



A STUDY ON WORKPLACE STRESS, ORGANIZATIONAL COMMITMENT, AND EMPLOYEE PRODUCTIVITY

MS.S.Vaidoorya¹, Dr.R.Suyam Prabha²

¹School of Management Studies, Karpagam College of Engineering, Coimbatore, Tamil Nadu, India

²Professor of School of Management Studies, Karpagam college of Engineering, Coimbatore, Tamil Nadu, India

Abstract - Employee efficiency plays a crucial role in the success and long-term sustainability of any organization. The work environment is an important factor that can significantly influence employee productivity both positively and negatively. Progressive organizations recognize the value of their employees and therefore focus on creating a supportive and healthy work environment, as employees spend a major part of their time performing job-related activities. However, an unfavourable work environment may lead to job stress and reduced performance.

This study examines the workplace environmental factors that influence employee productivity and analyses how these factors improve employee performance. The data for this study was collected through a survey of 300 randomly selected staff members from three tertiary institutions: Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), Kumasi Technical University (KsTU), and Kwame Nkrumah University of Science and Technology (KNUST) located in the Ashanti Region of Ghana.

The findings indicate a positive relationship between workplace environment and employee commitment. The study concludes that improving workplace conditions can enhance employee commitment and performance. These findings provide useful insights for academic institutions to improve their work environment and support effective employee performance

KEYWORD:- Work environment, employee productivity, employee commitment, employee efficiency.

1) INTRODUCTION

Organizations today operate in a highly competitive and dynamic business environment where sustaining competitive advantage has become essential for long-term success. To

achieve this, organizations are increasingly focusing on developing their human resources, particularly employee productivity, as a key strategic asset. Every organization depends mainly on two important resources: capital and labour. While financial resources are important, the effective utilization of human resources plays a critical role in determining organizational success.

Having skilled and knowledgeable employees alone does not guarantee organizational success. What matters most is how effectively employees apply their knowledge, skills, and abilities in performing their job responsibilities. Employee efficiency and productivity therefore become crucial factors that determine whether an organization succeeds or fails. Several internal and external factors influence employee performance, including leadership style, compensation, career development opportunities, organizational structure, employee engagement, employer-employee relationships, and most importantly, the work environment.

The work environment is a significant factor that directly affects employee productivity and performance. A supportive and healthy work environment can motivate employees, increase job satisfaction, and improve performance levels. On the other hand, a poor work environment may lead to stress, dissatisfaction, low morale, and reduced productivity. Therefore, organizations must pay careful attention to workplace conditions in order to improve employee efficiency and organizational performance.

Ghana, as a developing country with a growing economy, consists of various sectors including public, private, and foreign organizations. In these sectors, employee productivity remains a major determinant of organizational effectiveness and sustainability. Despite being recognized as hardworking, employees in some sectors face productivity challenges due to workplace-related factors. Low productivity continues to be a



major concern for many employers, highlighting the need to identify and improve the factors that influence employee performance.

Understanding the factors that affect employee productivity is essential for organizational sustainability. Organizations must identify workplace environmental factors and implement appropriate strategies to enhance employee performance. Improving working conditions, promoting positive organizational culture, and ensuring employee commitment can significantly contribute to better productivity outcomes.

Although many studies have examined factors affecting employee performance, limited research has focused on the combined influence of multiple workplace environmental factors. Therefore, this study focuses on examining the impact of work environment factors on employee productivity, with employee commitment acting as a mediating factor. The findings of this study are expected to provide valuable insights for academic institutions, policymakers, managers, and researchers in developing strategies to improve workplace environments and enhance employee productivity.

The objective of study

- 1) To identify the major factors contributing to workplace stress among employees.
- 2) To examine the level of organizational commitment exhibited by employees.
- 3) To analyze the impact of workplace stress on employee productivity.
- 4) To evaluate the relationship between organizational commitment and employee productivity.
- 5) To examine the mediating role of organizational commitment in the relationship between workplace stress and employee productivity.
- 6) To suggest effective measures to reduce workplace stress and enhance employee productivity.
- 7) To recommend strategies for improving organizational commitment among employees.

2) REVIEW OF LITERATURE

Employee productivity is influenced by several factors which may be internal or external to the organization. These factors

can have either a positive or negative effect on employee performance depending on the nature of the organization and its working conditions. In a typical workplace, both physical and behavioural factors play an important role in shaping employees' abilities, attitudes, and productivity. Therefore, a healthy work environment is essential for improving employee engagement, performance, and overall organizational effectiveness.

The workplace environment has become a critical factor in determining employee productivity, especially in today's highly competitive business environment. Organizations are increasingly recognizing that employees are valuable assets whose performance directly affects organizational sustainability. Since employees spend a significant portion of their time at work, the conditions of the workplace can influence their mental, emotional, and physical wellbeing. A positive work environment improves concentration, motivation, and behaviour, which ultimately enhances productivity. Conversely, an unfavourable work environment may create stress, reduce morale, and negatively affect performance.

The work environment includes everything surrounding employees while they perform their duties. It consists of both physical and psychological components that influence employees' work attitudes and productivity levels. Physical workplace factors such as office layout, cleanliness, ventilation, lighting, noise levels, temperature, equipment design, and safety measures significantly affect employee comfort and efficiency. A well-designed and safe workplace promotes better interaction, teamwork, and employee satisfaction, which leads to improved productivity. On the other hand, poor workplace design and unsafe conditions may cause stress, discomfort, and underutilization of employee capabilities.

Workplace ergonomics is another important aspect of the work environment. Ergonomics focuses on designing jobs and workplaces according to employees' physical and mental capabilities rather than forcing employees to adjust to poor working conditions. When ergonomic factors are ignored, employees may experience physical strain and stress, which can reduce their efficiency and increase work-related health problems. Workplace stress often occurs when job demands do not match employees' skills and available resources, leading to psychological and physical strain that reduces productivity.

Employee productivity is considered the backbone of organizational success. Organizational growth largely depends on how effectively employees perform their duties. Many



organizations continuously attempt to improve productivity by adopting workplace improvement practices such as the 5S or 7S methodologies, which focus on workplace organization, cleanliness, standardization, safety, and teamwork. These practices help create a disciplined and supportive work culture that encourages employees to perform efficiently.

Employee commitment is also closely connected to workplace environment and productivity. Commitment reflects the level of employees' loyalty, involvement, and willingness to contribute to organizational goals. A supportive work environment increases employee motivation, reduces absenteeism and turnover, and strengthens organizational commitment. Employees who feel valued and supported are more likely to remain dedicated and perform better. Therefore, organizations must focus on improving workplace conditions and employee motivation to strengthen commitment and enhance productivity.

Several studies examine stress and productivity in relation to academic administrators in research universities (Gmelch & Burns 1993, 1994; Gmelch & Miskin 1993, 1995; Gmelch et al. 1999; Sarros et al. 1999; Singh & Schapper 2009). Issues relating to scholarly productivity are also found to affect Australian deans as reported by the national dean's survey study (Gmelch et al. 1999). Academic administrators are challenged by the dual roles of fulfilling administrative duties and academic obligations (Gmelch & Burns 1993). The stress resulting from fulfilling the dual roles could impact their performance due to the demands made upon them. The relationship between stress and productivity among academic administrators is examined further within the context of MRUs.

3) RESEARCH METHODOLOGY

This study adopted a quantitative research design to examine the relationship between work environment factors, employee commitment, and employee performance. The survey instrument used in this research was adapted from previous studies to ensure validity and reliability. The variables measured in this study included employee commitment, work environment factors, and employee performance. All the research items were positively framed and measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

To ensure the content validity of the questionnaire, the selected items were reviewed by three subject experts whose suggestions helped to refine the measurement scales. A pilot study was also conducted among 30 employees of Ghana

Technology University (GTU) to test the clarity and reliability of the questionnaire. The pilot data were analysed using confirmatory factor analysis, which showed satisfactory factor loadings and confirmed the reliability of the measurement items.

For the main study, data were collected from 300 randomly selected employees from three tertiary institutions in the Ashanti Region of Ghana, namely Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), Kumasi Technical University (KsTU), and Kwame Nkrumah University of Science and Technology (KNUST). From each institution, 100 employees were selected, including both academic and administrative staff.

A structured questionnaire along with a cover letter explaining the purpose of the study was distributed to the respondents. Out of the 300 questionnaires distributed, 258 usable responses were collected, representing a response rate of 86%, which is considered satisfactory for research analysis.

4) DISCUSSION

The present study explored the relationship between workplace stress, organizational commitment, and employee productivity. The findings of the study indicate that workplace stress significantly influences employee performance and productivity. It was observed that excessive workplace stress negatively affects employee efficiency, job satisfaction, morale, and overall work performance. Major factors such as heavy workload, role conflict, time pressure, and lack of organizational support were identified as the primary sources of stress among employees.

The study further revealed that organizational commitment has a positive influence on employee productivity. Employees who possess a high level of commitment towards their organization tend to exhibit greater dedication, responsibility, and involvement in their work, which ultimately improves their performance. Moreover, organizational commitment was found to play an important role in minimizing the negative effects of workplace stress by enhancing employee motivation, engagement, and emotional attachment to the organization.

In addition, the results confirm that a significant relationship exists between workplace stress and employee productivity, as well as between organizational commitment and employee productivity. The study also indicates that organizational commitment acts as a mediating variable that reduces the negative impact of workplace stress on employee performance.

Employees with stronger commitment levels were found to cope better with workplace stress and maintain consistent productivity levels.

Overall, the findings suggest that organizations should give greater importance to stress management initiatives, employee welfare measures, and the creation of a supportive work environment to strengthen organizational commitment and improve productivity. The implementation of effective human resource practices such as employee counseling, flexible work arrangements, recognition and reward systems, and training and development programs can significantly help in reducing workplace stress and enhancing employee performance.

5) CONCLUSION

The findings of the study indicate that employee commitment partially mediates the relationship between workplace environment and employee productivity. This suggests that employee commitment plays a significant role in strengthening the influence of workplace environment on employee performance. Although workplace environment alone may not be a strong predictor of employee productivity, improving workplace conditions remains essential for enhancing job satisfaction, strengthening employee commitment, and ultimately improving productivity.

However, the study was limited to universities located in the Ashanti Region of Ghana; therefore, the findings may not be fully generalizable to institutions in other regions of the country. Due to this limitation, the researcher recommends that future studies should examine this relationship in different geographical and institutional contexts to validate and extend the findings.

6) REFERENCES

- Adu-Gyamfi, Mavis, Akua Ahya Adu-Oppong, and Seth Boahen. "Job Satisfaction and Commitment among Non-Teaching Staff of Universities in Ghana." *International Journal of Innovative Research and Development* 6, no. 5 (2017).
- Ahammad, Mohammad F, Keith W Glaister, and Emanuel Gomes. "Strategic Agility and Human Resource Management." *Human Resource Management Review* 30, no. 1 (2020): 100700.
- Ajala, Emmanuel Majekodunmi. "The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity." In *The African Symposium*, 12:141–49, 2012.
- Anjum, Amna, Xu Ming, Ahmed Faisal Siddiqi, and Samma Faiz Rasool. "An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments." *International Journal of Environmental Research and Public Health* 15, no. 5 (2018): 1035.
- Al-Anzi, N M. "Workplace Environment and Its Impacts on Employee's Performance: A Study Submitted to Project Management Department in Saudi Aramco." Open University of Malaysia, 2009.
- Badayai, Abdul Rahman Ahmad. "A Theoretical Framework and Analytical Discussion on Uncongenial Physical Workplace Environment and Job Performance among Workers in Industrial Sectors." *Procedia-Social and Behavioral Sciences* 42 (2012): 486–95.
- Bagtasos, Maynard Rival. "Quality of Work Life: A Review of Literature." *DLSU Business & Economics Review* 20, no. 2 (2011): 1–8.