

## **A STUDY ON THE WORK ENVIRONMENT AND EMPLOYEES' COMMITMENT TOWARDS THE ORGANIZATION AT EXECUTIVE LEVEL IN A LEADING MINE INDUSTRY**

**R.Shalini<sup>1</sup> and Dr.N.R.Vembu<sup>2</sup>**

<sup>1</sup>*II Year MBA student, School of Management, SASTRA University, Thanjavur, South India*

<sup>2</sup>*Assistant Professor, School of Management, SASTRA University, Thanjavur, South India*

*Email: <sup>1</sup>rshalinirmsy@yahoo.in, <sup>2</sup>vembu@mba.sastra.edu*

---

**Abstract**—*Work environment is one of the most influencing factor which induces an employee to perform more efficiently. The research aimed at analyzing how the work environment as an antecedent, results in the change of employees' commitment level. It was carried under a hypothetical framework stating that "if an employee works in a good working environment, the employee's organizational commitment will increase". It was observed from the analyses that the work environment of the employee had a significant association with the employees' commitment levels which were categorized based on the (Meyer, 1991) "Three component model of commitment". Finally, it was concluded that a favorable work environment encourages and promotes the employees to work efficiently thus, enhancing their morale in the organization and creating a higher level of employee commitment towards the organization, leading to industrial peace and harmony.*

**Keywords**—*Communication, Industrial Peace, Morale, Organizational Commitment, Work Environment.*

---

### **INTRODUCTION**

A favourable work environment promotes the employees to work in an enthusiastic atmosphere where there is a smooth and harmonious relationship among the superiors and the peer groups, higher performance level, a qualitative work life balance and finally with minimum communications barriers, thus creating a higher level of employee commitment towards the organization. The effectiveness of a positive work environment on the employees' commitment level varied with an increase the performance of the employees and a decrease in the attrition rate of the organization.

### **STATEMENT OF THE PROBLEM**

Apart from job security, financial and non - financial incentives the employees' commitment level is also influenced by the work environment of their organization. A negative work environment results in a lack of open communication which might become the root cause of many workplace gossips and ineffectiveness, and also results in a sense of insecurity among the employees hence leading to loss in production and industrial unrest. The purpose of the research is to analyze how the work environment as antecedent, results in the change of employees' commitment level. The research is carried under a hypothetical framework stating that "if employee works in a good working environment, the employee's organizational commitment will increase" among the employees who are working in a leading mine industry as executives.

### **OBJECTIVES OF THE RESEARCH**

- To gather the demographic information and work environment.
- To examine and analyze the employee's commitment level with the three components of organizational commitment stated by (Meyer, 1991)
- To observe the relations between the hygiene factor i.e. work environment with the employees' commitment level.

## **LIMITATIONS OF THE RESEARCH**

The study uses the information provided by employees based on the prevailing work environment and practices held in a leading mine industry of India to increase the employees' commitment. The study is limited with a specific mining area due to time constraints and cost factors. The study also aims at evaluating the commitment level of the employees at executive level rather covering all the levels of employees in the organization.

## **RESEARCH METHODOLOGY**

The research is conducted through a well-designed quantitative research method, which includes the survey research, participant observations for sample size of 100 respondents. The study uses a well-designed reliable instrument which measures the attributes of the variables in an effective manner. The statistical tools such as frequency, ANOVA, & Correlation analysis were applied to meet out the study objectives. The study variables have been chosen in three dimensions viz., Demographic variables, Work environment, and Employees' commitment level towards the organization.

## **LITERATURE REVIEW**

**(O'Brien, 2006)** Stated that the associations between support at work, employee well-being, and job attitudes differed depending on the occupational group to which they belonged, the impact on employee job attitudes, such as affective commitment, job satisfaction, and intention to quit, the employees' psychological well-being and perceived stress also mediates with the effect of supportive work environments on job attitudes.

**(Macky, 2007)** The study examined the relationship between high-performance work system (HPWS) practices and employee attitudinal variables like job satisfaction, trust management, organizational commitment, etc. it was observed that implying HPWS resulted in win-win outcomes from employees and employers.

**(Artley, 2008)** Concluded in the study that there is a significant positive relationship between each of the 5 leadership practices (challenging the process, inspiring a shared vision, enabling others to act, modelling the way and encouraging the heart) to the GenX employee's self-reported organizational commitment.

**(Littau, 2009)** The study stated that the organizational commitment and work values of the Millennials relative to Baby Boomers and Generation X is significantly lower affective commitment, moreover, they did not differ from the older two generations on normative commitment.

**(Uzma, 2010)** Suggested that the employee perception level regarding their work environment are highly associated with their general and job-related well-being. The empirical findings of the study stated that the work environment characteristics, autonomy and managerial support are indirect antecedents which affect the employees' organizational commitment level.

**(Agba, 2010)** The study concluded that if the employers or management places a high premium on career advancement, career counselling and career opportunities for their staff, there exists a positive association with the employees' commitment level towards the organization as they want a career which expresses their interests, personality, abilities and harmonies with their total situation.

**(Chandrasekar, 2011)** The study observes that a poor working environment such as poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment are prone to occupational disease and it impacts on employee's performance as a result it decreases the productivity of the employees'. Thus, for maximizing the employees' productivity a management should focus on two major areas: personal motivation and the infrastructure of the work environment.

**(Ushie, 2015)** The study revealed that work environment which possess a consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers have a positive association with the employees' commitment, and with their performance.

**(Singleton, 2016)** Stated that workplace policies and procedures facilitates job satisfaction, employee involvement and organizational commitment towards the organization.

**DATA ANALYSIS & DISCUSSION**

**TABLE 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

<i>Demographic Factors (Frequency in %)</i>								
<b>Gender</b>	<b>Male</b>				<b>Female</b>			
	99.3				0.7			
<b>Age (Yrs)</b>	<b>20 – 30</b>		<b>31 – 40</b>		<b>41 – 50</b>		<b>Above 50</b>	
	18.7		12.0		17.3		52.0	
<b>Marital Status</b>	<b>Married</b>				<b>Unmarried</b>			
	88.7				11.3			
<b>Educational qualification</b>	<b>UG</b>		<b>PG</b>		<b>Professional</b>		<b>Others</b>	
	11.3		26		61.3		1.3	
<b>Executive grade</b>	<b>E1</b>	<b>E2</b>	<b>E3</b>	<b>E4</b>	<b>E5</b>	<b>E6</b>	<b>E7</b>	<b>E8</b>
	14.7	8.0	28.7	8.7	4.0	19.3	15.3	1.3
<b>Income level</b>	<b>5 – 10 lakhs</b>			<b>11 – 15 lakhs</b>			<b>Above 15 lakhs</b>	
	26.0			28.0			46.0	

Sources: Primary Data

The table 1 shows that demographic characteristic of the respondent out of 100 respondents, 99.3% of the total respondents are male, 52% of the total respondents are above 50 years, 88.7% of the total respondents are married, 61.3% of the total respondents are professionally qualified, 28.7% of the total respondents are in E3 grade, 46% of the total respondents earn more than 15 lakhs annually.

**TABLE 2: CORRELATION ANALYSIS**

<i>Pearson Correlation</i>		<i>Sig. (2-tailed)</i>	<i>Alternate Hypothesis (H<sub>1</sub>)</i>	<i>Status</i>
<i>Value</i>	<i>Strength</i>			
0.966**	Strong	0.006	There is a significant positive linear correlation between the work environment and the employees' affective commitment level towards the organization.	Accepted
0.959**	Strong	0.012	There is a significant positive linear correlation between the work environment and the employees' normative commitment level towards the organization.	Accepted
0.952**	Strong	0.001	There is a significant positive linear correlation between the work environment and the employees' continuance commitment level towards the organization.	Accepted
0.948**	Strong	0.009	There is a significant positive linear correlation between the employees' affective commitment level and the employees' continuance commitment level towards the organization.	Accepted
0.965**	Strong	0.029	There is a significant positive linear correlation between the employees' affective commitment level and the employees' normative commitment level towards the organization.	Accepted
0.964**	Strong	0.011	There is a significant positive linear correlation between the employees' continuance commitment level and the employees' normative commitment level towards the organization.	Accepted

Sources: Primary Data

The table depicts that there is a significant positive linear correlation observed between the work environment and the employees' three different commitment level towards the organization, which states that the work environment is highly correlated with the affective commitment level of the employees (0.966) when compared to other commitment scales.

**TABLE 3: ANOVA ANALYSIS****WORK ENVIRONMENT AND THE EMPLOYEES' COMMITMENT LEVEL TOWARDS THE ORGANIZATION**

<i>S.no</i>	<i>F value</i>	<i>Sig.</i>	<i>Alternate hypothesis(H1)</i>	<i>Status</i>
1.	172.525	0.010	There is a significant difference between the work environment and the employees' affective commitment level towards the organization.	Accepted
2.	118.722	0.016	There is a significant difference between the work environment and the employees' continuance commitment level towards the organization.	Accepted
3.	143.827	0.003	There is a significant difference between the work environment and the employees' normative commitment level towards the organization.	Accepted

Sources: Primary Data

**(H<sub>0</sub>):** There is no significant difference between the work environment and the employees' commitment level towards the organization.

The table depicts that the work environment factors has a significant difference in the change of the employees' commitment level at 5% significance level ( $p > 0.05$ ). Hence, it is evident that if an employee works in a positive working environment his/her organizational commitment level would definitely raise, thus increasing the overall performance of the organization and a decreasing attrition rate of the organization.

**RESULTS AND DISCUSSION**

The analysis inferred that the continuance commitment scale of the research has no statistical significance with the work environment, it shows that the employees prefer to stay in the organization only when they are emotionally attached and have a sense of belongingness with the organization. Though the work environment do not affect the employees' continuance commitment level but it does affects the affective and normative commitment of the employees. The analysis found that among the three components of the commitment levels, affective commitment level of an employee has higher positive linear correlation with the work environment of the organization.

**RECOMMENDATIONS**

The organization should focus on improvising the working conditions for the employees as it would not only influence them to perform well but also helps to retain them in the organization in terms of continuance commitment level. An employee whose commitment in the organization should be periodically reviewed and reported to the management in order to take improvising decisions.

**CONCLUSION**

A positive work environment eliminates improper communication gaps which may later become the root cause of many workplace gossips, disputes and ineffectiveness, thus leading to a sense of insecurity among the employees which finally results in loss of production and industrial unrest.

Thus, it is very important for the organization to provide a positive work environment for its employees which will increase the commitment level of the employees. A highly-committed employee will bridge the gap of the organization' goals and achievement.

**REFERENCES**

- [1] O'Brien. (2006). Work environment predictors of beginning teacher burnout. British educational research Journal.
- [2] Macky, K. (2007). The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects. The International Journal of Human Resource Mangement, 18(4), 537-567.
- [3] Artley. (2008). The impact of leadership practices on Generation X employee commitment in the health insurance industry. Proquest.
- [4] Littau. (2009). The millennials: an investigation of their organizational commitment, work values, and person-work environment fit.

*A Study on The Work Environment and Employees' Commitment Towards the Organization at  
Executive Level in A Leading Mine Industry*

- [5] Uzma, J. (2010). Impact of perceived work environment characteristics on employee wellbeing, attitudes and turnover. ORCA .
- [6] Agba, A. M. (2010). Career development and employee commitment in industrial organisations in calabar , Nigeria. American Journal of Scientific and Industrial Research .
- [7] Chandrasekar, D. K. (2011). Workplace environment and its impact on organisational performance in public sector organisation. International Journal of Enterprise Computing and Business Systems.
- [8] Ushie, E. M. (2015). Work Environment and Employees' Commitment in Agro-Based industries in cross rier state, Nigeria. Global Journal of Human-Social Science: C Sociology & culture.
- [9] Singleton. (2016). Job Satisfaction and Organizational Commitment Among Call Center Employees. ProQuest Dissertations.

\*\*\*\*\*