

A STUDY ON EMPLOYEES PERCEPTION TOWARDS WORK ENVIRONMENT AND INTER –PERSONNEL RELATIONSHIP ABSTRACT

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ABSTRACT

The purpose of this paper is to determine the Employee's Perception towards Work Environment And Inter-Personnel Relationship. The data was collected from the women teaching faculties from Self financing colleges through questionnaires. According to the nature of data and interpretations required, appropriate statistical tools have been applied. The following tools have been applied in the study: Frequency distribution, Weighted Arithmetic Mean, Likert's Scale, Chi-Square Analysis, Kendall's coefficient of concordance, Regression Analysis, Rotation Factor Analysis..The study shows that there exist similarities in the faculties' perception towards work environment and they have strong sense of responsibility and the study also revealed that Subordinates are often asked to serve on committees with their superiors and there exists no similarities in the faculties perception towards inter and intra personal relations and Superior-subordinate communication is an important influence on job satisfaction in the workplace.

KEYWORDS: Work Environment, Perception, Inter-Personnel Relationship, Intra Personal Relation, Work Place, Job Satisfaction

INTRODUCTION

Work culture is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organisation. It has been defined as "the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organization, "beliefs and ideas about what kinds of goals members of an organisation should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another."

Work environment can be identified as the place that one works. i.e. -in an office building or site. Employee tends, however, to hear about "healthy work environments." This can point to other factors in the work environment, such as co-workers, air quality, ergonomic seating, management (the boss!), parking, noise, and even the size of one's environment. Work environment greatly influences the work Cultural of employee.

Job satisfaction is influenced by the communication of the Superior. Communication behavior such as eye contact, body movement, vocal expression is essential to the superior-subordinate relationship which is important in work place. Communication behavior is of verbal communication and non-verbal. Non-verbal communication plays an important role in interpersonal connections with respect to the sense of attraction, social influence, emotion expression. Subordinates are satisfied with their work environment if their supervisor communicate positively, motivate and

encourages in their work. Apart from work environment job design aim to augment job satisfaction and performance and includes job enrichment, job enlargement, job rotation, management style, culture, employee participation, empowerment, and self-directed work position. Job satisfaction is an imperative characteristic which is normally considered by an organization.

REVIEW OF PREVIOUS STUDIES

Louis George and Tara Sabhapathy (2010)¹ study revealed that there was significant positive relationship between work motivation of college teachers and the transformational and transactional leadership behavior of college principals. Rashmi Shahu and S.V. Gole (2008)² comment that private manufacturing company managers are facing occupational stress as dangerous issues. Associate Professor Tony LaMontagne and McCaughey (2008)³ have found that nearly 21000 Victorians suffer from depression due to high job demands and low control over the job. They found that working women were more likely to suffer depression than men, and job stress is likely in lower skilled occupations. The findings of the study states that by improving job control, moderating demands and providing more support from supervisors and co-workers can make a difference. H.L.Kaila (2007)⁴ the ways in which the problems affect them and the coping strategies used by them to overcome their problems. McGhee P and Weinstein M (2000)⁵ in their research work argues that cultivating a good sense of humour makes employees more resilient to change, enhances creativity and boosts leadership skills. Schneider K.T (1997)⁶ studied the job related and psychological effects of sexual harassment in women for contemporary female role models, who successfully achieve career accomplishments in technical professions combined with positively performing their family roles. Lobodzinska (1996)⁷ employees successfully achieve career accomplishments in technical professions combines with positively performing their family roles.

Saxena (1996)⁸ non-working women experience greater life satisfaction than working women and happiness was greater among non-working women than working women. Chi Ching and Edith (1992)⁹ external barriers to be important predictors of women's career and success. Gaonkar (1992)¹⁰ employed in the private sector reported a slightly higher level of frustration than the subjects employed in the public sector.

RESEARCH METHODOLOGY

The current study is descriptive in nature. The current study is confined to Namakkal district, in South India. Namakkal District comprises four Taluks namely, Namakkal, Rasipuram, Paramathivelur and Tiruchengode. On a whole there are 70 education institutions are functioning at Namakkal districts. Out of the 70 educational institutions functioning at Namakkal district 53 were selected as researchable sample i.e., 24 engineering & technology colleges, 15 Arts and Science colleges and 14 Management Schools. In the first stage of the research two institutions in each category have been selected at random around the Namakkal district for the conduct of pilot survey. Structured questionnaire was prepared and tested with a sample of 60 respondents. In the second stage of research 22 education institutions i.e., 40 per cent of actual population (10 Engineering & Technology colleges, 6 Arts & Science and Management Schools) has been selected for actual data collection. It had observed that 1418 faculties are working in these 22 sample institutions. Of which 676 are male faculties and 742 are female faculties. Sixty five percent of the women faculties (teachers) were selected as the researchable population that amount to 482 respondents. Out of 482 interview schedules distributed among the sample nearly thirty seven were observed to be incomplete, those five schedules were deducted from actual population, thus at the end the population was restricted to 440 respondents on the whole. The study has been made both by using primary data

and secondary data. With this background this study aims to identify the perception of women teaching faculties towards work environment and Inter-personal relationship.

ANALYSIS AND DISCUSSIONS

Table 1: Demographic Profile of the Respondents

Variables	Category	No. of Respondents	Percentage
Age	Less than 25 years	155	34.44
	26-35 years	216	48
	36-45 years	62	13.78
	Above 45 years	17	3.78
Educational Qualification	Ph. D	36	8
	M. Phil	195	43.33
	Professional Degree	136	30.23
	Postgraduate	83	48.67
Marital Status	Married	224	49.78
	Unmarried	226	50.22
Number Of Children	One	85	58.22
	Two	43	29.45
	Three	18	12.33
Institution	Arts & Science	139	30.89
	B-School	81	18
	Engineering	230	51.11
Status Of The Institution	Affiliated	388	86.22
	Autonomous	62	13.78
Education System	Co-education	126	28
	Single sex	324	72
Quality Systems	ISO Certification	194	43.11
	NAAC Accredited	137	30.44
	NBA	111	24.67
	IQAC	8	1.78
Job Position	Head of Institution (HOI)	8	1.78
	Head of Department (HOD)	46	10.22
	Lecturer	276	61.34
	Sr. Lecturer	78	17.33
	Asst. Professor & Professor	42	9.33
Work Experience	Less than 3 years	244	54.22
	3-6 years	84	18.66
	6-9 years	88	19.56
	Above 9 years	34	7.56
Monthly Income	Less than Rs. 15000	257	57.11
	Rs. 15001-Rs. 20000	83	18.45
	Rs. 20001-Rs. 25000	74	16.44
	Above Rs. 25000	36	8

Source: Primary Data

Table 2: Level of Perception about Work Environment

Particulars	Very Good	Good	Neutral	Poor	Very Poor	Total Sum	Average Mean	Rank
Infrastructural Facilities	306 (68.00)	130 (28.89)	14 (3.11)	0 (0.00)	0 (0.00)	2092	4.65	1
Work Quality	146 (32.45)	245 (54.44)	54 (12.00)	5 (1.11)	0 (0.00)	1882	4.18	5
Staff Assessment Techniques	155 (34.44)	174 (38.67)	111 (24.67)	9 (2.00)	1 (0.22)	1823	4.05	9
Quality Policy	133 (29.56)	239 (53.11)	59 (13.11)	19 (4.22)	0 (0.00)	1836	4.08	8
Reward System	110 (24.44)	238 (52.70)	74 (16.44)	28 (6.22)	0 (0.00)	1780	3.96	11
Holistic Education	117 (26.00)	213 (47.33)	105 (23.33)	13 (2.70)	2 (0.44)	1780	3.96	11
Professional Zeal	148 (32.89)	199 (44.22)	87 (19.34)	10 (2.22)	6 (1.33)	1823	4.05	9
Staff Appointment Procedures	147 (32.67)	225 (50.00)	69 (15.33)	6 (1.33)	3 (0.67)	1857	4.13	7
Staff Strength	192 (42.67)	182 (40.44)	64 (14.22)	12 (2.67)	0 (0.00)	1904	4.23	4
Students Strength	196 (43.56)	205 (45.56)	33 (7.33)	11 (2.44)	5 (1.11)	1926	4.28	2
Academic Achievements	174 (38.67)	221 (49.11)	51 (11.33)	4 (0.89)	0 (0.00)	1915	4.26	3
Work Culture	173 (38.44)	200 (44.44)	60 (13.33)	13 (2.90)	4 (0.89)	1875	4.17	6

Source: Primary Data

The profile of the sample respondents shown in table 1 revealed that 48 per cent of the respondents come under the age group of 26-35,43.33 percent have acquired M.Phil degree,50 per cent are married,62.40 living in nuclear family,72.57 of the spouses of the respondents are equally educated,58.22 percent of the women faculties have single child,51.11 percent are working in Engineering Institution,86.22 percent are working in affiliated colleges, 72 percent are working in single sex college and 43.11 per cent are working in organization who have got ISO certification.

From the above table i it has been cleared that Infrastructural facilities has first rank with an average mean of 4.65 per cent.

Table 3: Instrument Validity

Cronbach's Alpha	Number of Items
.843	12

Source: Primary Data

Reliability analysis is done to check whether the variables used to study the employees perception towards work environment will produce consistent result. the calculated Cronbach Alpha cut off rate of 0.70 to prove good reliability The Cronbach's alpha for the current study is.843. So it can be concluded that all the factors used to measure the employees perception towards work environment are found to be reliable.

Table 4: Result of Anova Test

Source		Sum of Squares	DF	Mean Square	F	Sig	Grand Mean
Between people		1161.408	449	2.587	38.543	.000	1.834
Within people	Between items	172.175	11	15.652			
	Residual	2005.741	4939	0.406			
	Total	2177.917	4950	0.440			
Total		3339.324	5399	0.619			

Level of Significance: 5 per cent

The result of the Cronbach's Reliability Analysis and F-test establishes a significant reliability between the variables tested (0.843 i.e., 84.30 per cent). Therefore, the null hypothesis framed stand accepted and it is concluded that there exist similarities in the faculties' perception towards work environment.

Principal Component Analysis (PCA)

PCA was used for extracting factors. All factor loading greater than 0.5 have been considered for analysis. The results of PCA with varimax rotation are shown in table 3, Factors with more than 1 were considered or analysis.

Table 5: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Percent of Variance	Cumulative Percent	Total	Percent of Variance	Cumulative Percent	Total	Percent of Variance	Cumulative Percent
1	4.435	36.960	36.960	4.435	36.960	36.960	1.989	16.579	16.579
2	1.296	10.797	47.757	1.296	10.797	47.757	1.917	15.974	32.553
3	1.037	8.642	56.399	1.037	8.642	56.399	1.673	13.945	46.498
4	1.010	8.417	64.816	1.010	8.417	64.816	1.646	13.720	60.218
5	.824	6.868	71.685	.824	6.868	71.685	1.376	11.466	71.685
6	.717	5.977	77.662						
7	.610	5.087	82.749						
8	.566	4.716	87.464						
9	.482	4.014	91.478						
10	.403	3.354	94.832						
11	.350	2.918	97.750						
12	.270	2.250	100.000						

Source: Primary Data Extraction Method: Principal Component Analysis

The five factors extracted together account for 71.68 per cent of the total variance (information contained in the original twelve variables). This is pretty good, because it has been able to economize the number of variables (from 12 it has been have reduced them to 5 underlying factors), while it has been lost only about 29 per cent of the information content (71 per cent is retained by the 5 factors extracted out of the 12 original variables).

Since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the rotation phase of the factor analysis attempts to transfer initial matrix into one that is easier to interpret. Varimax rotation method is used to extract meaningful factors.

Table 6: Rotated Component Matrix Level of Perception about Work Environment

Variables	Component				
	1	2	3	4	5
Infrastructural Facilities	.036	.095	.822	.093	.109
Work Quality	.415	.095	.697	.184	.059
Staff Assessment Techniques	.558	-.036	.159	.599	.292
Quality Policy	.841	.088	.184	.113	-.078
Reward System	.604	.384	.074	.140	.168
Holistic Education	.331	.482	-.230	.454	.381
Professional Zeal	.357	.777	-.031	.044	.129
Staff Appointment Procedures	.006	.720	.272	.206	.152
Staff Strength	.006	.139	.126	.115	.915
Students Strength	.429	.190	.426	-.068	.449
Academic Achievements	-.006	.530	.325	.494	-.116
Work Culture	.112	.228	.128	.837	.054

- **Extraction Method:** Principal Component Analysis
- **Rotation Method:** Varimax with Kaiser Normalization
 - Rotation converged in 13 iterations.

It has been notice that variables Infrastructural facilities, Work quality, Staff assessment techniques, Quality policy, Reward system, Holistic education, Professional zeal, Staff appointment procedures, Staff strength, Students strength, Academic achievements and Work culture have loadings of .036, .415, .558, .841, .604, .331, .357, .006, .006, .429, -.006 and .112 on factor 1, .095, .095, -.036, .088, .384, .482, .777, .720, .139, .190, .530 and .228 on factor 2, .822, .697, .159, .184, .074, -.23, -.031, .272, .126, .426, .325 and .128 on factor 3, .093, .184, .599, .113, .140, .454, .044, .206, .115, -.068, .494 and .837 on factor 4, .109, .059, .292, -.078, .168, .381, .129, .152, .915, .449, -.116 and .054 on factor 5 these are suggests that factor 1, 2, 3, 4 and 5 are combination of all variables.

Thus, 12 variables, which were selected for the study, using principle component analysis, have been reduced to 5 factor model and each factor has been associated with the corresponding factor based on the values obtained from the rotated component matrix table. From the data analysis it has been inferred that factor loading has coincides with the perception of faculties expressed towards the work environment. It has been identified that education institutions practice of reward system is the primary factor that causes stress among the sample population

Inter-Personnel Relationship

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate's perceive a supervisor's behavior can positively or negatively influence job satisfaction.

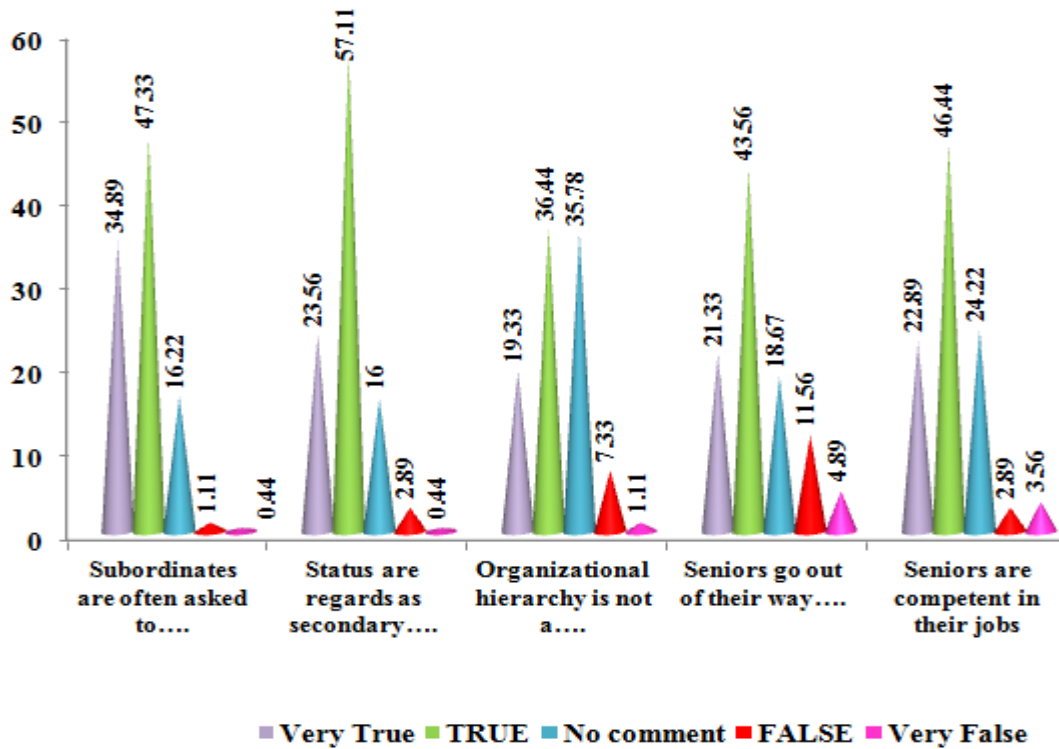


Figure 4.3: Level of Perception about the Superior Subordinate Relationship

Table 7: Result of Chi-Square Level of Perception about the Superior Subordinate, Colleagues and Employees Relationship

Variables		Chi-Square Value	DF	Table Value
Superior-Subordinate	Subordinates are often asked to serve on committees with their superiors	387.511	4	9.488
	Status are regards as secondary things in the work place	468.244	4	9.488
	Organizational hierarchy is not a bar of employees to communicate with their higher authorities	233.333	4	9.488
	Seniors go out of their way to help their junior	193.066	4	9.488
	Seniors are competent in their jobs	290.00	4	9.488
Colleagues	Faculties in this organization pressure on one another to live up to the expected code of conduct	219.2444	4	9.488
	Personal conflicts are sidetracked here	251.2889	4	9.488
	Faculties in this organization have a strong sense of responsibility	146.50	3	7.815
Employees	Our management are very effective	308.00	3	7.815
	The recent decisions of management have clearly benefited the organization	437.80	4	9.488
	The management is highly respected here	149.00	3	7.815
	Our top management are competent in their jobs	322.80	4	9.488
	The management encourages faculties to think about exciting and unusual careers	258.60	4	9.488

Level of Significance: 5 per cent

Source: Primary Data

From the above table it is inferred that, the calculated chi-square values, are greater than the table values, at 5 per cent level of significance. Hence the hypothesis is rejected. Therefore, it is concluded that there exists no similarities in the faculties perception towards inter and intra personal relations.

CONCLUSIONS

This paper attempts highlights the employees perception towards work environment and Inter-personnel relationship. From the analysis it is concluded that infrastructural facilities are very good and there exists similarities in the faculties perception towards work environment and there exists no similarities in the faculties towards inter and intra personal relations.

SCOPE FOR FUTURE RESEARCH

The present study confines to the private institution women teaching faculties. In future the perception towards work environment and intra personal relationship can be done in the public sector or semi government organizations, service sector and manufacturing sector as well.

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APPENDICES

Statistical Tools

Simple Statistical Measure, Scaling Technique and parametric and non-parametric test

- **Frequency Distribution**

The frequency distribution of the variables were calculated with help of simple percentage, by writing the formula $FD = \frac{F}{N} \times 100$. Where f_1 denotes the number of respondents, and n denotes the total number of sample population.

- **Weighted Arithmetic Mean**

One of the most important objectives of statistical analysis is to get one single value that describes the characteristic of the entire mass of unwidely data. Such a value is called the central value or an “average” means or the expected value of the variable, what the statisticians call the arithmetic mean. The process of computing mean in case of individual observation (i.e). Where frequencies are not given) is very simple. Add together the various values of the variable and divide the total by the number of items. The researcher has applied weighted mean, instead of calculating the simple mean to obtain a realistic average.

$$\bar{x} = \frac{\sum w_i x_j}{\sum w_i}$$

where \bar{X} = Weighted mean

W_i = Weight of i th item X

X_j = value of the j th item of X

- **ANOVA (F-Test)**

Two way ANOVA techniques is used when the data are classified on the bases of two factors. **ANOVA**. The F-test is named in honour of the great statistician R.A. Fisher. The objective of the F-test is to find out whether the two independent estimates of population variance differ significantly, or whether the two samples may be regarded as drawn from the normal populations having the same variance. The formulae used in the analysis of variance (Anova table) classification model is :

$$\text{The ratio of F} = \frac{\text{Between - columnvariance}}{\text{Within - columnvariance}}$$

$$\text{i.e., F} = \frac{V_1^2}{V_2^2}$$

- **Chi-Square Analysis**

The chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi-square, symbolically written as χ^2 (pronounced as ki-square). As a non-parametric test, it can be used to determine if categorical data shows dependency or the two classifications are independent.

Chi-square as a test of independence enables a researcher to explain whether or not two attributes are associated.

$$\chi^2 \text{ are calculated as follows: } \chi^2 = \frac{\sum(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where O_{ij} =observed frequency of the cell in i th row and j th column

e_{ij} =expected frequency of the cell in i th row and j th column

The χ^2 values obtained as such should be compared with relevant table value of χ^2 and the inference can be drawn. If the calculated value is greater than the table value the hypothesis framed will be rejected, otherwise accepted.

MULTI – VARIATE ANALYSIS

Rotation Factor analysis

The factor analysis is another multivariate technique. It is an extremely powerful and useful analytic approach to psychological, behavioral, financial and other types of data. It is a statistical technique for determining the underlying factors or forces among a large number of interdependent variables of measures. It is a method for extracting common factor variances from a set of observations. It group the number of variables of smaller set of uncorrelated factors potentially conveying a great deal of information.

Eigen value (or Latent Root) is the sum of squared values of factor loadings relating to a factor. It indicates the relative importance of each in accounting for the particular set of variables under study.

Total sum of squares: When Eigen values of all factors are totaled, the resulting value is called the total of squares. Rotations reveal different structures in the data. If the factors are independent, orthogonal rotation is done, and if they are correlated an oblique rotation is made. Factor score represents the degree to which each respondent gets high scores on the group of item that load high on each factor. Factor scores are used in several other multivariate analyses.

Reliability

Reliability analysis may be used to construct reliable measurement scales, to improve existing scales, and to evaluate the reliability of scales already in use. Specifically, Reliability & Item Analysis will aid in the design and evaluation of sum scales, that is, scales that are made up of multiple individual measurements (e.g., different items, repeated measurements, different measurement devices, etc.). It can be compute numerous statistics that allows you to build and evaluate scales following the so-called classical testing theory model.

Measures of Reliability

From the above discussion, one can easily infer a measure or statistic to describe the reliability of an item or scale. Specifically, we may define an index of reliability in terms of the proportion of true score variability that is captured across subjects or respondents, relative to the total observed variability. In equation form, we can say:

$$\text{Reliability} = \frac{\sigma^2_{(\text{true score})}}{\sigma^2_{(\text{total observed})}}$$

Cronbach's Alpha : The proportion of true score variance that is captured by the items by comparing the sum of item variances with the variance of the sum scale. Specifically, can be compute: $\alpha = (k/(k-1)) * [1 - \frac{\sum(s_i^2)}{s_{\text{sum}}^2}]$

If the sum scale is perfectly reliable, it would expect that the two halves are perfectly correlated (i.e., $r = 1.0$). Less than perfect reliability will lead to less than perfect correlations.

The entire hypothesis test in this study was carried out at 5 percent level of significance. In research we quit often face measurement problem (since we want a valid measurement but may not obtain it), especially when the concepts to be measured are complex and abstract and we do not possess the standardized measurement tools.

