



A Study on Work Management Practices and its impact on Productivity: Moderating role of Sustainable Work Environment

Dr. Sivakami R.¹, Ms. Ananya Chauhan²

¹ Associate Professor & Coordinator, PG Department of Commerce, School of Commerce, Mount Carmel College, Autonomous, Bengaluru

² M.Com – International Business, PG Department of Commerce, School of Commerce,, Mount Carmel College, Autonomous, Bengaluru

ABSTRACT: The concept of a Sustainable Work Environment (SWE) has garnered significant attention in recent times, as organizations strive to achieve higher levels of employee well-being and productivity. This paper aims to investigate the influence of SWE on work management and productivity, focusing on three primary objectives: a) understanding the factors contributing to a challenging SWE, b) identifying gaps in existing work environments that hinder performance, and c) comprehending employee perceptions of SWE and its impact on work management practices.

To accomplish the research objectives, a mixed-methods approach was employed, combining qualitative and quantitative data collection techniques. Firstly, an extensive review of the relevant literature was conducted, exploring the diverse factors influencing the creation of a challenging SWE (Objective a). This investigation revealed critical aspects such as work-life balance, organizational culture, leadership support, employee involvement, and physical workspace conditions as key determinants of SWE.

Subsequently, surveys will be employed to identify specific gaps in the current work environments that impede employee performance (Objective b). The research will highlight the crucial hindrances like inadequate resources, communication barriers, unclear job roles, and lack of employee recognition.

The study will also delve into understanding the employee perception of SWE and its effect on work management practices (Objective c). Through employee surveys and feedback, the research will explore more on how employees' view their work environment impacting their motivation, job satisfaction, and overall work performance.

The outcomes of this research may have significant implications for organizations aiming to create a more sustainable and productive work environment. By addressing the identified factors contributing to a challenging SWE and recognizing existing gaps in work management, organizations can proactively design targeted interventions to foster a more supportive and conducive workplace. Cultivating a positive SWE and understanding employee perceptions will lead to greater job satisfaction, reduced turnover rates, and heightened productivity, ultimately driving organizational success.

KEYWORDS: Employee Engagement, Employee Experience, HR Practices, Millennials Perception, Organizational Success, Productivity, Sustainable Work Environment, Work Management Practices.

INTRODUCTION

In today's fast changing and uncertain world, it is all the more necessary for organisations to read and analyse the weak signals. Increasing the responsiveness and adaptability of an organisation, whilst maintaining the requisite control also has wider implications for people culture and working practices. We live in exciting times. Matters are changing at increasing speeds, driven by technology, data and socio-cultural shifts. Lines are blurring between corporate and entrepreneurial, online and offline, physical product and personal experience. Sustainability is no longer about public relations or regulatory compliance, it is about saving costs and increasing profits. Companies are paying attention to new sources of energy, new materials new technologies and new ways of doing business for business reasons rather than altruistic options.

The idea of sustainability has gained traction in several industries recently, pressing businesses to implement policies that strike a stability between social accountability, environmental protection, and successful expansion. In this perspective, the working environment is seen as a key determinant of the success and long-term viability of an organisation. A sustainable workplace consists of a broad range of factors, including employee engagement, socio-cultural dynamics, and physical and psychological well-being.



Effective administrative methods are necessary for orchestrating and optimising various components to reach the highest level of organisational performance which resulted a balanced interaction between a sustainable work environment and effective work management techniques has the potential to result in increased productivity.

The theory of sustainability has gained hold across a number of industries, placing pressure on companies to execute strategies that strike a steadiness between economic upturn, social obligation, and conservation of the environment of the organization. Hence taking this point into consideration, a crucial factor in determining an organization's performance and long-term viability is its working environment. Employee engagement, sociocultural dynamics, and physical and mental well-being are among many components that make up a sustainable workplace. In order to attain the highest degree of organisational performance, effective work management approaches are vitally important for coordinating and optimising multiple components at once. This may lead to productivity that will grow as a result of a balanced interaction between a sustainable work environment and efficient work management strategies.

Effective work management techniques cover a realm of tactics that direct how activities are allocated, arranged, and carried out inside an organisation. These strategies plays an important role in order to maximise employee potential and maintaining the smooth operation of the organisational infrastructure. Employee motivation and creativity have been shown to increase under adaptive leadership practises that support sustainability objectives (Mittal et al., 2019). A higher level of productivity and greater employee satisfaction and work quality have also been linked to the use of flexible work schedules and agile project management approaches (Battistelli et al., 2017; Hoch et al., 2021).

Productivity, which serves as a fundamental barometer of an organization's success, is inevitably influenced by the standard of the workplace and the effectiveness of management techniques. According to studies (Kim & de Dear, 2013; Paillé et al., 2014), a sustainable workplace has a favourable impact on individual achievement and performance measures like task completion, innovation, and employment quality. Similar results can be achieved by implementing good task management techniques, which include improved team cooperation, reduced bottlenecks, and optimised resource allocation (Kerzner, 2017; Wouters et al., 2019). The synergistic relationship between sustainable work environments, effective work management practises, and productivity outcomes becomes a crucial success factor as organisations negotiate the complex landscape of the modern corporate world. This study work contributes to a deeper understanding of how effectively various organisations can use these characteristics to create a harmonious ecology conducive to both sustainable growth and increased productivity by illuminating the mechanisms and connections that underpin these aspects.

RESEARCH OVERVIEW

S.no	Study	Author/Year	Dimensions Studied
1	Managing Talent to maximize performance	J.Stephen Heinen & Colleen O'Neill - 2004	1)SCA comes from Talent Management 2)The ways organization attracts, develops, motivates, manages & rewards it's talent 3)Economic benefits of Talent Management
2	Workplace Environment and it's impact on organisational performance in public sector organisations	Dr. K. Chandrasekar 1 January 2011	1)Analysis of the working conditions at several public sector organisations 2) to comprehend how the work environment affects individuals' performance levels



			<p>3)Suggests to do interactions in order to improve the working atmosphere of the public sector organisations</p> <p>4) Analysis of workplace that affects the employees performance</p>
3	The Triple Bottom Line The Synergies of Transformative Perceptions and Practises For Sustainability	Katrina Rogers and Barclay Hudson (2011)	<p>1)TBL aids in concentrating on particular benchmarks for improvement in each of the three sustainability domains</p> <p>2) The links between the three key components (social, economical & environmental) are highlighted by the TBL framework.</p> <p>3) TBL also highlights some tensions and compromises between conflicting objectives, where judgements must be made at a higher level of systems thinking, with business decisions made in a wider framework of civilization itself</p>
4	The Triple Bottom Line: What is it and How does it Work?	Timothy F. Slaper, Ph.D.,Tanya J. Hall 2013	<p>1)Impact of Triple Bottom line on the Measurement of sustainability and Performance of projects and policies of Businesses, nonprofits & government</p> <p>2)TBL enables organisations to use the idea in a way that best suits their own requirements</p> <p>3)Challenges of implementing TBL</p>
5	Core Values as a Management Control in the Construction of “Sustainable Development	Stephen Jollands, Chris Akroyd, Norio Sawabe- 2015	<p>1)Impact of implementing core values in an organization to implement sustainable development</p> <p>2) Building sustainable development with in the firm that is more aligned with traditional profit-seeking goals</p>
6	Human Resource challenges in BPO Sector and Identifications of Best Practises in Retaining such Talent In Delhi NCR Region	Rupali Rajesh Sharma (2015)	<p>1)Studied the difficulties HR has in BPOs & the methods they use to retain talent.</p> <p>2) Identifying and examining the causes of attrition in the Delhi-NCR region's BPO industry.</p> <p>3)Compared many methods of talent retention to find the most effective ones, which required a thorough examination of BPO HR practises.</p>



7	The Impact of implementing Talent Management Practises on Sustainable Organizational performance	Riham AI Aina & Tarik At 12 October 2020	<p>1)Highlighted how talent management & organisational performance have a favourable and significant relationship.</p> <p>2) Examined how talent management techniques affect organisational effectiveness</p> <p>3)Effect of talent practises on the real Estate companies in UAE</p>
8	People, Planet, and Profit: A Bibliometric Analysis of Triple Bottom Line Theory	Thiago Henrique Martins Pereira & Cordeiro Martins (26/01/2021)	<p>1)Highlighted how closely the term "Sustainable reporting" relates to TBL</p> <p>2) Aimed to investigate the Triple Bottom Line Theory using bibliometrics.</p> <p>3) Increase in TBL scientific publications Because of sustainable factors</p>
9	The Influence of Work Environment and Leadership Style on Employee Productivity	Dirhamsyah Maritime Adiguna Polytechnic (2/02/2021)	<p>1)Effect of leadership style of work productivity</p> <p>2)Study on the influence of work environment and leadership style on employee productivity</p> <p>3)Work environment and leadership style can explain work productivity</p>
10	The influence of work environment, work enthusiasm and reward of work discipline.	Maryanti Maryanti, Achmad Fauzi, Ribka Natalia, Kevin Sean, Kasman Abas (11 July 2022)	<p>1)A study was done to see how the workplace, employee enthusiasm, and rewards affected work discipline.</p> <p>2)To produce strong performance, employees must exercise good discipline.</p>
11	Work engagement and it's influence in Boosting productivity	Bryar Sami Abdulrahman, Khowanas Saeed Qader, Diyar Abdulmajeed Jamil, Karkhi Khalid Sabah, Bayar Gardi, Sanarya Adnan Anwer- (Nov-Dec- 2022)	<p>1)Influence of Employee productivity on Work engagement</p> <p>2)Providing enough physical & material Resources at the workplace</p> <p>3)Companies having a 2-way approach of Communication to involve employees</p>



			<p>More in the job & have a greater sense of Purpose.</p> <p>4)Relationship between work management- and productivity</p>
12	Corporate Social Responsibility (CSR) in Sarangani Province: Promotion of the Triple Bottom Line Framework of Sustainability	Cheryl Marie M. Cristobal-Cipriano, Jinnifer Arroyo, Alvin Romualdo (2022)	<p>1) The authors sought to identify the Corporate Social Responsibility (CSR) initiatives carried out by commercial organisations in Sarangani Province within the framework of the Triple Bottom Line (3Ps) of sustainability.</p> <p>2)Introduction of strategic measures by Government to encourage CSR activities in the organization</p> <p>3) Customer satisfaction & company reputation are the major drivers of CSR</p>
13	A Study on Employee Engagement and Ethic of Friendship	Mr. A. Prasanthl & S. Janani - 2023	<p>1)Examining the gap between employee Engagement & the ethic of friendship within the workplace</p> <p>2)Understand Employee engagement & Employee Attitudes</p> <p>3)Study on ways to improve employees sense of wellbeing in the workplace in order to compete in the global market</p>
14	Inclusive development as a key talent Management approach:- A systematic Literature review	Maniam Kaliannan, Darmalinggam, Magiswary Dorasamy ,Mathew Abraham (2023)	<p>1)Talent development</p> <p>2)Talent management</p> <p>3)Frugal innovation</p> <p>4)Inclusive talent development</p> <p>5)Exclusive talent development</p> <p>6)Resource-based view Organizational performance</p> <p>7)Individual talent growth</p>
15	Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society	Nadia Abdelhamid Abdelmegeed Abdelwahed & Mohammed A. Al Daghan (10/03/2023)	<p>1)To establish the relationship between Work engagement & employee Productivity</p> <p>2)Prediction of employee performance through organizational factors such as learning culture, work environment, and organizational commitment</p>



			3)To ensure that there is a relative connection between work environment and organizational factors towards employee productivity and employee performance in an integrated way.
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STATEMENT OF PROBLEM

The growth of any organisation is dependent on most important asset: its human resources. The challenge for today’s employer is that of identifying a quality talent together with what would be the strategy to retain the same with them. The growing concern with the gen Z who are expected to be most uncertain and unpredictable, organisations are waging a ‘War for Talent’. Various research conducted so far, have diverse opinions on how and why they should address the challenges relating to Talent Management. The findings of many have confirmed that beyond the monetary benefits, it is the organisation culture, the top management club, work practices, work-life balance, the communication pattern and transparency and the list go a little endless. Such work practices determine to a very great extent the extent of employee belongingness to the employer as well as the work and the long term benefit called ‘employee loyalty’ or ‘brand loyalty’. (Sheehan, 2021) Managers most importantly play a crucial role in the success of the organisation as they assume the role of both the mentor and coach by providing a meaningful link between the employee and the organisation.

RESEARCH METHODOLOGY

The research is exploratory in nature and the data collected for the purpose of understanding the nuances of the respondents was through a structured questionnaire. Being a working paper and more to be discussed and debated on work practices and sustainable work environment, the discussion is based on both the responses collected and the reviews taken. Usage of specific software was not deployed as it is felt that there is more diving needed to understand the terms of work management practices, sustainable work environment and its role in the productivity of an employee which can be impacted beyond the factors that have been identified for the purpose of the study.

DISCUSSION

Objective A:- To study the factors that contribute to a challenging Sustainable Work Environment.

- The foundation to the success of any organization is its strategy at various levels. Of the various factors that one considers to contribute to SWE, strategy is the breadwinner. Strategy touches every employee and serves as an actionable way to reach your company's goals. One significant benefit of strategic planning is that it creates a single, forward-focused vision that can align your company and its shareholders.
- The work from home option enables many organisations to function easily by reducing on their overheads and contribute more sustainably to both the environment and the organisation.
- A well defined organisation structure enables an employee to be clear of his role and responsibilities (McGinley, 2023). This would further enable him/her to deliver the best of their potential contributing to better achievement of vision and mission. A poorly designed structure can cause confusion, frustration, and isolation.
- The ultimate existence of any organisation depends on the satisfaction level of its stakeholders. The continued existence of any company is based not on the continuous earning of profits but the experience or feel it could offer to its customers both internally and externally.
- The unassuming role of the HR enables any organisation to meet the needs of the workforce by effectively managing the employee lifecycle. As stated previously, the employee experience adds more flavour to ones stay within and promote themselves to be the brand ambassador for their employer.
- Leaders are supposed to identify and respond before to trends before they are viewed as issues and become distractions. Their traits help deliver transformational change on the business journey towards sustainability. A great leader is result-oriented, gets



out of the way and is more strategic. As they are most X: an organisation territory, it's success and failure mainly depends on their role. **Brown (2005)** opines that business organisation going advantage over competitors and not evaluate its performance only but profit only but also good association with target group both internally and enterally and trigger the knowledge, skill, ability and innovation for its human resources. Leadership is necessary when there are changes in the organization in order to create a SWE and not all leaders are capable of doing the same. In 21st century Transformational Leadership is more practised in the organizations in order to have an effective approach and maintain harmonization among the employees and take the challenge to maintain consistency in the organization. (**Jeton Zogjani, November 2015**)

Objective 2:-To identify the gaps in the existing Work Environment that impede performance.

- Recent research in the UK, 40% of the workforce are disappointed by the lack of effort and resources put in for sustainability by their employer. (**Wellings, 12 July 2022**). Businesses that want to attract and retain right talent should consider investing time and energy in sustainability programmes to make a positive contribution to short term and long term value.
- A sustainable work environment makes a long workday less stressful and enjoyable. Companies have capabilities in the form of incentives and opportunities to design innovative ideas to reverse the damages to the ecosystem (**Todd, 2023**). A significant number of enterprises are becoming increasingly aware of SWE by installing skylights, swapping to 75 fluorescent lighting, utilising passive coding and better manufacturing practices. Recent research has shown that businesses who invest in SWE have performed better and a research survey with 1254 senior corporate executive confirm the share-value growth.
- “Freedom within a Framework” is the phrase used by the leaders in the organization. In order to get the desired results the leaders should be able to identify the employees potential and should give the task accordingly and trust them to the fullest (**Gulati, May- June (2018)**). Leaders should strategize a perfect framework and should make employees available substantial resources to achieve goals which will directly lead to identify the gaps within the organization and fill those gaps beforehand and will not hinder the performance.
- Achieving productivity is a sum total of many factors. Organisations functioning in a technology driven scenario need a constant drive for new and better ideas. As stated, the work culture and practices contribute heavily of towards the same. This is also due to the fact that corporations are moving/ have moved towards being a ‘Learning Organisation’ (**William Craig, May 14, 2019**). The organizations should make sure that there are free flow ideas at the workplace which can be done by taking employees suggestions, conducting team activities and must ensure that the employees are not hesitant and are easily accessible to everyone.
- SMART - The perception of the respondents on a major the basis, (around 85.1.) is in favour of sustainable productivity. This is an achievable milestone when the culture of is so and when the work practices have been turned to in a manner that could best reflect the goals and objectives of the organisation. Implementing SMART strategies in an organization helps them to achieve legal requirements, provides environmental and societal benefits and adds the value to the company’s success value. (**Ann Michelle Morrison, April 21, 2021**). It leads to the addition of capital value, reduces risk and helps the organization to attain timely and sustainable goals.
- The challenge of work-life balance as a matter of fact reflects the organisation culture and the employers concern for their employees consistent well-being. Post covid scenario has seen a lot of well-being programs that have been initiated and made mandatory to ensure not just productivity but sustainable productivity.
- Such effective work practices places both the employer and employee ahead of competitive pressure and better aligns the personal and professional agenda. (**Daniel Robbins, 2021**) The differentiation focus strategy of any employer enables a better view of the industry to stay ahead of all which over a time period becomes their core competency.

Objective 3:- To understand the employee perception of SWE and its effect on Work Management practices.

- Businesses and organizations in this modern era are inclined towards practising different types of work management practices in order to manage diversity at the workplace. Diversity is not only being inclusive of sex, races, ethnicity or religious beliefs but includes knowledge, experience, interest and background of an individual (**Jamshid Ali Turi, 25 July 2022**). The perception of the respondents (around 76.7%) that WMP giving training and creating awareness to employees in context to diversity at



the workplace leads the organization to generate profits and innovative ideas & understanding different cultural aspects which leads to productivity and does not hamper the organizations growth and also leads the employees to achieve a common goals.

- When the employees goals and organizational values are being aligned together it becomes beneficial for the employees and organizations both. It encourages the people to seek professional and personal development within the company. (Nautin, 2014) Around 82.2% of the respondents have the vision if the employees work is directly supporting the organizations vision, mission and strategy then it is beneficial and also it encourages a sense of loyalty. An organization's objectives are more likely to be achieved when a compelling purpose, workable strategies, and goals are combined.
- Business houses are more successful and sustainable when work performed and resources used create a value. It leads to business success as it is defined to be profitability cash flow and so on (Dheeraj Vaidya, 2023). It assists in establishing long-lasting relationships with customers which is the end product of happy and engaged employees and makes the product and/services more lucrative.

CONCLUDING REMARKS

The workplace culture truly represents the shared values, beliefs, behaviours and practices that shape the way the organisation carries itself. The work practices impact the way the workforce view their employer and further decide whether or not to continue their stay to enhance their career graph. The findings of the study have also confirmed that organisations that have a linear learning curve promote better productivity and work enthusiastically to align the organisational and personal goals. The role of the leader is also pointed out to be one of the most important as they harmonize the relationship between the organization and employees. The current study simply focuses on the basics of sustainable work environment, work management practices and its effect on productivity. More can be undertaken with different perspectives covering sectors like manufacturing, IT, ITes, services sector and education industry, as sustainable practices are not wedded to any industry for long.

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Cite this Article: Dr. Sivakami R., Ms. Ananya Chauhan (2023). A Study on Work Management Practices and its impact on Productivity: Moderating role of Sustainable Work Environment. International Journal of Current Science Research and Review, 6(10), 6605-6613