



A Study On The Employees' Perceptions Of The Workplace Learning Environments

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Abstract:

In this article, more than 30 research papers published in refereed journals in the area of employee's perception of the work environment were reviewed at random. The articles are divided into categories based on the year they were published, specific nations, the journal in which they were published, specific industry type, and lastly research technique. To study the relationship between employee's perception and the work environment of the organisation, the research is done, so the papers are further examined in this context.

1. INTRODUCTION

The overall impression that individuals have of a company is referred to as the organizational atmosphere. It is a representation of the organization as a whole. The attitude of organizational members toward the organization is reflected in the climate of the organization. Thus, patterns evolve as a result of an organization's atmosphere attracting and retaining employees who suit its culture. "A set of qualities that identify an organization and that: (a) distinguish one organization from another, (b) are generally lasting through time, and (c) influence the behavior of people in the organization," Forehand and Gilmer define organizational climate. It is commonly believed that each individual can have a significant impact on the organizational climate, yet tracing the effects of individual conduct on the environment would be extremely difficult. However, having "as many climates as there are people in the organization" may be possible. The study of the environment of the organisation is crucial to understand important factors, such as communication, co-operation, creativity, staff contentment, ethics standards etc. When two-way communication takes place and employees cooperate and get a favourable feeling from the company, the organisation becomes more efficient. Employees that feel devoted to the company have a higher level of job satisfaction. Their output will increase as well. A favourable business climate is thus associated with greater employee happiness, better interactions amongst human beings and more productivity. Structure, technology, the external environment and administrative policies and practises, inter alia, are influencing climate change. The

new environment is the atmosphere influenced by management policy, organisational structure, technology and the external environment. We could expect a high level of goal-oriented conduct when the environment is supportive to people's needs. The combination of human needs and perceived organizational environment determines ultimate behavior or consequences. The sentiments of organizational members toward the organization are reflected in the organizational climate. In the organisational literature, climate perceptions of employees (Upadhyay, Raghuvanshi and Raghav, 2017) have garnered a great deal of attention, and they have been used to predict a variety of major individual and organisational outcome variables, beginning with discussions of "social climates." Researchers found linkages between employees' perceptions of their workplace and results including job satisfaction (Schneider & Snyder, 2011), burnout, employment participation, the conduct of organisational citizenship, job performance (Jadaun and Kumar, 2019), leading behaviour, turnover, intentions, client satisfaction and organisational performance at the individual analysis level Patterson and colleagues (Patterson et al., 2004). Employee environmental perceptions (Upadhyay, Raghuvanshi and Raghav, 2017) are used to forecast group results including accident rates, customer satisfaction and financial success when group-level or organisation level is combined (Schneider & Bowen, 1985; Schneider, White, & Paul, 1998). Because employee perceptions have a substantial impact on both individual and organisational outcomes, climate surveys are commonly employed as a diagnostic tool for organisational reform and change. The majority of studies suggest a link between corporate atmosphere and employee performance (Jadaun and Kumar, 2019). As a result, the firm must provide a pleasant working environment for its personnel. Employee opinions vary from time to time and scenario to situation, making it challenging for organizations to identify what type of climate they like.

2. LITERATURE REVIEW

2.1 Work environment in the organisation and the factors influencing it.

According to meta-analytic findings by Christopher P. Parker, Boris B. Baltes, Scott A. Young, Joseph W. Huff, Robert A. Altmann, Heather A. LaCost, and Joanne E. Roberts (2003), psychological climate, operationalized as an individual's perceptions of their work environment, has a strong correlation with work behaviours, encouragement, and performance. According to another study by A.K. Srivastava (2008) and which of the various working components, working conditions, social benefits, interpersonal relations and confidence were compared with the measure of satisfaction, performance, and organisational effectiveness, the participants who believed their work environment was adequate and favourable received higher scores in comparison to the rest of the group. Gladys Hrobowski-Culbreath (2010) discovered a correlation between flexible work arrangements, job satisfaction, productivity, and work-life balance in a paper on the subject. Flexible work arrangements are connected with lower turnover, absenteeism, job satisfaction, productivity, and a better work-life balance than

traditional work arrangements. The implications of leadership (Agrawal and Mittal, 2020), work innovation, organizational structure, and other components of the organizational climate on work culture were examined by Bikash Bhadury (1991). The association between human resources practises and aggregate attitudes to work was found to be mediated in the organisational atmosphere by William Kevin Barksdale (1994). Furthermore, the association between organizational atmosphere and turnover was totally mediated by work attitudes. In their research, William F. Joyce, John W. Slocum, Jr., and Michael Abelson (1977) discovered that individuals' perceptions of the work environment or psychological climates were important predictors of job attitudes such as fulfilment, work engagement, and leadership (Jain and Ashthana, 2019). Marjorie L. Randall, Russell Cropanzano, Carol A. Bormann, and Andrej Birjulin (1999) used a field sample of 128 people to study the relationship between organizational politics and organizational support and various work attitudes and behaviors. Job contentment, dedication and intentions to turnover were all linked to policies and support, and judgements of supervisors of organisational citizenship behaviour. However, only support was associated with work performance. Kenneth P De Meuse and Todd J Hostager (2001) identified, developed a tool to assess, and administered a multidynamic framework to conceptualise perceptions of attitudes toward workplace diversity in three research situations. It appears to provide an accurate and useful measure of diversity attitudes and perceptions (Upadhyay, Raghuvanshi and Raghav, 2017), based on preliminary findings. Schneider and Bowen (1985) discovered that climate interpretations differed within work groups executing different jobs within the same organization. Departmental affiliation provides a frame of reference for workers to define the aspects of their work environment, according to the main theoretical logic driving these studies. Their atmosphere was defined differently by employees in several departments (accounting, services and underwriting), according to Newman (1975). His conclusions demonstrate that the experiences of the employee inside his/her working group have a substantial effect both on the atmosphere descriptions of the employee and on the subjective reactions to the workplace.

2.2 Employees' View for Healthy Workplace Environment

Organizational climate is important because it affects employees' perceptions (Upadhyay, Raghuvanshi and Raghav, 2017), which in turn affects their behavior. The sum total of perceptions based on the interaction between human perceptions and the organizational environment is referred to as organizational climate. Schneider and Hall (2010) defined the organisational environment as a collection of individuals' global perceptions about their work environment. Perception sets (Upadhyay, Raghuvanshi and Raghav, 2017) are mostly the product of interactions between individual and organizational features. The organisational framework of a company can influence employee views of its atmosphere, according to Newman (2010), Joyce, and Slocum (2010). Psychologically inspiring and engaging workplaces

were connected with job engagement and effort, according to Steven P. Brown and Thomas W. Leigh (1996). Work performance (Jadaun and Kumar, 2019) has also been connected with effort. The viewpoints of ten senior life insurance executives who identify as exemplifying transformational leadership (Agrawal and Mittal, 2020) in the context of organisational climate and change are examined, provides tips on how companies plan and react to their rapidly changing competitive climate (Willett, Scott R., Ph.D., 2009). Employees rated their organization's organizational atmosphere as moderate. Fauziah Noordin, Safiah Omar, Syakirarohan Sehan, Shukriah Idrus (2010) found that continuity commitment to the organization is the lowest among the three components of organizational commitment. Organizational slackness moderates the link between the organisational environment, perceptions of innovation support and performance, and there is a substantial connection between several characteristics of the organisational environment and views on innovation support (Antonia Ruiz-Moreno). Diversity management and environmental organisation elements such as policies and procedures, discrimination, gender concerns, and employment equality all have positive and strong connections (Tjale, Tsedile Ethel, 2005). The consistent relationship between climate and performance exists, regardless of industry according to Peter Kangis, D. Gordon and S. Williams (2000). Companies with a higher output on climate than companies with a lower average output have higher values on climate dimensions. Mark A. Shadur Rene Kienzle and John J. Rodwell (1999) investigated the relationship between employee perceptions of engagement (Upadhyay, Raghuvanshi and Raghav, 2017) and organisational environment (Jain and Ashthana, 2019) using data from 269 employees of a technology business. According to the authors, employee involvement is comprised of three critical components: decision-making participation, teamwork, and communication. The perceptual atmosphere of individuals was a significant part of the variance in individual satisfaction, according to Mathis Schulte, Cheri Ostroff, and Angelo J Kinicki (2006), who examined 1076 persons from 120 branches of a major US bank. The results imply that the general atmosphere of a working group affects behaviour, depending on people's distinct perceptions of the surroundings. According to Patterson, Warr, and West (2004), firm production is more directly related to climate components linked with increased levels of satisfaction. Managers' environmental views are more positive than non-managers' and related to corporate productivity. The relationships between organisation's atmosphere and employee engagement (Jain and Ashthana, 2019) were examined in mainland China by Zhang Zhen, Ma Li and Ma Wenjing (2003). The researchers defined the terms "organisational climate" and "employee participation" and then used one-way ANOVA and regression analysis to determine how employee participation was influenced by the organisational environment. Employee involvement differed significantly by geography, according to the findings. The most powerful indicators of employee involvement were non-bureaucratic, helpful, and communicative environments. According to Victoria Bellou and Andreas I Andronikidis (2009), productivity, reflection, adaptability,

oversight support and quality have been some of the most significant characteristics of the organisational atmosphere affected. Additionally, the only areas of distinction between management and non-managerial workers were in terms of the relationship and performance (Jadaun and Kumar, 2019). Male employees, according to Tengku Marini (2007), gave a higher rating to the organisational atmosphere than female employees. However, the normal communication methods among employees have been shown to be courteous, precise, and careful, with a focus on accomplishment. Similarly, the extent to which this influence was exerted differed by sex. It also implies that climate changes have a more significant impact on the happiness of the job of both male and female officials than individual level characteristics (Marie L. Griffin, 2001). According to Young, Scott Alan (2000), agreement on climate perceptions among work groups is not as important as agreement on organizational principles and goals. Several environmental factors, according to Ali Dastmalchian (1986), have separate interactions with organisational climate, and the ties between organisational environments and climate are not equivalent to the correlations between environmental factors and structural components. Lawrence R. James and Allan P. Jones (1974) look at how much other organizational and individual domains are duplicated by the organizational environment. Various structural characteristics were significantly associated with the organisational climate perceived by the scientists (but no structural variables) (John A. Drexler 1976). The organisational climate descriptive measurements have organisational differences and are organisational features. According to Edward E. Lawler III, Douglas T. Hall, and Greg R. Oldham (1974), perceived environment has a significant association with organisational success and job satisfaction indicators. Supervisors, according to Joyce J. Johnson, had a significantly more favourable assessment of all nineteen categories of culture and climate assessed in the study than non-supervisors. Cooper, Michelle A. (1997) examined the effect of decision-making participation on employees' perceptions of the organization's climate/culture, commitment, and influence at work. In comparison to the replies of the same questionnaire completed the previous year, however, devotion and effect on labour have been significantly reduced, there was no statistically significant shift in the appraisal of climate and culture. M. E. Schnake (2011) discovered that emotional reactions influence the size of organisational climate perception measures utilising a sample size of 269 staff from an IT company. The extent to which climate perception may be taken into consideration by personal and organisational procedures, is explained in James F. Gavin's (1975) research of 140 workers of managing banks. But the findings do not support a hypothetical combination of individual and organisational measurements, and reveal that only the personal and institutional variables account for significant climate-perception fluctuations. Benjamin Schneider (2010) observed that (a) the expectations of new agents have little to do with the life insurance agency's environment they join, and (b) the new agent preference has little to do with this climate among the many agencies. The average expected climate is constantly below the

average desire for the climate. Russell E. Johannesson (2011) measured organizational climate using 90 items and stated that it may be measured by asking questions using a questionnaire. Organizational climate has three characteristics, according to Forehand, G.A., and Glimer, B.H. (2009): first, it varies throughout organizations; second, it is enduring; and third, it can influence the behavior of organization members. Filipe Jorge Coelho, Mrio Gomes Augusto, Arnaldo Fernandes Coelho, and Patricia Moura Sa (2010) developed and empirically tested a structural equations model, indicating that customer, ethical, and innovation climate perceptions have an indirect effect on frontline employees' adoption of customer-oriented behaviors. The finding shows that the psychological environment is determined by the organisational context and to a lesser extent the personnel echelon in the company, distinguished by James F. Gabin and John G. Howe (2007). According to Victoria Bello and Andreas I Andronikidis (2009), climates for diversity have a substantial impact on a variety of career and organizational attitudes and views in both the private and public sectors, with a focus on service. The data from the large multinational supermarket in western continental Europe used by Lerzan Aksoy, Bruce Cooil Timothy L. Keiningham and Kiersten M. Maryott (2009) to develop a model demonstrating how multivariate models for smaller parts of square (MPLS) can relate the employee perceptions of the business climate with the business unit. The combination of perceived organizational climate on the one hand and employee work values on the other hand could explain the efficacy of participation from a social psychological standpoint, and participation effectiveness could bear some fruit on productivity and absenteeism. (Ganesh PD, Dr. N. Usman Khansherwani & Mishra). According to Zhang, Jianwei and Liu, Yuxin (2010), the organisational environment has substantial major effects on the management of human resources, such as turnover intent, job satisfaction and work productivity. The organisational atmosphere, such as the dedication of staff members and collective identity, had major key effects on the effectiveness of the company. In order to study the nature and the extent of the impact of organisational environments on hotel performance, Davidson, Michael Cameron Gordon, (2000) gathered data from four to five-star hotels in South-East Queensland, Australia. Employee perceptions of customer satisfaction were investigated as a performance indicator and as a variable in the relationship between organizational atmosphere and financial performance. According to Frank Friedlander and Newton Margulies (2004), the various impacts of organisational climate components and individual job values on employee satisfaction were investigated, and the combinations of the various climatic components that maximise work satisfaction were controlled by employee labour standards. The relevance of organisational leaders in building a value-based culture is examined by Michael W. Grojeann and Christian J. Resick, Marcus W. Dickson and D. Brent Smith (2004). He describes seven steps via which leaders transmit to members the value of ethical ideas and create ethical standards that are embedded in an organisation's culture. He also claims that leaders at various levels of an organization (Agrawal and

Mittal, 2020) use different strategies to communicate values and expectations. These processes subsequently have an impact on members' behaviors and expectations, raising the importance of ethical ideals even more, and resulting in the shared impressions that make up the organization's environment. The organisation has mediated the staff expectations, motivation (Agrawal and Mittal, 2020), and contentment in both Time 1 and Times 2 and Peterson (2004) has posited that Time 2 expectations, motivation, and satisfaction are closely linked to employee turnover decisions. Empirical research has generally indicated that favourable climate views of employees are correlated with retention of personnel. Ryan and al. (1996) analysed and discovered a positive correlation between favourable employer organisations and staff retention for a major vehicle loan company. Mulki et al. (2006) found that the perception of salespeople about ethical climates is an important forecaster for supervisor confidence and intents of turnover in the pharmaceutical sales environment. The study of the abstinence of nurses was carried out by Hemingway and his colleagues (1999) and found that some components of the organisational environment were connected with turnover and absenteeism. Furthermore, support for the association between service climate and voluntary turnover was observed in the services setting (Sowinski, Fortmann, and Lezotte, 2008). In his study, Sanford E DeVoe and Sheena S Iyengar (2004) discovered that while North American managers viewed their employees to be more extrinsically motivated than intrinsically motivated, intrinsic motivation was found to be a more reliable predictor of performance rating (Agrawal and Mittal, 2020). Asian managers saw intrinsic and extrinsic reasons as equally motivating their subordinates, and their opinions of both motives were found to be comparable predictors of performance rating.

3. CONCLUSION

The material, articles, peer-reviewed journals, and other published works that analysed and explored organizational climate variables were presented and incorporated in this literature study. There is a variety of written material available that highlights the potential links between organizational environment elements. The current descriptive research study looked at how employees perceive organizational environment characteristics and if there is a link between them in a systematic approach. The findings are based on the study conducted on the chosen organization and the literature supplied in this literature review.

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