



Employee Excitement if not spell bound a boon to Employer

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ABSTRACT

Purpose: The main purpose of this research is to analyze the perception of employees on workplace environment, to identify the factors influencing excitement, to determine how work place fun and excitement plays an important role in attracting, retaining and developing competent employees and to find the relationship between workplace environment and employee excitement.

Theoretical Framework: Transition demands for quality and quality is reliant on employee, employee's work quality improves only when the employees are satisfied, the satisfaction fabricates excitement. Exodus of talent and plummeting is possible through intrinsic motivation. What makes employees excited is one of the famished areas to be balkanized. So, employee excitement is to be erudite. Existing scenario display that limiting situations for employee excitement prevail when vision is not discussed with employees, Lack of clarity in career development, unripe discussions of values, ethics and penchant engagement reviews. Incisive study spouts that excited employee's display emotional bonding, cohesiveness and belongingness. Excited employees need not be retained as it is innate. Commitment and self-actualization are sheer.

Design/Methodology/Approach: In this study, we use a deductive approach, in which the hypotheses are tested by collecting information from IT employees located at Bengaluru city to assess the employee excitement in 2023. Quantitative data is collected through self-designed questionnaire administered to IT sector employees. Questionnaire was prepared by researchers using the factors from literature review. Snow ball sampling method was adopted for selection of respondents with the criteria of minimum two years of experience in the same company.

Findings: Overall results shows that employee satisfaction, production, engagement, commitment, influence are some of the components identified as affecting the quality of work life resulting to disrupted work life balance. Resources provided have seldom effect on the success of any organization. Not to be the square peg in the round hole is the wave of revolution. Healthy work environment and employee excitement are the two highest accolade for quality production. Walk the talk, setting of realistic objectives; ensure that every employee is on board. Banners, buttons, and other promotional materials are to be circulated to ensure that the change is on every employee's mind.

Research, Practical and Social Implications: This study not only helps

to fill the gap in the literature review on this topic, but also serves as an important factor reflecting the quality of work life.

Originality/Value: This study focuses on exhibiting the importance of excitement at work, which not only helps in having a healthy work environment and also works a stress buster at work place.



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INTRODUCTION

Often, employers' function beyond boundaries to retain the pockets of excellence within the organization. In the recent years, the industry has lavished focused efforts on enriching the employee segment. Significant contributions to enduring perspective called employee retention demonstrated the importance of employee retention. For Marx, in his study state that laudable human history portray that every individual is creative and real in nature. "Creative people enter into definite necessary relations which are independent off their will" (p. 217). Constant innovations need to be nurtured for an organization to achieve success. Broadening the pool of quality employees, exodus of talent and plummeting is possible through intrinsic motivation. Find ways to leverage the enthusiasm and excitement that new hires bring to the workforce. Employer needs to be meticulous, oblivious may lead to forsake the star performers. (Gurumani, 2010). Beck and Wade (2004) contend that instant reward transfers would elate the employees to outshine in their work, ALDamoe *et al.* (2012). James and Mathew (2012) state that it is the work environment that encourages audacity and performance of employees to move in the right direction and remain for laudable duration. Cascio (2003; cited in Mahal, 2012, p. 38), has opined that the initiatives taken by management such as rewarding employees for performing their jobs effectively, ensuring harmonious working relations between employees and managers, and maintaining a safe, healthy work environment (Clifton and Harter, 2003) will help the employees gain more when they build on talents, if a workplace culture does not reflect a positive, holistic, transparent, and supportive environment where employees can focus on their strengths, then employees may prefer leaving the organization. As said by Eskildsen and Dahlgaard, 2000, it is crucial to know what factors influence employee satisfaction. Employer has to come out of the cursory thought of employee retention - as the environment is rapidly transforming from employee satisfaction to employee excitement. Studies on employee excitement are at the nascent stage. What makes employees excited is one of the famished areas to be epitomized. Refurbishment on the areas like work environment, work culture, work engagement, employee engagement, organizational commitment, job satisfaction, corporate social responsibility, superior relationship and leadership qualities are inclined to silence.

Need and Significance of the study

Transition demands for quality and quality is reliant on employee, employee's work quality

improves only when the employees are satisfied, the satisfaction fabricates excitement. Exodus of talent and plummeting is possible through intrinsic motivation. What makes employees excited is one of the famished areas to be balkanized. So, employee excitement is to be erudite. Existing scenario display that limiting situations for employee excitement prevail when vision is not discussed with employees, Lack of clarity in career development, unripe discussions of values, ethics and penchant engagement reviews. Incisive study spouts that excited employee's display emotional bonding, cohesiveness and belongingness. Excited employees need not be retained as it is innate. Commitment and self-actualization are sheer.

Objectives of the Study

The study has considered the following as the objectives

1. To analyze the perception of employees on workplace environment.
2. To study the factors influencing excitement.
3. To determine how work place fun and excitement plays an important role in attracting, retaining and developing competent employees
4. To find the relationship between workplace environment and employee excitement.

LITERATURE REVIEW

Employee stretch in the organization depends on one of the factors being work environment (Zeytinoglu& Denton, 2005). McKeown's in his book named 'Retaining Top Employees', defined employee retention as: "A systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs." 2011. To add on, Winterton in the year 2011, state that along with the healthy environment provide alternate job opportunities as well. The Hay Group study on work environment states that job autonomy (freedom towards the job in all aspects like decision making, process of functioning, timings) will help in retaining the employees (Perez, 2008). Dawal &Taha (2006) showed that job and environmental factors were significantly related to job satisfaction. Not only the environmental factors are to be affecting the productivity, there are various other suggestive new competencies which Strewn the excitement of employees. Chang, et. Al. in the year 2019 stated that it is very much essential to provide enough tools and supplies to establish a secure and encouraging work environment in order to strengthen interpersonal connections at work and increase nurse retention. Atkins says. "To be the best company in the world, we must support programs that go beyond the facility fence". Friedman opined that every employer needs to shift their focus to retention and development as the organization require the talented work force for good program designs. Miller commented on the survey conducted by On Point Consulting, New York, New York, in the year 2007, based on 655 respondent's show that the real source for getting employee support is to clarify the purpose of the change and discussion by managers about the reasons for change. Breugh & Frye, 2007 have concentrated on understanding how employees with dual working couples can be benefited, having elderly parents and single parent at home is an responsibility to employees, family support supervisor (i.e., telecommuting, ability to take work home, flextime, and family leave) responsibility of employees towards home (caring for a sick child, taking an elderly parent to the doctor, spending time with a spouse, participating in a school carpool), help in reducing family work conflict and increase job satisfaction. In addition to the existing literature, good guy

awards, (administrative professional today). social work event (3 pieces of PIE, Physical, Intellectual and Emotional), new product launch (everything everywhere preps biggest employee engagement push), happy associates are at the core of customers relations, it is believed that they can make customers happy only when their associates are happy (Soderquist) adds to the excitement. In contrast to the existing notion that heavy pay package keeps employees happy is an old thought as the author narrates that the possible consequences of financial rewards or bonuses does not help in maintaining excitement, and engagement is not guaranteed by bonuses if the employees are dealing with pessimistic bosses or workforce (bonus back fire, De Haas).

In addition, literature review shows that organizations that are transparent and involve their high performing employees in finding solutions will be able to retain these individuals during downturns in the economy (Ongori, 2008). Workspace designs have a profound impact on workers and tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & BOSTI, 2001). One of the attributes under environment is Knowledge having stayed in the company for a considerable period of time the employee becomes a repository of knowledge, need to take care of such employees (Kujur, 2008). Mandhanya, Y in the study stated that flexible timings and work arrangements help employees manage both work and personal life (Perry-smith and Blum 2000: Solomon 1999).Rice, 2010 states that leaders need to transit from clarity to inspiration by communicating the future vision to employees, talk about their careers, speak authentically where employees can get the real sense, discuss values and review on engagement and not performance would rather help the organization. In a study, authors concentrate on Gen Y employees as they posses' an ultimate challenge for the corporations with regard to their retention. They tend to challenge new opportunities and management decisions; strive for more work life balance, and involve in decision making. Gen Y employees are to be retained by providing career development, mentoring, job satisfaction and inclusive style of management (Inclusive style of management is a style of management which is wholesome and encompassing all the benefits that the employees need for) (Aruna & Anitha, 2015).

RESEARCH METHODOLOGY

Materials

This study aimed at collecting information from IT employees located at Bengaluru city to assess the employee excitement. Quantitative data is collected through self-designed questionnaire administered to IT sector employees. Questionnaire was prepared by researchers using the factors from literature review. Snow ball sampling method was adopted for selection of respondents with the criteria of minimum two years of experience in the same company. 150 questionnaires were distributed and 100 questionnaires were useful resulting to 66.66%.

Variables of the study

1. Independent Variables: Employee Excitement
2. Dependent Variable: Work place environment
3. Demographic variables like name of organization, department working for, designation, gender, age, marital status, qualification, total number of years of experience and number of years of experience in the present company were incorporated in the questionnaire.

Hypothesis

H0: There is no significant relationship between Work Environment and Employee Excitement

H1: There is significant relationship between Work Environment and Employee Excitement

Method

SPSS (Statistical Package for Social Sciences) was used for the analysis of data. Objectives of the study were given prominence while analyzing the data. Normality test, Factor analysis, t test and regression were used in the analysis.

RESULTS

I. Demographic Profile

Table 1: Demographic Profile of the Respondents

Demographic	Categories	Percentage
Gender	Male	43
	Female	57
Age	25yrs-35yrs	51
	36yrs-45yrs	29
	46yrs-55yrs	13
	56yrs and above	7
Marriage Status	Married	63
	Unmarried	37
Qualification	Graduate	63
	Post Graduate	31
	Others	6
Annual Income	1-5 lakhs	42
	6-10 lakhs	45
	11-20 lakhs	10
	above 20 lakhs	3
Designation	Junior Engineer	52
	Senior Engineer	37
	Project Manager	8
	Senior Divisional Manager	3

II. Test of Normality

The test statistic (D) provides a measurement of the divergence of sample distribution from the normal distribution, the higher the value of D, the less probable it is then data is normally distributed. The p-value quantifies this probability, with a low probability indicating that your sample diverges from a normal distribution to an extent unlikely to arise merely by chance. Put simply, high D, low p, is evidence that your data is not normally distributed.

Table 2: Kolmogorov-Smirnov Test of Normality – Employee Excitement

Variable	Mean	Median	SD	Skewness	Kurtosis	P value
Employee Excitement	0.68732	0.6975	0.123937	-0.725473	1.506337	.98399

The value of the K-S test statistic (D) is .0918, the p-value is .98399, showing that data is normally distributed.

Table 3: Kolmogorov-Smirnov Test of Normality – Work Environment

Variable	Mean	Median	SD	Skewness	Kurtosis	P value
Work Environment	0.70469	0.717	0.067104	0.067104	0.411696	.79448

The value of the K-S test statistic (D) is .15313, the The p-value is .79448, showing that data is normally distributed.

III Factors influencing Employee Excitement at work station

KMO (Kaiser – Meyer – Olkin) of sampling adequacy is 0.611 (table 5), the KMO ranges between 0&1 with higher values indicating greater suitability and and Bartlett’s test of sphericity is significant [Chi-square χ^2 (231) = 1009, $p < 0.001$], this shows that the sample size is adequate (greater than 0.5) to draw conclusions. Factor analysis is performed to extract the major factors influencing employee excitement, in table 6 about total variance shows that factors extracted with Eigen values more than one are seven factors influencing employee excitement and it has explanatory power of 68.72%, these factors influence employee excitement to a great extent. These factors are identified from rotated component matrix and presented in Table 7. The variables with loading 0.9 are more were selected. So the first factor is loaded with **Job involvement**, 68.72% of employees agrees that the work place is favorable for working. Second factor being **flexible timings**, 62.97% of the employees enjoy the flexible timings provided by the organization. Third factor being **knowledge repository** constitute to 55.58%. 47.22 % of employee opine that they like **work space design** of their respective department, 36.92% of employees believe that their organization **maintains transparency**, 26.19% of the employees agree that their organization sets **realistic objectives** and 13.34% of employees agree that they have **freedom towards decision making**, process of functioning and timings (job autonomy).

Table 4: Showing KMO and Bartlett’s Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.611
Bartlett's Test of Sphericity	Approx. Chi-Square	1009.448
	df	231
	Sig.	.000

Table 5: Showing Total Variance

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Job Autonomy	4.738	21.538	21.538	4.738	21.538	21.538	2.935	13.342	13.342
Realistic Objectives	2.515	11.430	32.968	2.515	11.430	32.968	2.828	12.856	26.198
Transparent	2.379	10.813	43.781	2.379	10.813	43.781	2.361	10.731	36.929
Departmental	1.674	7.608	51.388	1.674	7.608	51.388	2.264	10.292	47.220
Infrastructure	1.461	6.642	58.030	1.461	6.642	58.030	1.840	8.366	55.586
Knowledge Repository	1.231	5.596	63.626	1.231	5.596	63.626	1.625	7.386	62.972
Flexible Timings	1.121	5.096	68.722	1.121	5.096	68.722	1.265	5.750	68.722
Walk the Talk	.988	4.492	73.214						
Promotional Campaign	.948	4.308	77.522						
Communication	.791	3.594	81.115						
Career development	.732	3.325	84.441						
Leave Facilities	.602	2.737	87.178						
Good Guy Awards	.564	2.564	89.741						
Involvement in Product	.450	2.045	91.786						
Launch									
Free from Bullying	.395	1.795	93.582						
Social Events	.338	1.535	95.117						
Good day greetings	.307	1.395	96.512						
New Product Planning	.257	1.168	97.680						
Healthy Relationship	.230	1.045	98.725						
Team work	.140	.635	99.360						
Feedback on Exit	.076	.346	99.706						
Interview									
Job opportunities	.065	.294	100.000						

Extraction Method: Principal Component Analysis.

Table 6: Showing Rotated Component Matrix

Rotated Component Matrix ^a							
	Component						
	1	2	3	4	5	6	7
Job Autonomy	-.006	-.077	.122	.793	.159	.086	-.093
Realistic Objectives	.023	.462	.447	.016	.145	.363	.033

Transparent	.125	.113	.141	-.100	.421	.713	-.031
Departmental Infrastructure	.751	.033	.309	.105	.142	-.287	.128
Knowledge Repository	.345	.578	.507	.398	.081	.117	.101
Flexible Timings	.031	.611	.458	.290	-.076	-.088	.166
Job Involvement	.861	.238	-.187	-.161	.087	.015	.053
Walk the Talk	-.050	.125	.869	.007	.120	.079	.075
Promotional Campaign	.442	.006	-.139	-.172	.694	.028	-.087
Communication	.022	.174	.003	.617	-.060	-.268	.407
Career development	.683	.085	.123	.161	.193	.292	.026
Leave Facilities	-.283	-.235	.230	-.007	.635	.129	.103
Good Guy Awards	.054	.635	-.094	.558	-.061	.118	-.231
Involvement in Product Launch	.057	.726	.223	-.311	.015	.278	.136
Free from Bullying	.071	.104	-.071	.029	-.180	.746	-.005
Social Events	.276	-.062	.019	.654	-.208	-.042	-.034
Good day greetings	.149	.114	.778	.040	-.127	-.090	-.195
New Product Planning	.162	.195	-.033	.063	.726	-.080	-.093
Healthy Relationship	.103	.105	-.007	-.007	-.055	.029	.872
Team work	.345	.266	.105	.116	.029	.056	-.352
Feedback on Exit Interview	.692	-.101	.029	.219	-.089	.156	-.052
Job opportunities	.057	.797	.049	-.075	.056	.007	-.005
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 9 iterations.							

Factors influencing Employee's Workplace Environment

KMO (Kaiser – Meyer – Olkin) measures of sampling adequacy is 0.606 (table 5), the KMO ranges between 0&1 with higher values indicating greater suitability and Bartlett's test of sphericity is significant [Chi-square χ^2 (231) = 1009, $p < 0.001$], this shows that the sample size is adequate (greater than 0.5) to draw conclusions. Factor analysis is performed to extract the major factors influencing work environment, in table 9 about total variance shows that factors extracted with Eigen values more than one are six factors influencing work environment and it has explanatory power of 70.45%, these factors influence work environment to a great extent. These factors are identified from rotated component matrix and presented in Table 10. The variables with loading 0.9 are more were selected. So, the first factor is loaded with **Training Programs**, 70.45% of employees agree that training programs provided by organization help employees to achieve the required skill for performing the job effectively. Second factor being **personal work**, 63.12% of the employees are able to attend their personal work. Third factor being **Cordial relationship** constitute to 54.30%, employees are able to maintain cordial relationship with colleagues in the work place. 45.37 % of employee opine that they get **timely product updates**, 34.90% of employees are **satisfied with policies and practices** of their organization, 24.42% of the employees agree that lot of work empowerment is given to employees to decide about their

own style and pace of work that their organization and 12.78% of employees agree that they have **healthy work environment**.

Table 7: Showing KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.606
Bartlett's Test of Sphericity	Approx. Chi-Square	350.393
	Df	120
	Sig.	.000

Table 8: Showing Total Variance

Total Variance Explained

Components	Initial Eigenvalues		Cumulative %	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Work Environment	3.214	20.086	20.086	3.21	20.086	20.086	2.046	12.786	12.786
Work Empowerment	1.745	10.906	30.992	1.75	10.906	30.992	1.862	11.638	24.424
Policies and practices	1.657	10.356	41.347	1.66	10.356	41.347	1.676	10.477	34.901
New Product Updates	1.319	8.247	49.594	1.32	8.247	49.594	1.675	10.469	45.37
Cordial relationship	1.247	7.795	57.39	1.25	7.795	57.39	1.429	8.931	54.301
Personal work	1.086	6.786	64.176	1.09	6.786	64.176	1.411	8.819	63.119
Training programs	1.005	6.283	70.459	1.01	6.283	70.459	1.174	7.34	70.459
Employee training opportunities	0.825	5.159	75.617						
Fair compensation	0.811	5.071	80.688						
Recognition	0.653	4.081	84.768						
Employee Provident Fund	0.55	3.44	88.209						
Leave Travel Allowance	0.527	3.294	91.502						
Job rotation	0.459	2.867	94.369						
Sufficient Resources	0.414	2.587	96.956						
Additional responsibilities	0.29	1.814	98.77						
Channel of communication	0.197	1.23	100						
Extraction Method: Principal Component Analysis.									

Table 9: Showing rotation matrix

Rotated Component Matrix^a							
	Component						
	1	2	3	4	5	6	7
Work place environment	.139	-.020	.014	-.173	.762	.205	-.081
Work Empowerment	.632	-.043	.072	-.148	.219	.353	-.034
Policies and practices	.098	-.024	.150	.066	.049	.802	.018
New Product Updates	.199	.734	-.103	.064	.184	-.276	-.110
Cordial relationship	.744	.344	.380	.035	.069	-.069	.124
Personal work	.483	.270	.398	-.198	.042	-.366	-.215
Training programs	-.054	.832	.200	-.154	-.011	.126	.152
Employee training opportunities	.740	-.097	-.020	.418	.004	-.003	.110
Fair compensation	-.128	.440	-.107	.557	.171	.406	-.014
Recognition	-.049	-.013	.301	.616	.386	-.269	.029
Employee Provident Fund	.338	.388	.089	.171	-.078	.255	.460
Leave Travel Allowance	.187	-.114	-.009	.776	-.221	.141	-.034
Job rotation	.030	-.028	.798	.089	.208	.058	.159
Sufficient Resources	.263	.118	.740	-.002	-.223	.171	-.135
Additional responsibilities	.013	-.003	.010	-.059	.094	-.019	.853
Channel of communication	.053	.236	.023	.205	.651	-.123	.269
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 18 iterations.							

IV Relationship between Workplace Environment and Employee Excitement

A paired t-test was conducted test the means of two populations, paired two-sample t-test is performed to determine whether a sample's means are distinct. Data is of unequal sample sizes, so researchers have considered the first 15 samples of both the variables (Employee Excitement and Work Environment).

Table 10: Showing the relationship between Workplace Environment and Employee Excitement

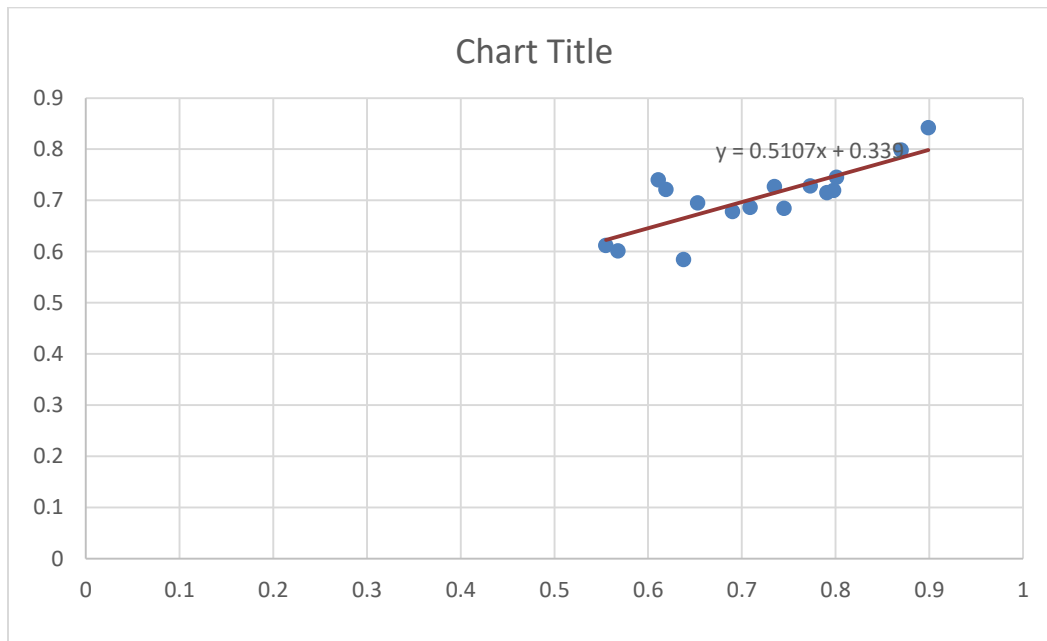
t-Test: Paired Two Sample for Means		
	0.678	0.69
Mean	0.706466667	0.717666667
Variance	0.004770267	0.011396381
Observations	15	15
Pearson Correlation	0.785795261	
Hypothesized Mean Difference	0	
Df	14	

t Stat	-	0.641027964
P(T<=t) one-tail		0.265929271
t Critical one-tail		1.761310136
P(T<=t) two-tail		0.531858543
t Critical two-tail		2.144786688

Multiple R (correlation coefficient) is 0.785 – it measures the strength of linear relationship between two variables (employee excitement and work environment) that varies between -1 and 1 and its absolute value (the distance from 0 to the destination number, regardless the direction) indicates the strength of relationship. Larger the absolute value stronger is the relationship, ***showing a relationship between employee excitement and work environment.*** 1 denotes strong relationship, -1 denotes strong negative relationship and 0 denotes no relationship.

R^2 – it helps in determining the coefficient and it is an indicator of goodness of fit. R^2 is 0.62 (rounded to two digits) is a good fitness. **It means 62% of the values fit regression model.** 62% of the dependent variables (Y values – Work place environment) are explained by independent variables (X Values – Employee excitement)

Standard Error – is **0.04** which means that it is more certain, smaller the number, the more certain is the regression equation.



Linear equation is used to explain the relationship between the components/features/factors (workplace environment and employee excitement), mainly used for regression.

Results

Results show that female respondents constitute to 57% when compared to male respondents,

51% of the respondents are between the age of 25 and 35 years, followed by 29% between the age of 36 and 45 years. 63% of the respondents are married and are graduates. 45% of the respondents are earning 6 to 10 lakhs P.A. 52% of the respondents serve the organization as Junior Software Engineer, 37% as Senior Software Engineer. Job involvement, 68.72% of employees agree that the work place is favorable for working. Flexible timings, 62.97% of the employees enjoy the flexible timings provided by the organization. Knowledge repository constitute to 55.58%. 47.22 % of employee opine that they like work space design of their respective department, 36.92% of employees believe that their organization maintains transparency, 26.19% of the employees agree that their organization sets realistic objectives and 13.34% of employees agree that they have freedom towards decision making, process of functioning and timings (job autonomy). Training Programs, 70.45% of employees agree that training programs provided by organization help employees to achieve the required skill for performing the job effectively. Personal work, 63.12% of the employees are able to attend their personal work. Cordial relationship constitute to 54.30%, employees are able to maintain cordial relationship with colleagues in the work place. 45.37 % of employee opine that they get timely product updates, 34.90% of employees are satisfied with policies and practices of their organization, 24.42% of the employees agree that lot of work empowerment is given to employees to decide about their own style and pace of work that their organization, 12.78% of employees agree that they have healthy work environment and transparency maintained in the organization, mentoring on career development and leave facilities provided keep the employees more excited at work place.

DISCUSSION

Broadening the changes in the direction of transparency, employee participation in decision making (EPDM), policies and practices, setting realistic objectives and work empowerment savior the organization. Looking at the results of data analysis on employee excitement, it is observed that 68.72% of employees agree that the work place is **favorable** for working but only 12.78% of employees agree that they have **healthy work environment**, this shows that work environment has impact on excitement of an employee. For an employee to be excited it is essential to provide with the (62.97%) **flexible timings**, sourcing employees for effective deliverables. Every organization needs to admire on the **repository of knowledge** (55.58%). Work space design adds to the employee' excitement, 47.22 % of employee opine that they like **work space design** of their respective department. When adored on transparency not every organization supports this trend, there is a need for improving on maintain the transparency within the organization (36.92%) of employees believe that their organization maintains **transparency**, under emphasis on setting realistic objectives, employee participation in decision making (EPDM) helps the organization in reaching the target. Though **training programs** provided constitute to 70.45% still we see the employee dissatisfaction leading to stress and job burnout. **Cordial relationship** constitutes to 54.30% giving space for improvement for employees to maintain cordial relationship with colleagues in the work place to have a healthy work environment. 45.37 % of employee opine that they get **timely product updates** giving space for the companies to increase the awareness repeatedly on product updates, only 34.90% of employees are satisfied with policies and practices of their organization, the companies need to ensure to survey and feedback from employees for improvements in the **policies and**

procedures, 24.42% of the employees agree that lot of **work empowerment** is given to employees to decide about their own style and pace of work that their organization, there is a need for management to understand that this is the era of decentralization and it is right time to give more space and freedom for employee empowerment and 12.78% of employees agree that they have healthy work environment.

Implication of the Study

Over the decades, employee satisfaction, production, engagement, commitment, influence are some of the components identified as affecting the quality of work life. It is most crucial time to increase the awareness of healthy work environment and giving space for Physical Environment (Provide ergonomic tools and furniture to support employees' physical well-being), Natural Light and Ventilation (Whenever feasible, use natural materials to create a cozy ambiance). Spaces that are neat and organized (a well-maintained workspace promotes a productive work climate), Promote diversity and inclusion to ensure that every employee feels appreciated and respected. Establish a clear mission and values statement to convey the company's objectives and core values to employees. Open Communication: Encourage transparent and open communication among team members to build trust. Organize events and activities that foster team cohesion and camaraderie. Collaboration and Teamwork (Collaborative Spaces: Design places that support teamwork and group discussions). Flexibility and Work-Life Balance: To promote work-life balance, provide remote work choices or flexible work schedules. Wellness Initiatives (Offer tools and initiatives emphasizing mental and physical health), Professional Development (Training Opportunities: Make training and skill-building programs an investment in your employees' development), Career Advancement (Establish avenues for professional development and offer prospects for advancement), Recognition and Appreciation (Recognize and incentivize staff members for their accomplishments and services), Feedback Mechanisms: Provide regular routes for employees to provide constructive criticism and appreciation. Technology and Tools: Ensure that staff have the latest tools and technology to accomplish their jobs effectively. Tool Training (Make sure staff members receive training on utilizing new technology), Empowerment and Autonomy (Include staff members in decision-making processes where suitable), Empowerment (asking staff members to accept responsibility for their work and offer suggestions), Safety (Physical Safety: Put safety measures in place to guarantee a safe working environment), Data security (uphold stringent procedures to safeguard private data), Pleasure and Entertainment (Recreational Spaces: Establish spaces for rest and respite, Celebrate Your Successes (Acknowledge and honor your accomplishments). Resources provided have seldom effect on the success of any organization. Not to be the square peg in the round hole is the wave of revolution. Healthy work environment and employee excitement are the two highest accolade for quality production. Walk the talk, setting of realistic objectives; ensure that every employee is on board. Banners, buttons, and other promotional materials are to be circulated to ensure that the change is on every employee's mind.

SCOPE FOR FURTHER RESEARCH

This study may be extended to other geographical locations as this study is limited to Bangalore, this study can be extended with collecting data for few more years and only two variables were

studied, this can be extended with other variable like job satisfaction, attrition, stress and psychological variables.

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