



## **Working Conditions and Employees' Productivity: A Case study on Iron ORE Mines in Jabalpur (M.P.): Literature Review**

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**Abstract**—The working conditions are vital for productivity growth of the organization. Negative perception of the working conditions of organization in employees may result in absenteeism, stress related illness, and loss of productivity and commitment toward the organization. Organizations which have good working conditions they experience, Greater productivity. Working Conditions is the place where the task will complete. Working Conditions plays key role between the employees and employers. Since the scenario of the employment is changing due to pressure of globalization there are so many job opportunities are available for employees. The success of any organization depends on its employees. If employees are taken good care the performance & efficiency & productivity level increase. Today employees have large number working alternatives then the Working Conditions becomes a critical success factor for accepting and/or keeping continuing the jobs. Since Working Conditions can enhance the performance level of employees, organizations must take appropriate steps for providing better Working Conditions. This will contribute towards increase in output and exceptional

improvement in employee's performance and moral. Employers need to understand the various ways in which decisions affect workers and their productivity due to working conditions .When employees work for organization with their heart their innovation and collaboration will increase and it will also reduce absenteeism and ultimately increase productivity time period to stay in the job. This study can give insights to the executives and the facility designers to build and design the Working Conditions for increasing the Employees' Productivity.

### **INTRODUCTION**

Working conditions means working environment, those aspects of an employee's working and its terms and conditions during employment. This includes all the things such as: the organization of work, health, safety, working time and work-life balance and the working ambience [17]. Employee Productivity may be defined as the efficiency level of Employees productions or output performing in a job [5].

The Organizations now admit employees as their top priority the employees are

considered as the top priority in the organization. A lot of effort is made in order to attain, retain and motivate them.. The key to organizational success is the competitive, motivated and committed workforce [11]. To get the competitive leverage, it is therefore important that the correct employees with the right qualification at the correct job and experience in order to face surrounding competition [14]. Quality of working conditions has strong influence on an organizations ability to recruitment and retention of talented people to improve productivity. Factors considered in working conditions are employee's engagement, productivity, morale, comfort level.

Requirement of convenient Working conditions are important for improving productivity. Many organizations may present lack in safety, health and comfort issues. These issues may have improper lightening, noise and improper ventilation no provision of emergency access. Employee's working under these conditions may have low performance and face occupational health diseases and resulting in high absenteeism and turnover [4].

## **PRODUCTIVITY**

Employee Productivity is the efficiency level of by which individuals' performs on job or produces output in performing a job. Productivity of employees depends on the conditions of their working conditions. Workers productivity cannot be optimal, if the working conditions are not favorable; therefore Quality of comfort in work determines the level of productivity of workers. For maximizing employee's productivity and satisfaction, shifting trend towards on employees needs [5].

Productivity is that by which people can produce more with least effort. Productivity is the ratio to measure depicts how well an industry, individual,

organization or country converts input resources like labor, machines, materials into quality goods and services [1].It is said that the earth is mother and labour is the father in this world. These tools will not said to be independent for the man and not termed as in independent for production. There are four factors of production [15].

Land

Labour

Capital

Organization

Thus, the enterprises have to make the effective utilization of all the four resources to produce the desired results. Improving productivity means higher output out of given input [15]. In this study, productivity is defined as labour productivity. A general definition of labour productivity is 'output generated divided by the number of hours worked. The definition of 'generated output' will vary between companies, as the products, goods or services vary.

## **LITERATURE REVIEW**

The productivity of an employee is measured actually by the output that the individual produces at corporate level; productivity is affected by many factors such as employees, technology and objectives of the organization. It is dependent on the working conditions.

Objective is to determine the influence of working conditions on employee job satisfaction which is closely related to productivity, covering aspects such as clarity of goals and objectives, working relations, workplace environment, quality and performance management. supervisors

are always keen to develop a positive relationship with their subordinates to enable them learn their employees' strengths and weaknesses, making it easier for them to use the benefits of their employees' talents for the good of the organization. It also emerged that building allies across the organization helps employees accomplish their work and organizational goals; making the workplace more enjoyable, thus increasing job satisfaction and improves productivity. The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the working conditions 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). The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011). workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Fig. 1 Shows organization of literature review.

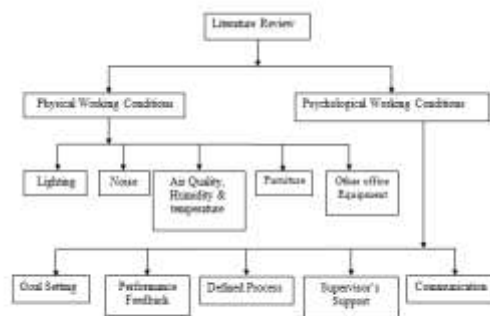


Fig. 1.1 Schematic representation of literature review

## 2.1 PHYSICAL WORKING CONDITIONS

### 2.1.1 Lighting

#### *Keeling and Kallaus (1996)*

According to Keeling and Kallaus there are three important goals of using light in the workplace: generating an appropriate, adequate, and safe area for work forming pleasant and aesthetical vision saving energy. There are two kinds of light that are available to office: natural light and artificial light (Keeling and Kallaus 1996). Natural light is a free resource that enters the office through window or doors, whereas artificial light is the kind of light, which is produced and designed by manufacturing. A poor lighting system may reduce employee performance as well as productivity, because those who have to work related with reading might have a serious problem with their vision, which in turn may cause fatigue or eyestrain. Keeling and Kallaus (1996) point out that administrative office manager should also take into account the amount of light as well as the quality of lighting. More lights, for some workers, may be helpful in overcoming their tasks. However, for the rest of them, especially those who have to work in front of computers, excessive light may cause difficulties viewing the characters on the screen.

#### *Bachner (2000)*

According to Bachner those employees who work in a better quality of lighting are likely to create faster work with fewer

errors, compared to those work in a poor lighting.

### **2.1.2 Noise**

#### ***Keeling and Kallaus (1996)***

According to Keeling and Kallaus people cannot achieve good performance in a silent environment, because at some level, sound may generate a healthy background and can also assist employees accomplish their work.

#### ***Folsom (2002)***

According to Folsom Studies of five major corporations, noise contributes the biggest proportion on the office environment distractions at 71%, followed by air (20%) and lighting (9%), respectively. In general, noise can influence employees while doing their work and the impact can be both positive and negative. If there is soft background sound, which is coming from instrumental music, and there is an employee who has to tackle claims from some inpatient customers, the background sound in turn, will assist him/her to become more relaxed in solving the customer's problems. In contrast, if the sound background is quite hard, which may develop from the telephone ringing and loud conversation among people in the same room, this situation can hamper both the employee and customers. Improving the office sound can lead to increase on employee productivity.

#### ***Kelsall (2002)***

Kelsall points out that due to the trend of offices in the future being open office and smaller workplaces there will be less space for people in the office. In turn, this can distract and disturb the office environment.

### **2.1.3 Air Quality, Humidity and Temperature**

#### ***Gilhooley (2002)***

According to The last element of the office environment, which has impact on employee's productivity, is air quality. Poor air quality can raise a negative impact on employee health in the form of

respiratory problems, headaches, and, fatigue, which in the long periods will reduce productivity. Furthermore, some studies discovered that indoor air quality contributed 40% of absenteeism among the workers due to some illnesses, and also, there is an increase in the number of worker s claims on related issues.

#### ***Keeling and Kallaus (1996)***

According to Keeling and Kallaus, the air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness. A comfortable office environment is a building or room in which workers can generate their work properly as it clean, with proper range of temperature, enough ventilation, and an adequate humidity. Today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. However, certain factors should come into consideration in establishing proper temperature level; for instance obese workers will work best with lower temperature levels, whereas the reverse is true for thin workers (Keeling and Kallaus 1996). Keeling and Kallaus (1996) state that, too little humidity level may causes magnetic tapes and disks to stick during processing operation, whereas too much humidity, on the other hand, produces condensation on the electronic parts of the equipment and causes short-circuiting. Some small offices use electric fans to make sure that the air is circulated well (Keeling and Kallaus 1996). Air cleanliness is also becoming one consideration of office management to develop better air quality.

### **2.1.4 Furniture**

#### ***Burke (2000)***

Selecting appropriate office furniture is another consideration in which office managers need to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing

employee productivity, adjustable office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day Burke. In today's world, many manufacturers create and provide various kinds of office furniture. Therefore, for this reason, administrative office management needs to be aware of selecting the office furniture.

#### ***Keeling and Kallaus (1996)***

Keeling and Kallaus suggest that administrative office managers should be knowledgeable about office furniture. Those employees whose jobs require spending most of their time on the office will really need chairs as well desks, to assist in handling information, to a place of store supplies or to collect data. Hence, Keeling and Kallaus (1996) point out that 75% of the workforce sits while working.

#### ***2.1.5 Other office Equipment***

##### ***Cullen (2002)***

In accordance with Cullen who points out that search for the office machine is not an easy work, because good office machine should meet the needs of those going to operate it. Other important aspects of selecting office equipment include ease to use, cost, dependability, standardization, as well as equipment operator input. Organizations, which fail in obtaining adequate office equipment, may reduce its employee satisfaction that may lead to lower productivity.

### ***PSYCHOLOGICAL WORKING CONDITIONS***

#### ***Spector and Beer (1994)***

Spector and Beer acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well being; there are some evidences to indicate that work systems designs may have effects on physical health, mental health of life itself.

#### ***Akinyele (2007)***

According to Akinyele Conducive work environment ensures the well being of employees which invariably will enable them exert themselves to their roles with all vigour that may translate to higher productivity

#### ***Kohun (1992)***

According to Kohun work environment as an entirely which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists within the employees and the employees and the environment in which the employees work.

#### ***Brenner (2004)***

Brenner 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, he 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. However, work environment when appropriately designed, motivates employees toward higher productivity.

#### ***Opperman (2002)***

Work environment, according to Opperman, is a composite of three major sub-environments via: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers,

others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee's productivity.

### **2.2.1 Goal setting**

#### ***Richards (1978)***

According to Richards, Goal setting is an important tool to attract motivation of the employee. There are two important purposes of goals in organizations are to guide the behavior of individuals and to motivate them to perform at higher levels of effectiveness.

#### ***Erez et al (1985)***

Specific goals are more effective than generalized goals that difficult goals lead to greater performance than do easy goals, as long as the goals are accepted, and that frequent, relevant feedback is important for goal setting effectiveness. Effective goals, those with the above characteristics, are likely to promote a greater frequency of the work style behaviors. They help generate commitment, both to the goals and to the organization, which results in people doing more than they are required to do

### **2.2.2 Performance Feedback**

#### ***Chandrasekhar (2011)***

According to Chandrasekar, Performance Feedback is an information exchange and conflict resolution process between the employee and supervisor. While the supervisor gives his/her feedback and

requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides. Each employee has a role in the organization. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his / her supervisor which is defined as role congruity.

### **2.2.3 Defined Processes**

#### ***Chandrasekar (2011)***

According to Chandrasekar Defined Processes is the organization's responsibility to explain the workflow through documenting and communicating. The organization should find out tools what motivates its employees and has set up formal and informal structures for rewarding employees that behave in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition. This rewarding explains workplace incentives.

### **2.2.4 Supervisor support**

#### ***Chandrasekar (2011)***

According to Chandrasekar Supervisor support is crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee. Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Chandrasekar defines the situation as mentoring/coaching. Time and material resources should be available to employees, enabling them to perform to the best of their ability. Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from

practicing newly learned skills. Thus, the employees should be provided opportunity to apply. The work environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction. Therefore, Chandrasekar discusses the necessity of job aids. There are various literatures that illustrate the relation between some of these factors and the productivity of the employee. There are different productivity definitions in literature. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. In some case, the productivity is measured considering performance increase as when there is less absenteeism, fewer employee leaving early and less breaks; whereas increase in performance can be measured by the number of units produced per employee per hour. In this study, subjective productivity measurement method is used. The measures of this method are not based on quantitative operational information. Instead, they are based on personnel's subjective assessments.

#### ***Wang and Gianakis (1999)***

Wang and Gianakis have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service.

#### ***2.2.5 Communication***

##### ***Kraut et al. (1990) and Peponis (2004)***

According to Kraut and Peponis, informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into

better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and an individual's job satisfaction.

#### ***Ali and Haider (2012), Salacuse (2007)***

Ali and Haider and Salacuse indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers.

#### ***Cassar (1999)***

Cassar found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment. In that competent communicators must employ communicative resources such as language, gestures, and voice, and in order for supervisors to be perceived as capable communicators. They must share and respond to information in a timely manner, actively listen to other points of view, communicate clearly and concisely to all levels of the organization, and utilize differing communication channels. Organizational communication does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and

performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks.

### **Kotter (1988)**

Kotter unveiled that effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity. Meetings with top executives help to build affinity and trust. Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as 'a subjectively experienced quality of the internal environment of an organization; the concept embraces a general cluster of inferred predispositions, identifiable through reports of members' perceptions of messages and message-related events occurring in the organization.

### **Gaps in literature:**

- The detailed literature review revealed the fact that
- The various researchers have studied the subject with various measurement aspects independently.
- The literature lack in comprehensive study considering all the measurement aspects simultaneously.

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