

Effect of Work Environment Quality on Employee's Productivity: A Study of Some Selected Five Star Hotels of Delhi

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Abstract

The work environment plays an important role for the employees. At present employees may have a large number of working alternatives, then the environment in work area becomes a critical factor for accepting and/or keeping the jobs. The quality of work environment may simply determine the various stages of employee's motivation, subsequent performance and productivity. It was observed that the factors like seniors support, relation with colleagues, training and development, promotion, increment incentives and reward plans, adequate work load at work area are helpful in developing a working environment that has positive effect on employee's level of productivity in the establishment. This paper presents the analysis of work environment of a 5 star hotel in Delhi and examines the relationship between the workplace physical conditions and employee's productivity.

Keywords: Work Environment, Motivation, Productivity, Organisation, Promotion, Incentives, Reward

Introduction

The workplace environment is employees immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces problems that make the environments unsafe and impede the productivity rate of the workers. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). (Graham S Lowe, 2006) stated that work-environment factors affect services and performance of employees. Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes. It can be affected by various

factors such as Managerial support, working hours, schedules, time off, professional development and training, physical facilities, job quality, workload, human resource policies, job satisfaction, team or unit work, quality of supervision, personal relation organizational change, work-life balance, health and well-being, career plans and basic demographic and work life of service providers in a concerned industry (Teresa M et el, 1996, Linda Flynn, 2007, L Dugdill and J Springett, 1994).

The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations those have a friendly, trusting, and save environment, experience, Greater productivity, communication, creativity, and financial health (Lameck, 2011).

Productivity of employees is related with working conditions, which in turn related to absenteeism, retention, the adoption of new methods and technologies. All of these things are related to how people are trained, encouraged are generally treated within the system (Hamilton, 2007).It also affected by a variety of things, such as job satisfaction, building satisfaction, distractions, absences, sickness, focus, stress level, mood, degree of collaboration, loyalty, health, comfort, sense of purpose, and management style. The organization's overall performance is also affected by retention levels, ease of quality recruitment, and the organization's reputation. All of these factors can influence productivity but the extent of influence can be difficult to determine and will vary from organization to organization.

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The paper presents the analysis of the working environment of some selected five stars of Delhi and NCR region. The objective of this research is to investigate if there exists any relation between workplace conditions and employee's performance. A survey study is implemented on the employees of the Hotel Industry. The paper is divided into various sections as follows. The next section explains the research problem, objectives and related literature. After that methodology of the research is explained. The final section presents the findings, conclusion, suggestions and limitations.

Research Problem

Good working conditions are helpful in positive impact of employee's productivity. The study is conducted to interrogate the working condition of workplace plays an important role in employees' productivity.

Research Objectives

Various objectives of this study are:

- An importance of work place environment in hospitality sector.
- Impact of work place environment on employee's productivity.
- To explain results for validating the proposed frame work for hospitality sector.

Literature Review

A number of studies related to work environment on the employee's productivity in various sectors of India and Abroad as Leblebici (2012) stated that the quality of working environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job. Haynes (2008) found that the behavior components of working environment have more impact than the physical components of working environment and in the environment where level of interaction is high, supports creativity and transfer of transactional knowledge. (Ryan and Deci, 2000) highlighted that work environment has a limited short term effect on employees' performance. A widely accepted assumption is that better workplace

environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace.

Srivastava (2008) stated that psycho-social environment in work-place exert more impact on employees' job behaviour and organizational effectiveness than the physical environment does. It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Brenner (2004) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, Brenner (2004) argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity.

Joroff et al. (2003) argues that in the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: it performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions. In a study (ASID, 1999), employees and their managers were asked about the importance of the physical workplace environment. Employees identified the effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. Managers focused on issues of privacy and flexible workspaces but included personal comfort and visual appeal as important in the design of their workspaces.

Hughes (2007) surveyed 2000 employees pertain to various organizations and industries in multiple levels. The reported results of these survey showed that nine out

of ten believed that a workspace quality affects the attitude of employees and increases their productivity. Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance.

According to Landy and Conte (2007), productivity refers to the ratio of effectiveness (output) to the cost of achieving that level of effectiveness (input). Effective workplace communication is a key to cultivation of success and professionalism (Canadian Centre for Communication, 2003). A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done (Quilan, 2001).

Noah and Steve 2012) discussed that a working environment in an organization increases level of job satisfaction that ultimately leads to achievement of organization goals. Arokiasamy (2013) emphasized that the factors like, rewards, compensation, job security and working environment increase level of commitment and sense of belonging with the establishment.

Distinction of this Study

In this research paper, the major emphasize is done on the point how progressive working environment can be prepared in the organization. The variables selected for study belong to behavioral aspects of working environment and play significant role in developing a conducive working environment. The factors have been studied in the context of Hotel and Hospitality Industry which mostly depend on employees productive efforts for the growth of the organization.

Research Methodology

It is a self developed set of questionnaire for the research study. Primary and secondary data was used to conduct the research study. The primary data collected by using a questionnaire while secondary data was collected through

PhD thesis, research papers, articles, journals, magazines, internet etc.

Research Variables

Dependent and independent variables were used to conduct the research study.

Dependent variables

Employees' productivity was used as a dependent variable.

Independent Variables: The independent variables include: Management support, good relations with colleagues, training and development, attractive, fast incentive and recognition plan and adequate Physical facilities.

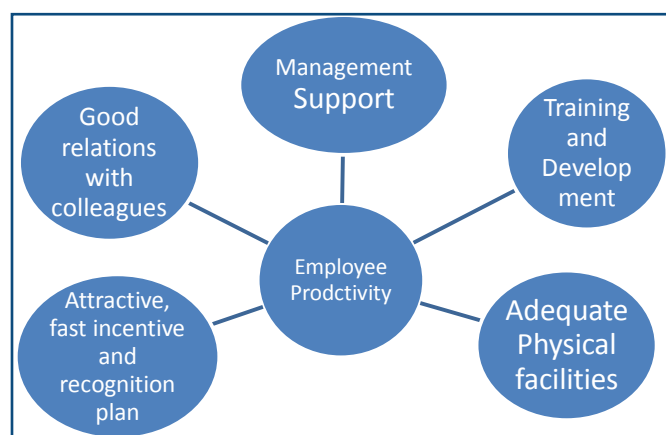


Fig. 1. Conceptual Model of the study

This figure represents the impact of factors that were selected to represent working environment and their impact on employee's productivity.

Management Support: Management support means that the senior person in authority should be well equipped with knowledge and experience to help and demonstrate their subordinates.

Good Relations with colleagues: Relation with colleagues means relation with employees who are at the same level of hierarchy and have no authority over each another.

Training and development: Training & Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the

employee's attitude or increasing his or her skills and knowledge.

Attractive, fast incentive and recognition plan: These are benefits plans given on the good performance of employees after getting their given objectives.

Adequate physical facilities: These are the basic facilities like furniture, fan, electricity, water, restroom etc to fulfill our physical needs. These facilities can vary from organisation to organisation.

Hypothesis:

Some hypothesis were developed to conduct the study

Hypothesis 1

H1A: Management Support develops a conducive work environment in the organization.

H1B: Management Support increases employees' level of productivity in the organization

Hypothesis 2

H1A: Relation with colleagues develops a conducive work environment in the organization.

H1B: Relation with colleagues increases employees' level of productivity in the organization.

Hypothesis 3

H1A: Training and development develops a conducive work environment in the organization.

H1B: Training and development increases employees' level of productivity in the organization

Hypothesis 4

H1A: Attractive, fast incentive and recognition plan develops a conducive work environment in the organization.

H1B: Attractive, fast incentive and recognition plan increases employees' level of productivity in the organization

Hypothesis 5

H1A: Physical facilities develop a conducive working environment in the organization.

H1B: Physical facilities increases employees' level of productivity in the organization

Hypothesis

H0: Work environment does not increase employees level of' productivity in the organization.

H1: Working environment increases employees' level of productivity in the organization.

Sampling Design and Method

Primary data was collected through a structured questionnaire. The questionnaire was based on five point Likert scale. The employees of Hotel Industry were the target audience. All types of lower, medium and upper level of hotel employees were targeted according to convenience. Almost 180 questionnaires were distributed among employees of different 12 five star hotels of Delhi and NCR region and positive response were received. The cross sectional descriptive study design was used to examine different variables of a work environment affecting performance and productivity of the employees in different hotels of Delhi and NCR region.

After collection of primary data, coding was used to translate respondents' responses and to organize and summarize research data in to manageable form. The data was analyzed by using Statistical Package for Social Sciences (SPSS 17.0). The data was also analyzed using descriptive statistics like frequencies, percentages and mean, standard deviations etc to explain the variable characteristics while inferential statistics including correlation and regression analysis was used to determine the relationship between variables. The research hypotheses were tested by using Pearson's Moment of Correlation.

Data Analysis

I have chosen 180 respondents of 12 five star hotels of Delhi and National Capital Region. I have taken the data of 15 respondent of every hotel as per the convenient sampling method. The respondent belongs to different levels of management like upper lower and middle and all of them are from operational department like Food Production, Food & Beverage Service, Front Office and House Keeping. As per the ethical consideration the names of particular hotels and employees are confidential.

Total number of 180 respondents, there were 164 men and 16 women who took part in the survey study. Their percentage was 91 % and 9% respectively. So for as their level of education is concerned, there were 27 respondents who were normally graduate, 20 were post graduate, 125 were hotel management professional and 8 had just work experience and skills and they were not highly educated, just 10th or below 10th passed. Their percentage was 15%, 11%, 70% and 4% respectively. The respondents belong to different age groups. Like 96 belong to age group 20-30 years, 45 were between 31-40 years, 27 were between 41-50 years and 12 respondent belonged to age group level of 50 and above. Among the respondents, 91 had professional experience from 1 to 5 (years), 41 were level of experience from 6 to 10(years), 21 had 11-15(years), 15 had 16-20, 12 were more than from 20 years of experience.

The demographic details of the respondents is given in table 1

Table 1: Gender Description

Gender	Frequency	Percentage
Male	164	91.1%
Female	16	8.9%
Total	180	100%

Table 2: Level of Education

Level of Education	Frequency	Percentage
Graduate	27	.15%
Post Graduate	20	11.1
Professional	125	69.5%
Others	08	4.5%
Total	180	100%

Table 3: Age

Age	Frequency	Percentage
20-30(Years)	96	53.4%
41-40(Years)	45	25%
41-5-(Years)	27	15%
50 years and above	12	6.6%
Total	180	100%

Table 4: Professional Experience

Professional Experience	Frequency	Percentage
1-5 (Years)	91	50.5%
6-10(Years)	41	22.8%
11-15(Years)	21	11.7%
16-20(Years)	15	8.3%
More than 20 (Years)	12	6.7%
Total	180	100%

Analysis of Questionnaire through Simple Descriptive Statistics.

Table 5: Q#1 Does your management help you in playing role to improve working environment in the organization?

Responses	Frequency	Percentage
Strongly Disagree	7	3.8%
Disagree	6	3.2%
Neutral	23	12.7%
Agree	78	43.5%
Strongly Agree	66	36.7%
Total	180	100%

From the above table, we observed that 43.5 percent employees were agree and 36.7 percent employees were strongly that supervisor support is helpful in improving working environment in the organization. 12.7 percent respondents were neutral with the view about role of management in improving a conducive working environment. This is because it is the vision of the senior manager and supervisor that is helpful in developing a working environment where maximum level of productivity is obtained.

Table 6: Q#2Do you think that your productivity level is increased with the help of your supervisor?

Responses	Frequency	Percentage
Strongly Disagree	4	2.2%
Disagree	8	4.5%
Neutral	21	11.6%
Agree	79	43.8%
Strongly Agree	68	37.7%
Total	180	100%

In responding the question that the level of productivity is increased because of strong supervisor support, we observed that majority of respondents were agree or

strongly agree with the statement. We see that 43.8 percent employees were agree and 37.7 percent employees were strongly agree that the productivity is increased because of strong supervisor support is increased.

Table 7: Q#3 Do you think that good relation with colleagues helps to play role in developing a good working environment in the organization?

Responses	Frequency	Percentage
Strongly Disagree	3	1.7%
Disagree	8	4.4%
Neutral	24	13.3%
Agree	68	37.7%
Strongly Agree	77	42.8%
Total	180	100%

From the above table we observed that good relations with colleagues were helpful in developing a conducive working environment. The results showed that 37.7 percent employees were agreed and 42.8 percent employees were strongly agreed with the statement that conducive working environment can be generated by developing good relations with the colleagues.

Table 8: Q#4 Do you think that good relation with colleagues helps you to increase your level of productivity on the job?

Responses	Frequency	Percentage
Strongly Disagree	8	4.4%
Disagree	7	3.9%
Neutral	28	15.6%
Agree	71	39.4%
Strongly Agree	66	36.7%
Total	180	100%

Table 9: Q#5 Does a good training and development plan help you in playing role to develop a good working environment in the organization?

Responses	Frequency	Percentage
Strongly Disagree	8	4.4%
Disagree	6	3.3%
Neutral	19	10.6%
Agree	85	47.2%
Strongly Agree	62	34.4%
Total	180	100%

From the above table we saw that 39.4 percent employees were agreed and 36.7 percent employees were strongly agreed with the opinion that good relation with colleagues is helpful in developing a working environment that generates maximum productivity in the organization.

It was clear from the above table that 47.2 percent employees were agreed and 34.4 percent employees were strongly agreed with the opinion that because of good trainings and development programs, a conducive working environment can be created in the organization where high output level can be achieved with efficient utilization of the resources.

Table 10: Q#6 Does a good training and development plan help you to increase level of productivity in the organization?

Responses	Frequency	Percentage
Strongly Disagree	5	2.7%
Disagree	4	2.2%
Neutral	21	11.7%
Agree	88	48.9%
Strongly Agree	62	34.4%
Total	180	100%

From the above table we see that the level of productivity in the organization is increased because of effective trainings and development programs. This is due to the reason that after having necessary trainings employees are able to develop such an atmosphere in the organization or in any department, where level of productivity is increased.

Table 11: Q#7 Does a good incentive and rewards plan helps in playing role to develop a good environment in the organization. ?

Responses	Frequency	Percentage
Strongly Disagree	3	1.6%
Disagree	5	2.8%
Neutral	22	12.2%
Agree	72	40.0%
Strongly Agree	78	43.3%
Total	180	100%

The above table indicated that good working environment can be created through developing good and attractive incentives and rewards plans. Out of all 180 respondents 40 percent employees were agreed and 43.3 percent

employees were strongly agreed and endorsed the statement that a conducive working environment can be created through good incentives and recognition plans.

Table 12: Q#8 Does a good performance incentive and rewards plan help you to increase level of productivity in the organization?

Responses	Frequency	Percentage
Strongly Disagree	7	3.9%
Disagree	9	5%
Neutral	21	11.6%
Agree	67	37.2%
Strongly Agree	76	42.2%
Total	180	100%

From the above table we observed that 37.2 percent employees were agreed and 42.2 percent employees were strongly agreed that the level of productivity can be increased by developing attractive and fast incentives and recognition plans in the organization.

Table 13: Q#9 Do you think that adequate physical facilities helps you to develop in playing role to develop a good working environment in the organization?

Responses	Frequency	Percentage
Strongly Disagree	7	3.9%
Disagree	5	2.7%
Neutral	27	15%
Agree	76	42.2%
Strongly Agree	65	36.1%
Total	180	100%

From the above table, we observed that 42.2 percent employees were agreed and 36.1 percent employees were strongly agreed that adequate physical facilities in the organization were helpful in developing a working environment that is conducive to employees.

Adequate physical facilities in the organization were helpful in developing a working environment that is helpful in increasing employees productivity in the organization. The argument was validated with majority of the respondents as agreed are strongly agreed.

Table 14: Q#10 Do you think that adequate physical facilities helps you to increase your level of productivity in the organization?

Responses	Frequency	Percentage
Strongly Disagree	8	4.4%
Disagree	4	2.2%
Neutral	31	17.3%
Agree	67	37.3%
Strongly Agree	70	38.8%
Total	180	100%

Table 15:

Correlation between work environment produced due to selected factors and productivity		
	r value	p value
Management Support	0.898	0.000
Good relation with colleagues	0.785	0.000
Training and development	0.898	0.000
Incentives and Recognition plans	0.798	0.000
Adequate Physical Facilities	0.786	0.000

From the above figure we both have observed that the value of Pearson r is greater than 0.000. It indicated that a positive correlation implies between working environment of selected factors and productivity. It was also clearly stated that as the p value or sig (2-Tailed) values are less than 0.05 that indicated a significant correlation between working environments created due to selected factors and productivity.

Findings and Results

As per the above results we observed that Management Support is helpful in developing a working environment to increase the employees' productivity. The results are in line with (Sabine et al. 2007) who stated that the management support is fruitful in increasing level of productivity of the employees. Transformational leadership influences follower performance and innovation, respectively. Individual's behaviour were very helpful in developing an environment that increased employee's productivity. The results are also proved from Organ (1988), who pointed out that healthy relationship with colleagues influence employee level of performance. Training and

Development of employees is helpful in developing a working environment that will improve employees' productivity. Same results indicated by Chow, Haddad and Singh (2007) who found in their study of 46 hotels in San Diego that by providing training and development, the hotels' employee morale, productivity and job satisfaction improved which in turn can improve managers' morale. Similarly good incentives, rewards and recognition plans are very helpful in developing a conducive working environment that has positive impact on employees' productivity as endorsed. The results are also proven by Anthony & V (2007) who argued that the main aim of incentives plan is to increase performance of employees, when the plan should be carefully implemented. We have also found that adequate work was helpful in boost up the level of productivity in the organization. Similar results were described by A.R. Ismail, N. Jusoh, R. Zulkifli, K.Sopian and B.M. Deros (2009) that the influence of physical work environment (comfort level, temperature etc) has a great influence on the employees productivity. The working environment also impact on employees' level of productivity. The results are in line with (Wells, 2000), who found that employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity.

Conclusion

From the analysis of this research we have reached the conclusion that working environment is always helpful in increasing employees' productivity. Factors like Management support, good relation with colleagues, training and development, attractive and fast incentives and recognition plans and adequate physical facilities are helpful in developing a working environment that has tremendous impact on employees' level of productivity in the organization. This result also supports our given model that was developed for conducting research study in Hotel Industry in Delhi and National Capital Regions of India. The results also send a message to Hospitality organizations that by developing a conducive environment, the level of employees' productivity can be increased and maintained on regular basis.

Limitations and Recommendations

Questionnaire design and results depend on employees' perception which has been implemented in order to analysis the effects of workplace environment towards to

employees' performance, Since there is no performance management measures in the hotels, the real effects of workplace environment on employees' performance (productivity) could not be measured systematically. It is also difficult to fetch the data during the work time. And most of the time employees are not interested to give any kind of details. I got the data through my known peoples and their personal links I have utilized. Survey results could be altering if the survey would conduct to the other department's employees. Also, analysis could be extended by investigating the gender differences towards the effects of workplace environment and productivity research.

Suggestions

Following suggestions are recommended for the hotel organisations:

1. Organization must observe continuously changing efficiency of employees.
2. Organizations must implement newly concepts of human resource in the organization to create maximum satisfaction among the employees.
3. The management must try to develop the concepts of synergy and team work among the employees.
4. The management must focus on training and development programs for various levels of employees of the organization.
5. Organizations must offer good incentives, increment, promotion and recognition plans to achieve organization's goals. It would be helpful to keep employees motivated.
6. There should be strong duty and job rotation policy implemented specially in various sections of hotels to enrich employees with maximum exposure of the profession.
7. The hotels organisations must discourage to develop the culture of late duty hours and very less leaves to employees that is also a reason of creating non conducive working environment in the organizations.
8. The organizations must develop facilities of daily physical exercise for employees to keep them physically fit during the job.
9. The organizations must regularly review the salaries and wages structure of the employees and ensure that employees are happy with their current salaries

and it should be comparable to other organizations in the city.

10. The organizations must develop strong job security plans to enhance employees confidence on the organizations.
11. The organization must also get feedback from the employees to find out their personal and professional problems.
12. The organizations must open ways of communications between management and employees. This will help organizations to pass on suggestions and recommendations.
13. The organizations must offer counseling for the employees related to job issues.

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