of the key findings in the literature and indicates that job security, job satisfaction, autonomy and responsibility, how much 7 employees felt appreciated by their employers, and how their employers cared for their wellbeing all impact on quitting intentions. Alfes et al. (2013) discuss the 'engaged' employee and links this with turnover intentions. They draw on social exchange theory to show that employees will be more engaged when their work is meaningful, when they have connections with others and when they feel valued and trusted by their employer. He also find that

engaged employees are more likely to stay with an organisation but engaged employees who perceive they have low organisational support were less likely to stay with the organisation. The extent to which employees believe that their organization values their contribution and care about wellbeing also affect the intention to quit (Perryer et al., 2010). Broader workplace conditions have been considered there have been connections found between general appreciation of employees and concern for their wellbeing (Mohamed et al., 2006).

Organization now-a-days are searching for all possible ways to motivate employee's attachment towards their working place (Mitchell, Holtom & Lee, 2001; Rousseau, 2004). The two specific ways suggested by Rousseau (1998) to strengthen employee's organization commitment are (1) increasing the perception of organizational membership (2) demonstrating the employees that they are valued by organization.

FACTORS AFFECTING EMPLOYEE ATTITUDE

Job satisfaction: Locke, E.A. (1969) defined job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values and it is conceptualized as a general attitude toward an employee.

Job security: Myths and Reality (1994) proposed an interesting starting point to define job security as the relative assurance, owned by an employee, that he/she is shielded against damages that would result from the loss of his/her work.

Commitment: Commitment is the extent to which a person identifies with and works towards organization-related goals and values. Workers who feel that the organization is committed to them are likely to have a positive attitude says Eisenberger et al, (1990), Meyer and Smith (2000).

FACTORS OF WORK ENVIRONMENT

It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with

their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job.

Setting of Goal: Employees are involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process.

Feedback: Information on how the employee is performing is fed back regularly to employees. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement.

Workplace incentives: The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required.

Support from supervisor: Supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done.

Job aids: Their work is to be made easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.

Environmental factors: Environmental factors such as temperature, lighting and ventilation can have a direct impact on health.

Physical factors: Physical factors in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects.

Culture: Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making one adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioral patterns of the boss as well as the co-workers, can be a lesson of life.

Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers.

SUGGESTION

The following recommendations may be taken as the strategic initiatives to increase the employees positive attitude and faith towards the company and its working environment.

1. Make the workspace look attractive to employee with new furniture, photos, posters, mirrors, flowers, statues, rugs, artwork, crystals, etc.
2. Clear out the clutter
3. Bring the employees back to nature by adding some plants to the workspace.
4. Just offer bonuses, whether financial incentives, company cars, or other prizes. This gives employees a goal to work towards and can create enthusiasm which is often contagious among employees.
5. Allow employees to feel comfortable to voice their opinions and make suggestions to improve conditions and work.
6. Simply state a few words of thanks or sincere admiration for a job well.
7. Try to ensure each employee feels as though they are an integral part of the company's future.
8. Open the lines of communication with employees to find out what kind of things or programs would get them motivated.
9. Offer flexible schedules, work-from home schedules.
10. Provide personal counseling and go out and talk to your employees. Smile. Recognize what they do, for without them, you wouldn't have a business to start with.

CONCLUDING REMARKS

The quality of Workplace environment plays a vital and significant role in maintaining a good and positive attitude and morale and motivating employees to perform their assigned work. A positive attitude helps employees to appreciate each other's competencies and work as a team for achieving common objectives instead of being overly perturbed by inadequacies of team members. To drive their

organizations to peak performance managers and supervisors must put out front the human face of their organization. Paramount here is the human-to-human interaction through providing individualized support and encouragement to each and every employee. The IT employees decision of retaining or leaving the present organization is notably influenced by the condition of working environment. Though the organizations belong to the IT sector are providing a good workplace environment to their employees but the upper level managers and authorities need much more flexible and sensitive about their employees. Management should invest in the protection of employees' health and safety in organizations and also provide safe pick and drop facilities for all their employees belongs to IT sector. This study have shown the effect of workplace environmental factor on health workers performance and productivity and suggest that efforts should be geared towards improving the physical environment, social environment, and work system associated with the workplace.

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