The Impact of Rejuvenation on Organizational Climate: A Study on the It Industry

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Abstract— **A workplace is a place or location where one works for their employer. It can be a place of employment or where the employee is asked or advised to work. Nowadays, these workplaces and their total outlook greatly impact the employees and their performances. An employer must provide the employees with all the comfort and requirements to bring out maximum productivity from the employees. This is where the concept of workplace rejuvenation comes into the picture. Rejuvenating a workplace means introducing methods to provide a more liberal space to the employees. The purpose of this paper was to test the hypothesis of whether rejuvenating a workplace impacts the employee working in the IT industry. Data was collected using a questionnaire to test the hypothesis that the Rejuvenation of the workplace leads to an improved organizational climate.**

Index Terms— **Workplace rejuvenation, Organizational climate, employee productivity**

I. INTRODUCTION

Workplace rejuvenation refers to the strategies, practices, and interventions that organizations can use to enhance employee well-being and engagement, reduce stress and burnout, and improve overall job performance. Organizational climate, also known as corporate culture, refers to the shared values, beliefs, and practices that shape the social environment of an organization (Den Hartog et al., 1999). Research has shown that a positive organizational climate is associated with improved employee well-being, greater job satisfaction, and higher levels of commitment and engagement (Hakanen et al., 2006; Schaufeli et al., 2006).

Employees in the IT industry face this burnout and stress a lot. Constant deadlines and continuous work time have resulted in the quitting of a lot of employees in this sector (Rajeswari, K. S., & Anantharaman, R. N., 2004). One of the main reasons why IT sector employees keep on jumping from one company to another is that they are not able to find a good balance in any company. They feel that there are being drained and thus they look for a platform that is more liberal and less complex. Therefore the employees have a mindset to work just for the sake of earning and don't This is the reason to implement more rejuvenating policies into workplaces to enhance the organizational climate.

Thinking about how a workplace was five or ten years ago, it would be a place that is highly structured, and rigid and provides a pressurizing environment to most of the employees. Still, employees would be willing to work as that would be their only way to earn something. But this is not the case now. The culture of introducing a free and flexible workspace has come up. If the employers are not providing this kind of work environment, then employees are even willing to quit or jump to other companies. This represents a stricter organizational climate, making it fall under the rule-oriented organizational climate.

IT industry employees face a lot of strain or stress starting from their day-to-day work. One of the main reasons is the usage of computers or systems. The kind of work that IT employees are into requires them to spend a good amount of time in Infront of computers. This causes a lot of physical and mental issues. Other problems that they face will include the stress of deadlines, competitions, biases faced, etc. All this together results in a negative organizational climate.

When the atmosphere turns to be more advanced and liberal, the way the employees feel also differs. They might start enjoying the work and thereby have an improved organizational climate. Organizational climate is a shared perception of the policies, practices, and procedures experienced by employees and the behaviors they observe are rewarded,

supported, and expected. This is a bundle of experiences that the employees get in an organization (Schneider, Ehrhart, & Macey, 2013).

What the employees might be thinking has great importance in today's world. So, it has become a notion for employers to market themselves as a place that is open and liberal and thinks from the employee's shoes. Most of the time, this is forced thinking for the employers. Else, with the current facilities and technologies, anything can be reported anywhere. A good rating is important and for that to keep the employees happy is also essential for employers. This is where the concept of Rejuvenation has taken priority in today's world.

Rejuvenation in general is a process of a person giving themselves new energy or liveliness. Rejuvenation in the workplace is where employees are given the time to take little breaks between their workplaces. People would require this break to keep themselves fresh and retain themselves throughout the day. The concepts of rest and break in workplaces are very much restrictive and defined. There are organizations that make note of the extra time of break taken by the employees. This way they are trying to show that they are stricter. But this has a negative impact to the employees. The employees will most probably feel that such organizations are not a good place to work, creating a bad image of the organization.

The effect of workplace rejuvenation on organizational climate can be significant. Increased employee satisfaction, motivation, and engagement can result from a supportive and encouraging work environment. Improved performance, productivity, and employee retention would occur as a result. Additionally, a positive organizational climate can foster a culture of innovation, creativity, and collaboration, which can be beneficial for the organization's overall success.

There has been a lot of study on this. It is seen that a lack of rest or rejuvenation has a pernicious effect (Jones, W. D., & Daigle, K., 2018). Employees are seemed to face stress, mental health issues, less concentration, and many others in their daily life because of a lack of rest or rejuvenation.

Analyzing the attrition rate of employees in most companies, the possible reason would be employees'

stress at their workplace. This in turn is a bad name for the company as well. Nowadays to attract talent to the organization, the organization must show itself as a great place to work. This process of shifting the work environment will attract more talent to the company, thus benefiting the company.

In an organization setup, this is a collective thought process. Giving prior importance and priority to the rejuvenation part will collectively improve the thought process of the employees. In this setup when everyone has positive feedback, the chances are that the organizational climate will have improved. This will in turn boost productivity, team building, and the overall outlook of the organization.

The pandemic also brought out the worst in people. While most of them lost their jobs, some people had to go through a lot of pressure during this time. Employees were made to work overtime, given extra work, etc. even though it was Work from Home. At least it was good news that they still had their jobs. It is with this introduction of Work from Home, people started noticing the importance of mental health. They were willing to quit their jobs to avoid stress and pressure. Thinking about a period like the pandemic with low job security and still people thinking about quitting shows how stressed people were during that time.

In recent years, mental health and well-being is given immense priority. There had been a lot of cases where employees decided to leave their organization because of the mental pressure they had to go through. Unlike the older times, mental well-being is highly prioritized these days. Mental health can be affected if an employee finds their work to be boring, and stressful or doesn't get many returns in monetary or non-monetary terms.

With the tedious schedule and the demanding job requirements, employees are reported to face more physical or mental issues now compared to earlier times. Many have started to prioritize this as well. Employees are not willing to take this pressure anymore. They will either decide to quit or jump to another company. Therefore, it has become a necessity for the organization as well to show that they care and to bring in an employee-centric work environment. The more employee-centric organizations are, the more attractive they will be in terms of retaining talent.

However, it's important to note that workplace rejuvenation should be a continuous process and it should be tailored to meet the specific needs and culture of the organization. It can include changes to the physical environment, such as office layout and design, as well as changes to organizational policies and practices, such as flexible working arrangements, employee development, and recognition programs.

By rejuvenating and making it a more liberal space, the aim should be to bring out a better organizational climate. This is for the current as well as future employees in the workplace. Employees should feel that their workplace is a place where they can be more expressive and help them to identify their true potential. When this happens each element of the organizational climate like employee commitment, satisfaction, motivation, etc enhances. This will bring out more results in the final output of the employees.

For those working in the IT industry, rejuvenation is important since it improves productivity, well-being, and job satisfaction. Organizations may develop a successful work environment and a culture of innovation by helping strengthen' well-being and rejuvenation. The ultimate should be the benefit of both employees and employers. And it is also important that the employees feel the same, that the organization has put forth an effort for their well-being.

II. LITERATURE REVIEW

The literature review is done with the purpose of referring to review the ideas of previous literature related to the current topic of study.

A. Organizational Climate:
Organizational climate is the different perceptions that the employees have of their workplace. It is also important for employers to bring up something that holds together all these individual perceptions. Even with the work environment, differences in opinion will arise among the employees, which directly affects the organizational climate. (Luthufi M, Jatin Pandey et al., 2020).
The more positive the organizational climate is for the employees, the more productive or efficient they become. Field Theory in Social Science of Lewin(1951) explains organizational climate as a function of a person and his interaction with the organization. Employees must have the motivation to come and work in their respective organizations. This motivation includes pay, rewards, responsibility, work flexibility, team, workspace etc. (Drigo consulting group,2003). Once this motivation is hampered, then the employees would find it hard to come or show up at the work. Even if they do, it will only be for the sake of it and wouldn't deliver good work (Damianus Abun et al., 2021).

According to a study by Syed Sadullah in his paper "Organizational Climate: From Literature Review to Agenda Ahead", Organisation climates can be people-oriented, result-oriented, or goal-oriented. It is believed that when the purpose of providing a good organizational climate is people-oriented, there will be employee satisfaction and productivity automatically, which helps in the overall development of the organization.

Organizational climate is determined by the contemporary environment of the organization. Each element that is been noticed by the employee has a significant impact on the overall organizational climate (Mukherji, R. K., Srivastava, S. P., & Joshi, P., 2021). Accordingly, it is also said that contextual factors like gender, needs, ethnicity, health, etc, have a significant impact on the organizational climate. The differences in these factors will also lead to a varied perspective on the organizational climate, which can be of a negative or positive outcome (Skvarciany et al., 2015). The employee's overall attitude, perception, and nature will affect how they work for the organization. The organization's climate can determine how committed and productive employees can be in their nature of work (Berberoglu, A.,2018).

In this world where there are rapid changes going around, it is very important for the organization to provide a positive outlook because that has an impact on the organizational climate. This is an ongoing process, as the culture in the organizations and the world around them keeps on changing, there is an underlying need to apply it to the organizational levels as well (Schneider, B et al., 2011). Since this is a concept of shared perspective, organizations trying to provide better working conditions to the employees will have a positive response in the overall organizational climate.

Organizational climate is completely an individual perception. Each employee will have a different perception of the organization that which he is working. This perception will differ from employee to employee. This perception that an employee has effects that employee's motivation to work as well as his overall behavior in the organization. This perception of the organization, rather than the organization itself affects employee conduct and productivity (Madhukar, V., & Sharma, S.,2017)The fundamental concepts, underlying assumptions, and core values that make up an organization's culture. It is firmly ingrained in the organization and is shared by all employees. Climate is determined by how people perceive and describe what they see and experience at work(Ostroff, C., & Aumann, K. A., 2004).

B. Workplace Rejuvenation:
Workplace rejuvenation is the concept of "recovery" from work-related demands. Research suggests that providing employees with opportunities to detach from work and engage in activities that promote relaxation and rejuvenation can enhance job performance and well-being (Johnson, M., 2014). This can include activities such as leisure, hobbies, and exercise, as well as time for relaxation and socializing with friends and family.

One of the key aspects of workplace rejuvenation is the importance of promoting a positive organizational culture and a supportive work environment. Research has shown that a positive organizational culture, characterized by trust, mutual respect, and a sense of shared purpose, can enhance employee well-being and job satisfaction (Carson, R. L et al.,2017). Additionally, providing employees with access to resources such as employee assistance programs, counseling, and health and wellness programs can also promote well-being and reduce stress (Moss, P, 1997). Employees feeling tired in their workplace is very normal with the different types and kinds of work they have to do. Both individual teams and organizational policies can be formulated in such a way that it supports the employees to make them less stressed and more productive. This will take away the burnout of the employees and make them more engaged(Maslach, C.,2011). From an organizational level, it will be difficult to provide a sudden rejuvenation or related policies. Employers have to ensure that all the functions are correlated and that any small change to

be implemented wouldn't bring any imbalance to the organization (Laskowski-Jones, L., 2022).

According to a study done by Laura Struebing in the year 1997, a tired group of employees can be rejuvenated by a five-step management plan starting with Encouraging innovation from the team by identifying and improving work processes and giving them more opportunities. The next step would be offering them a new perspective on their work, followed by raising a new bar and presenting more exciting challenges. This will make employees feel more excited and won't find their work boring. After this is it also important to revisit the ground rules in such a way that employees don't lose sight on the overall goals of the organization or take work very lightly. Lastly, Bringing in activities that allow more break and freshness to the environment. Inter or intra-team hangouts, more fun activities or break in between can be some of the examples. As per this study, if organizations try to incorporate such plans, employees will feel more at ease and give out better results.

Employees face a common issue of stressing out and lacking in their productivity. At this point, giving them a work-life balance should be a priority for the organizations (Brough, P et al., 2008). If the policies aren't formulated correctly, it will lead to unhealthy work life for the employees, and employees themselves will opt for a self-rejuvenation, which might or might not be favorable for the organization (Ghosh, A., 2021).

Overall, the literature suggests that organizations can promote workplace rejuvenation by providing employees with opportunities for recovery, promoting a positive organizational culture and supportive work environment, and providing access to resources and interventions that promote well-being and reduce stress.

III. PROBLEM STATEMENT

The employees in the IT sector are seen to be facing a lot of stress and burnout, and as a result, they are seen to be shifting from one company to another. This process continues till find a workplace where they feel they are being prioritized. This trend has increased post-pandemic, where employees are giving immense importance to mental health and well-being. As a result, it is crucial for organizations as well to implement such activities that favor the employees.

This study focuses on the impact that rejuvenation has on the overall organizational climate. Organizational climate is a shared belief or perspective. Any positive change that has come from rejuvenation to an employee should be enhancing the organizational climate. The main objective of the study is to analyze if there is any relationship between workplace rejuvenation and organizational climate.

IV. HYPOTHESIS

H0: There is no impact on the organizational climate by incorporating more rejuvenation policies in the workplace.

H1: There is an impact on the organizational climate by incorporating more rejuvenation policies in the workplace.
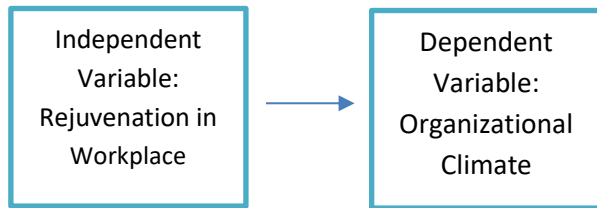

Fig.1

V. RESEARCH METHODOLOGY

The survey instrument comprised three parts. The first part measured the demographic data about the respondents. The second part collected data on workplace rejuvenation. In the third part data for organizational behaviour were collected.

The following seven items were used in the climate survey. They were taken from Linda Holboche's Aligning human resources and business Strategy, published in the year 2009.

1. I feel that my organization fosters a positive work environment.
2. I am satisfied with the level of resources and support provided by my organization to improve my job performance and development.
3. My organization constantly keeps in mind the need and effect of having a liberal work environment.
4. My organization has improved its policies to make the work less stressful and chaotic.
5. The working conditions of my organization motivate me to be more productive.

6. I believe that bringing more liberal working policies will have a positive impact on my job performance.
7. I am satisfied with the initiatives taken by my organization to make it a supportive workplace.

A pilot questionnaire was filled out by 20 respondents, followed by the main survey which was filled out by 173 IT sector employees. The objective of the pilot survey was to know whether the questionnaire was in the proper structure and reliable enough. The study is concerned with the employees in the IT sector, and therefore the questionnaire was circulated only to the employees belonging to the IT sector.

The following table shows the demographic report of the Survey:

	Category	No .of responses
Gender	Male	91
	Female	82
Age	21 - 30	68
	31- 40	57
	41 – 50	29
	51 and above	19

Table.1

The questions for both the dependent and independent variables were in the form of Likert scale. The Likert scale is an ordinal scale where the respondents choose the option that best suits or aligns with their thought process from 1 to 5. For the purpose of this research, the Likert scale was from Strongly agree to Strongly disagree.

VI. RESULTS

A. Preliminary Analysis

A preliminary analysis is done in SPSS to understand the reliability of statements taken for the survey. As mentioned above, a pilot questionnaire was circulated and tested. Necessary changes were made upon running a reliability analysis using Cronbach's Alpha and Factor Analysis. Post the final survey, again a preliminary analysis was done.

The statements given in the independent variable Rejuvenation showed a result of 0.955 reliability, showing that the 7 statements to analyse Rejuvenation activities in the workplace is highly reliable. Running the same test for the dependent variable Organisational Climate showed a result of 0.912 as the result of Cronbach's alpha. This again showed that the statements are reliable or there is internal consistency in the scale.

Factor Analysis Test was conducted after the Reliability test. Through this test, we get to know if the variables are accurate to conduct further analysis. Under factor analysis, when all the independent variables or predictors are loaded under one factor and all the dependent variables also known as outcomes are loaded under another factor, suggests that there is a strong relationship between the independent variable. and the dependent variable.

While running factor analysis for this survey, it was seen that the independent variables are good predictors of the dependent variable. The KMO and Bartlett's Test under factor analysis gave a statical significance of .000, meaning that the statements are strongly correlated with each other and thus can be grouped together. The rotated component matrix also gave a positive result, showing that the statements related to Rejuvenation in the workplace were loaded in component 1, and organizational climate was loaded in component 2.

B. Test of Hypothesis

A correlation analysis was conducted to understand the impact of rejuvenating the workplace on the organizational climate in IT sector. Correlation provides a numerical summary of the direction and strength of the linear relationship between two variables. The correlation was conducted to analyse how much of an impact the rejuvenating workplace has on the organizational climate.

The test showed the following result:

		R	OC
R	Pearson Correlation	1	.355
	Sig. (2-tailed)		.000
	N	168	168
OC	Pearson Correlation	.355	1
	Sig. (2-tailed)	.000	
	N	168	168

Table.2

There is a positive correlation between the independent and dependent variables. This means that through the survey, the respondents agree that rejuvenating the workplace leads to a better organizational climate. The correlation here is seen at 0.355. This means that there is a positive linear relationship between rejuvenating workplace and organizational climate. It is also noticed that this is a weak positive relationship. The closer the value gets to 1, the more strong the correlation will be. Here, this 35% indicates that the change in rejuvenating workplace is likely to have a positive increase in the organizational climate for IT employees, but not by a large amount.

VII. FINDINGS

Organizational climate is a broader concept. It includes employee commitment, relations, leadership style, employee satisfaction, and motivation. To bring in a positive change in the organizational climate as such is a difficult task. But from the organization's side, they can put in efforts to bring small changes that will aid in promoting a better organizational climate. Since this is a collective thinking process, each employer's effort will matter to the employees.

Though the correlation was found at 35%, the slightest effort by an organization to make the work more rejuvenating is bringing a positive change in the organizational climate. In today's world, these smallest efforts matter in such a way that employees in the IT industry find this a good motivation to work and stay in an organization.

VIII. RECOMMENDATIONS

Through the survey, we found out that, there is a positive relationship between rejuvenation and organizational climate. Improvising organizational climate is the need of every employer. This is a good way to attract and retain talent. Employees these days don't connect with their organizations much. They work to have a regular source of income. This is seen more among IT employees. Sitting in front of the system and working continuously will be tiresome and boring. The concept of rejuvenation is applicable here for the same reason.

Organizations that want to be more employee-centric can use this strategy to improvise their working conditions. Rejuvenating a workplace with respect to the IT sector will help in reducing stress and burnout. They tend to face a lot of stress because of the long and tedious work hours and demanding workloads. Another advantage is that it helps to keep good mental health. The type of organizational structure and leadership the employees belong to will have an impact on the type of mental condition in which the employees work. There has been a lot of situation where employees go to anxiety or depression because of the above-stated reasons. Rejuvenation activities

can help improve mental health by reducing stress and promoting relaxation and mindfulness.

Rejuvenation activities will also result in increasing productivity and bringing in more creative and innovative thinking. When employees take more rest and breaks, the less stressful they become. This will help them to renew their energy and enhance their thinking levels. From an organizational perspective, it is important to know that rejuvenation helps in retaining talent and boosts employee satisfaction. When employees feel valued they will reciprocate it in a good way back to the organization.

Rejuvenation should be a continuous process and aim at favoring the employees. Organizations can formulate policies that favour rejuvenation by increasing the break time or providing more breaks, incorporating more activities that help in building team belongingness, and adding some relaxing units like pool tables, sleeping rooms, etc. that will enable employees to be at more ease and alleviate their work. Organizations can also help employees in understanding their hobbies and help in pursuing or enhancing it can give employees a new perspective.

Organizations can focus on giving a more flexible work environment, promoting work-life balance, and encouraging employees in taking more rest. The overall idea is to provide a liberal space to the employees, which should take away the stress and burdened feelings of employees. The overall impression of the employees about the organization will become positive. This will aid in improving the organizational climate, making the workplace a better place to work.

IX. CONCLUSION

This research on rejuvenating the workplace and its impact on organizational climate in the IT sector has provided us with a lot of insights into the way employees want their workplace to be. In conclusion, the study found that rejuvenation practices have a positive effect on the organizational climate in the IT industry. The results indicate that rejuvenation activities such as longer break times, relaxation units, flexible work hours, etc., have a positive impact on factors such as job satisfaction, employee motivation, productivity, and overall work atmosphere. With the current organizations being employee-centric, it is crucial for the organizations to show that they care about retaining and attracting talent. Understanding

the industry and the type of work the IT sector is into, will be a good initiative to bring more rejuvenation strategies into the current organizational practices. Therefore, it is advisable for organizations in the IT industry to implement rejuvenation practices and improve their organizational climate, leading to increased productivity and employee well-being.

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