

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	EFFECTS OF EMPLOYEE RETENTION STRATEGIES ON ORGANISATIONAL COMPETITIVE ADVANTAGE IN THE HOTEL INDUSTRY IN MOMBASA COUNTY <i>HENRY MWASARU &amp; WILLIAM KAZUNGU KINGI</i>	1
2.	A COMPARATIVE ANALYSIS OF SOURCES OF INCOME OF COMMERCIAL BANKS IN INDIA DURING 2009-2013 <i>NARASIMHA PRAKASH &amp; DR. S. RAMESH</i>	5
3.	ASSESSMENT OF THE EFFECTIVENESS OF CASH MANAGEMENT INTERNAL CONTROLS IN THE ZIMBABWE RED CROSS SOCIETY CHAPTER <i>DR. B. NGWENYA &amp; E. MUNYANYI</i>	12
4.	A COMPARATIVE ANALYSIS OF CONSUMER BEHAVIOR TOWARDS SELECTIVE MEN COSMETICS IN URBAN AND RURAL AREAS OF NASHIK REGION <i>VAIBHAV RAMESH BHALERAO &amp; DR. ANAND DESHMUKH</i>	15
5.	FOOD SECURITY STATUS OF WOMEN GARMENTS' WORKERS IN SELECTED GARMENTS UNDER GAZIPUR DISTRICT OF BANGLADESH <i>SANZIDA ANANNA ZAMAN, MD. SAFIUL ISLAM AFRAD &amp; FOYEZ AHMED PRODHAN</i>	20
6.	GROWTH AND PERFORMANCE OF SECONDARY MARKETS: A REVIEW OF EMERGING TRENDS <i>DR. P. B RAMA KUMAR &amp; K. MADHAVA RAO</i>	25
7.	AN EMPIRICAL STUDY ON THE RELATIONSHIPS AMONG TRANSFORMATIONAL LEADERSHIP DIMENSIONS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF BANK EMPLOYEES <i>FERIT ÖLÇER</i>	31
8.	IMPACT OF WORKING ENVIRONMENT AS A MOTIVATIONAL FACTOR FOR EMPLOYEES & ITS EFFECT ON THEIR PERFORMANCE: CASE STUDY OF SYNDICATE BANK OF INDIA <i>DR RAJEEV JOHRI &amp; NEHA VASHISTHA</i>	40
9.	AN INVESTIGATION OF CONSUMER DECISION MAKING STYLE OF YOUNG ADULTS IN JAIPUR CITY IN RAJASTHAN <i>DR. RUBY JAIN &amp; ARTI SHARMA</i>	45
10.	COMPOSITION OF INTERNATIONAL RESERVES AND ITS COLLISION ON EXCHANGE RATE AND GROSS DOMESTIC PRODUCT IN INDIA <i>SHANKAR. R &amp; LAVANYA.M.R</i>	50
11.	CONSUMER BUYING BEHAVIOUR: AN EMPIRICAL STUDY ON PERSONAL COMPUTER <i>SANTPAL &amp; PRADEEP</i>	54
12.	PERFORMANCE AND STRUCTURE OF CO-OPERATIVE BANKS IN AGRICULTURE CREDIT IN HARYANA <i>HARDEEP KAUR</i>	59
13.	BANK REGULATION AND RISK: A STUDY OF SBI AND ITS ASSOCIATE BANKS <i>ANKITA TOMAR</i>	63
14.	FINANCIAL INCLUSION: CHALLENGES AND OPPORTUNITIES IN INDIA <i>DR. S. HARI BABU</i>	68
15.	WHISTLE BLOWING: IS IT SO HARD IN INDIA? <i>PINKY ARORA</i>	72
16.	PERFORMANCE OF REGIONAL RURAL BANKS PRE AND POST AMALGAMATION: A STUDY OF HIMACHAL PRADESH <i>GAGAN DEEP</i>	76
17.	JOB SATISFACTION OF HIGHER SECONDARY SCHOOL TEACHERS IN PUDUCHERRY: AN EMPIRICAL ANALYSIS <i>DR. N. S. PANDEY &amp; M. KAVITHA</i>	83
18.	CORPORATE GOVERNANCE PRACTICES AND ITS IMPACT ON DIVIDEND POLICY: A STUDY ON SRI LANKAN LISTED MANUFACTURING COMPANIES <i>KALAIARASI KANAPATHIPPILLAI &amp; S. ANANDASAYANAN</i>	87
19.	IMPACT OF SOCIAL MEDIA ON TEENAGERS: A CASE STUDY <i>MOHAMMAD OSAMA</i>	93
20.	DEFINING SIZE STANDARD FOR SMALL AND MEDIUM ENTERPRISES TOWARDS ECONOMIC REVOLUTION IN NIGERIA <i>GODSPOWER GODWIN ITEMESH</i>	96
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	<b>101</b>

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## IMPACT OF WORKING ENVIRONMENT AS A MOTIVATIONAL FACTOR FOR EMPLOYEES & ITS EFFECT ON THEIR PERFORMANCE: CASE STUDY OF SYNDICATE BANK OF INDIA

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### ABSTRACT

*Work environment is one of the most crucial and critical aspect. In today's era employees have a large number of alternatives, then the working environment becomes a crucial factor for accepting or keeping the job. Motivating work environment is when employees push themselves harder to do the job which enhances the productivity and performance of employees as well as of the company. This paper presents the analysis of working environment of syndicate bank and examines the relationship between the workplace conditions and employees productivity and also studies the working environment as a motivational factor. The study has been done on 50 employees of Syndicate bank. The output is satisfactory and shows that workplace environment does affect the employee's productivity. For the flexible working of the organization both behavioral and physical aspects are very important. There are some requirements to change in the physical layout of the bank.*

### KEYWORDS

working environment, motivational factors, Syndicate Bank of India.

### INTRODUCTION

There is a very deep and wide relationship between workplace environment and productivity. Performance results from the interaction of physical, financial and human resources, the first two are inanimate; they are translated into productivity only when Human element is introduced. Many managers and supervisors labor under the mistaken impression that the level of employee's performance on the job is proportional to the size of employee's pay packet. Although this may be true in few cases, but many surveys have thrown this false, In fact increment in salary, bonus or any extra monetary benefit, have a very limited short term effect. There are many other factors that determine the employees' performance. It is the quality of the employee's workplace environment that most impacts on their level of motivation and following performance. How well an employee is engaged with the organization, influences to a greater extent their error rate, level of innovation and collaboration with other employees. The root cause of occupational health diseases, high absenteeism and low performance is improper working conditions. Many times employees may encounter working conditions problems related to environment and physical factors. Workplace satisfaction has been associated with job satisfaction. This paper presents the analysis of working environment of a public bank of INDIA. The objective of this research paper is to investigate is there any relationship exists between workplace conditions and employee's productivity and working environment as a motivational tool.

**Motivation:** Motivation is one of the very crucial and important factor that affect employee's behavior and performance. Motivation is a factor that exerts a driving force in our actions and work. According to Greth Jones, Jennifer George and Charles Hill (2000) "Motivation is physiological factors that determine the directions of a person's behavior, a person's level of effort and a person's level of persistence in the face of obstacles". Dubin (1974) has defined Motivation as the complex forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated. According to MsFarland (1974), motivation refers to the way on which urges, drives, desires, aspirations, and strivings or needs direct, control or explain the behavior of human being. Kreitner and Kinicki (2004), assume that motivation contains "those psychological processes that cause the arousal, direction and persistent voluntary actions that are goal directed. An individual who has ability, skills and knowledge with added motivation is a sure way to success. If we do not motivate a worker, he would not as such be a problem solver.

**Workplace environment:** Positive workplace environment is very important factor which enhances the performance and productivity of the employees. When pertaining to a place of employment, the work environment involves the physical and geographical location as well as the immediate surroundings of the workplace, such as construction site or office building. It typically involves other factors related to the place of employment, such as quality of the air, noise level and additional perks and benefits of employment such as free child care or unlimited coffee or adequate parking etc. A positive and effective work environment smoothen the work flow and encourages the employee that results in the growth of the organization. An effective work environment is designed by the attributes such as competitive wages, trust between the employee and employer, equity and a fair workload with challenging and achievable work load. A motivating work environment is the requirement of any successful organization, as work environment plays a very vital role.

### REVIEW OF LITERATURE

Mostly managers are working under this false impression that the level of employees performance is proportional to the size of the employee's compensation package. Social contextual conditions that support one's feeling of competence, autonomy and relatedness are the basis for one maintaining intrinsic motivation and becoming more self determined with respect to extrinsic motivation (Ryan & Deci, 2000). Behavioral factor is more important than physical factor for the employees. Workplace environment affects employee's performance but behavioral workplace environment has greater effect on employee's performance. (Demet Leblebici, 2012) Workload, stress, overtime, fatigue, boredom are some factors to enhance job dissatisfaction. On the other hand good working conditions, refreshment and recreation facility, health and safety, fun at workplace improves the degree to job satisfaction. ( Dr Ruchi, Surinder, 2014) Gerber et al (1998, P. 44) defined working conditions as : " Working conditions are created by the interaction of employee with their organizational climate, and includes physiological as well as physical working conditions" On the other side productivity is a concept that depends on the context in which it is employed. It does not have a singular definite criterion measure or operational definition (Wasians et al, 1996). The physical environment is a tool that can be used to enhance the productivity (Mohr, 1996) and employee well being (Huang, Robert Son and Chang, 2004) for generating higher commitment of employees, adequate facilities is needed to be providing to employees. Maslow (1954) presented that human needs construct a five level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self actualization. Herzberg et al (1959) formulated the two factor theory of job satisfaction and presented that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomenon. Intrinsic factors named 'motivators' (that is, factors intrinsic to nature and experience to do work) were found to be job 'satisfiers' and included achievement, recognition, work itself and responsibility.

Extrinsic factors which are named 'hygiene' factors were found to be job 'dissatisfiers' and includes company policy, administration, supervision, interpersonal relations and working conditions.

From the outlook of safety, Gyekye (2006) presented that environmental conditions affects employees productivity and safety perceptions which impact employee's commitment. Roelofsen (2002), also presented that improving working conditions and working environment results in reduction in a number of complaints and absenteeism and an increase in productivity. Research findings of Patterson et al., (2003) presented that the more satisfied worker is proportional with the better performance of employees in terms of productivity and profitability.

**OBJECTIVES OF THE STUDY**

The broad objective of the study was to examine the impact of working environment on the performance of employees. The aim was to find out whether the employees are actually satisfied with the working environment and job conditions or not. If not, then what are the reasons of dissatisfactions with the working environment? The objective is to find out what factors motivates an employee to perform and is working environment is one of the factor which works as a motivational factor for the employees? The objective is to ascertain the impact of working environment on job satisfaction.

The study will answer the following –

- To study that effect of working environment as a motivational factor for employees.
- To examine the relationship between office environment and productivity of employees.
- To examine the relationship between work environment and job satisfaction.
- To study and investigate the factors that motivates an employee to perform.
- To analyze the importance of positive workplace environment.

**RESEARCH METHODOLOGY**

An exploratory research design has been used to study where data was collected by a well defined questionnaire that was used effectively and which gathered information on both overall performance as well as information on specific components of the system. The questionnaire comprised statement on employees working style, their satisfaction level, management interest in motivation and the enthusiasm of the employees.

The research was designed to investigate the dimensions of workplace environment in field of physical, behavioral and social component. The analysis is implemented to Syndicate Bank which has been operating since 1925. In the study both primary and secondary data was used. Primary data comprised of discussion with employees; data collected through questionnaire etc. The primary data is the result of the survey which is conducted among 50 employees. The survey was done on the customer handling staff that is mostly getting affected from the workplace conditions than the other employees. A well versed and designed questionnaire was conducted to collect the primary data. The data collected through the survey was subjected to some basic statistical techniques for analyzing the worker's opinions towards the workplace environment and its impact on the productivity and performance of employees. Secondary data represents the data that are frequently used in literature.

1. TYPE OF UNIVERSE: Meerut district.
2. SAMPLING METHOD: Simple random sampling method was used for the study.
3. SOURCE LIST: Finite
4. SIZE OF SAMPLE: 50
5. TOOLS OF DATA COLLECTION: **Survey and Questionnaire.**
6. TECHNIQUES OF DATA ANALYSIS: Parametric test to analyze the data.

**DATA ANALYSIS AND INTERPRETATION**

**1. AVAILABILITY OF FACILITIES REQUIRED FOR JOBS**

TABLE 1

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	7	14%
2	Satisfied	21	42%
3	Partially Satisfied	15	30%
4	Dissatisfied	7	14%
5	Highly dissatisfied	0	0%
	TOTAL	50	100%

Availability of all the factors required for doing the job is very important and it motivates an employee to perform his task on time. 42% employees are satisfied and are motivated towards the work environment. While 14% employees reported that they are not getting the desired requisites for performing the job.

**2. EQUALITY IN JOB ASSIGNMENT**

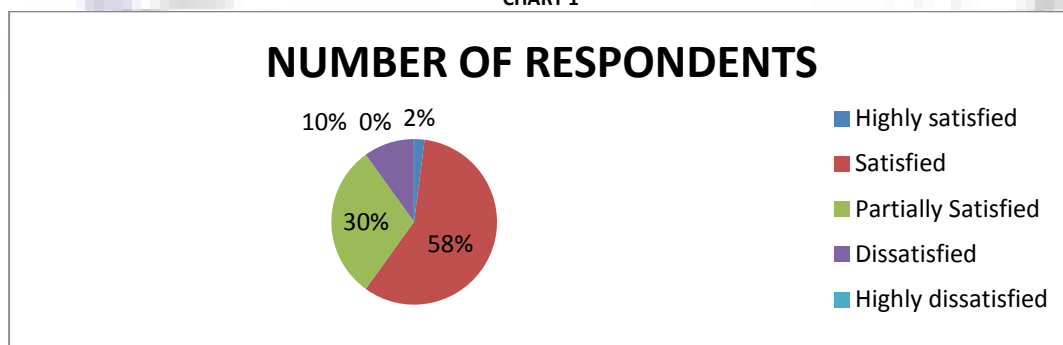
TABLE 2

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	46	92%
2	Satisfied	3	6%
3	Partially Satisfied	1	2%
4	Dissatisfied	0	0%
5	Highly dissatisfied	0	0%
	TOTAL	50	100%

The feeling that the employee is being treated fairly and no biasness exists in the organization motivates an employee and generates a positive work environment. Table 2 shows that 92% employee strongly agree and are highly satisfied that they are treated fairly in the organization.

**3. PROBLEM FACED BY EMPLOYEES DURING THERE WORKING HOURS**

CHART 1





62% of the employees are affected by the workload and work pressure and 14% employees believe that the only problem is noise, so these are the factor on which attention is necessary to improve the working environment.

**4. WORK ENVIRONMENT MAKES THE EMPLOYEES MORE PRODUCTIVE AND ORGANIZED**

**TABLE 3**

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	1	2%
2	Satisfied	29	58%
3	Partially Satisfied	15	30%
4	Dissatisfied	5	10%
5	Highly dissatisfied	0	0
	TOTAL	50	100%

58% of the employees believe that the working environment makes them more productive while 5% are dissatisfied with this and they need more adequate working environment.

**5. BOREDOM OR FATIGUE AT THE WORKPLACE**

**TABLE 4**

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	0	0%
2	Satisfied	12	24%
3	Partially Satisfied	32	64%
4	Dissatisfied	6	12%
5	Highly dissatisfied	0	0
	TOTAL	50	100%

64% of the employees partially believe that there is boredom and fatigue at the work place and they do not find themselves enthusiastic at high extent and do not feel motivated to do the job, where as 6% of the employees are dissatisfied with this.

**6. WORK ENVIRONMENT MAKE THE EMPLOYEES STRESSED OR JITTERY**

**TABLE 5**

SCORE	RESPONSE	H/C	PERCENTAGE
1	Highly satisfied	0	0%
2	Satisfied	5	10%
3	Partially Satisfied	7	14%
4	Dissatisfied	36	72%
5	Highly dissatisfied	2	4%
	TOTAL	50	100%

72% of the employees feel that they are happy with the environment and do not feel stressed with it and 14% of the employees holds a neutral opinion on it.

**7. EMPLOYEES ARE SATISFIED WITH THE OVERALL PHYSICAL AND BEHAVIORAL ENVIRONMENT**

**TABLE 6**

SCORE	RESPONSE	H/C	PERCENTAGE
1	Highly satisfied	0	0%
2	Satisfied	41	82%
3	Partially Satisfied	9	18%
4	Dissatisfied	0	0%
5	Highly dissatisfied	0	0%
	TOTAL	50	100%

82% of the employees are satisfied with the overall physical and behavioral environment of the bank where as 18% employees do not find it that adaptable.

**8. FEEL MOTIVATED TOWARDS YOUR JOB**

**TABLE 7**

SCORE	RESPONSE	H/C	PERCENTAGE
1	Highly satisfied	8	16%
2	Satisfied	33	66%
3	Partially Satisfied	9	18%
4	Dissatisfied	0	0%
5	Highly dissatisfied	0	0%
	TOTAL	50	100%

The status shows that 66% of the employees feels motivated and 16% of the employees feels highly motivated towards their job where as 18% of the employee partially agree with this.

**9. THE MANAGEMENT PROVIDES CONTINUOUS FEEDBACK IN SOLVING WORK RELATED PROBLEMS**

**TABLE 8**

SCORE	RESPONSE	H/C	PERCENTAGE
1	Highly satisfied	14	28%
2	Satisfied	16	32%
3	Partially Satisfied	9	18%
4	Dissatisfied	5	10%
5	Highly dissatisfied	6	12%
	TOTAL	50	100%

The data shows that 28% of the employees strongly agreed and 32% are satisfied that they are getting feedback from management and 18% are partially agree with the statement whereas 22% of the employees are dissatisfied with the statement. This shows that the management is needed to take some initiative in this concern.

## 10. ENCOURAGED TO COME UP WITH NEW AND BETTER IDEAS OF DOING THINGS

TABLE 9

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	20	40%
2	Satisfied	10	20%
3	Partially Satisfied	12	24%
4	Dissatisfied	8	16%
5	Highly dissatisfied	0	0
	TOTAL	50	100%

From this data it can be observed that 40% of the employees agreed that they are appreciated and encouraged when they come up with new and better ways of doing things.

## 11. MANAGEMENT IS INTERESTED IN MOTIVATING THE EMPLOYEES

TABLE 10

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	0	0%
2	Satisfied	25	50%
3	Partially Satisfied	7	14%
4	Dissatisfied	18	36%
5	Highly dissatisfied	0	0
	TOTAL	50	100%

It has been observed that 50% of the employees are satisfied with the statement and 36% of the employees are disagree by which it can be stated that management is interested in motivating the employees but yes, some steps should be taken so that all the employees should get satisfied with it.

## 12. SATISFIED WITH THE PHYSICAL LAYOUT OF THE BANK

TABLE 11

SCORE	RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	2	4%
2	Satisfied	8	16%
3	Partially Satisfied	4	8%
4	Dissatisfied	36	72%
5	Highly dissatisfied	0	0
	TOTAL	50	100%

The physical layout plays a very vital role and acts as a motivating factor for the employees to perform and enhances their productivity. 72% of the employees are dissatisfied with it where as 20% of the employees are good faith in it.

## CONCLUSION

The research was investigated on the criteria of workplace environment and work environment as a motivational tool for the employees. The analysis is done on a Public sector bank: Syndicate Bank of India on 50 employees. In this study both primary and secondary data has been used. The result of the study shows that workload, stress, overtime, boredom and fatigue are the factors that are responsible for job dissatisfaction. On the other hand to some extent employees find themselves positive and enthusiastic towards their job. According to the survey it has been proven that the workplace environment affects the performance of employee's productivity. Employees require good working conditions so that they can enhance their productivity and increase their performance. Both behavioral and physical aspects are very important in any organization for its proper functioning. All the employees agree that relations with supervisors, equality in job assignment, fair treatment and proper communication is important. About the overall satisfaction employees give favorable response and declared that they feel motivated towards their job. Employees of Syndicate bank are not satisfied positively with the physical layout of the bank. According to employees there need to be some change in the physical layout of the bank so that they can work more effectively and efficiently. So, to motivate employees, good working conditions and good working environment is very much important because it in itself works as a motivational factor for the employees working in the organization.

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