

Managerial Perceptions Concerning Work Environment: A Study on Some selected IT Organizations in Bangladesh

*This report is submitted as a fulfillment of the degree of
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Letter of Transmittal

April 4, 2023

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Dear Sir,

With due respect, I am delighted for submitting the dissertation report with the titled “Managerial perceptions concerning on favorable work environment enhance employee performance: A research based on some selected IT organization in Bangladesh” in partial fulfillment of the requirements for the MIHRM program under your supervision. It was a practical experience which will add value in my future career growth, and I gave my extensive effort to complete the academic requirements.

I have given my effort and worked meticulously to prepare this dissertation paper to make a comprehensive report within the limits.

I have worked rigorously to develop this report. I have attempted to prepare it comprehensively and inclusive as much possible within the constraints. I am faithful that it will successfully complete the job.

I will happily provide more information with clarification if it requires regarding the analysis.

Sincerely Yours,



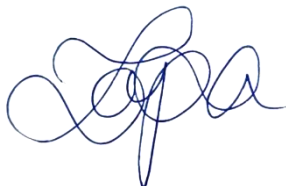
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Declaration

I, the undersigned, I, the undersigned, certify that I completed my dissertation under the supervision of Prof. Dr. F. A. Sobhani, Professor, United International University (UIU), Dhaka, Bangladesh.

I prepared a thesis report titled "Managerial perception concerning work environment: A study on some selected IT Organizations in Bangladesh," which is entirely worked by my own.

Neither a portion of this report has been plagiarized nor has it been submitted before to any other university for any academic qualification, certification, diploma, or degree.



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Executive Summary

This executive summary provides an overview of the report on managerial perceptions concerning work environment in Bangladesh. The report aims to identify and analyze the key components of work environment as perceived by managers in Bangladesh and their impact on employee engagement and performance.

Through a survey and interviews with managers, the report finds that the following components are crucial for creating a positive work environment in Bangladesh: job satisfaction, flexibility, recognition, workforce diversity, interpersonal relationship, work-life balance, and opportunities for self-development.

The report also identifies some challenges that managers face in creating a positive work environment in Bangladesh, including a lack of resources, limited access to training and development opportunities, and cultural norms that may hinder employee engagement and performance.

Overall, the report concludes that managers in Bangladesh play a vital role in shaping the work environment and that addressing the key components identified in the report can lead to higher job satisfaction, improved employee performance, and greater organizational success. The report recommends that organizations in Bangladesh prioritize creating a positive work environment by providing support to managers, investing in employee development, and promoting workforce diversity and inclusion.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

All the companies wish to have workers who have the abilities needed to accomplish their objectives and who are dedicated to the company in order to perform well. One of the most important things that a company should offer its workers is a pleasant working atmosphere so that they can focus on their job and be more productive. Individual variables and organizational work environment factors determine how well people succeed at work, according to Suprapti et al. (2020). In addition, according to Sudibjo and Nasution (2020); According to Suprapti et al. (2020), a positive work atmosphere fosters an enthusiasm for one's job, which improves output. Organizations should create work settings that can improve employee efficiency and satisfaction levels, as this will eventually result in positive results. Based on research by Khuong and Le Vu (2014), workers who are happy with their workplace are more likely to work efficiently and appreciate their jobs than those who are not. To ensure that employees are happy in their workplaces, managers should enhance certain elements of the work atmosphere. Employee retention, presence, performance, quality of work, and personal sacrifice for the organization's success are all related to several desirable behavioral outcomes, including employee happiness. (London, 1983; Randall, 1990). Fostering a positive work atmosphere is crucial, say Chughtai and Zafar (2006), because it encourages loyalty among workers, who are then more likely to remain with a company for a longer period of time, perform better, and be highly engaged at work. Additionally, dedicated workers demonstrate their devotion and excel in their workplaces. (Dey, Kumar, & Kumar, 2014). As a result, these workers exhibit a positive attitude toward the aims and ideals of the company, which is likely to create a positive work atmosphere. Positive working conditions increase employee efficiency, which inspires and motivates them to complete more work. Employee skill development is aided, allowing them to advance both personally and professionally.

Physical working environment, psychological working environment and social working environment are three elements of the working environment, according to Jain and Kaur (2014). Physical setting refers to elements that influence an employee's capacity to bodily integrate into the workplace. The actual working atmosphere, which includes lighting, temperature, noise, workplace design, and access to fresh air, can have an impact on employees' efficiency. All those disruptions may result in health issues for the workers, which could affect their efficiency. Temessek (2009). The way that work is managed, coordinated, and shared, as well as how choices are made, all affect the organizational work atmosphere. The term "social work environment" describes how colleagues and managers influence and engage with employees. Digital platforms like social media, email, and text communications are also included. The social work setting, and the physical work world are tightly related. The term "psychosocial work environment" relates to employment decision-making flexibility or to a variety of stresses that can occur at work and have a negative impact on mental health, cardiovascular health, stress, burnout, quality of life, sick days, labor turnover, and motivation and productivity. In this study, the researcher concentrates on a few key workplace factors that have a substantial impact on employee motivation. These elements of Job Satisfaction, flexibility, recognition, labor variety, interpersonal relationships, work-life balance, employee fulfillment, self-development opportunities, and occupational stress are some of these factors.

The most well-known companies today in terms of fame or worth are Google, Amazon, Facebook, Apple, Microsoft, and HP, which are all part of the information technology sector. (IT). Since workers are an organization's most valuable resource, the work atmosphere is crucial in maintaining employee motivation to meet organizational objectives. As a growing segment of the software industry, engineers and developers play a key role. As a result, they require a workplace with open decision-making settings where they can play a successful role in choices. (Kaur & Sood, 2015).

Since the information and communications technology (ICT) industry is one of the key drivers of Bangladesh's growth, the researcher selected a small number of companies from the country's ICT sector for this study in order to assess and analyze the workplace. ICT has been named the "Product of the Year" by the Honorable Prime Minister, according to BASIS. This is acknowledgment of the ICT industry's role as a key driver in making "Vision 2041" a reality. The Government of Bangladesh started working on few Strategic Missions by focusing on seven pillars:

- 1) to make human resources future-proof
- 2) to develop local industry
- 3) to develop foreign markets
- 4) to increase access to capital & fiscal incentives
- 5) to create a thriving ecosystem for startups
- 6) to formulate policies to help grow intangible assets and
- 7) to promote the industry.

The Government of Bangladesh targeted to reach US\$ 5 billion in export earnings by 2025 and US\$ 20 billion by 2031.

The primary goal of the research is to identify the Managerial Perceptions over the major factors of work environment which influence employee's motivation and their performance in IT Industries of Bangladesh.

1.2 Prior Studies

1.2.1 Work environment

Previous research demonstrates that there are many ways to assess the workplace. Involvement, team harmony, boss support, task direction, work pressure, liberty, clarification, creativity, bodily comfort, and management control are just a few examples of the elements that Moos (1994) proposed make up the work environment. Similar to this, Aneela (2012) carried out a meta-analysis study and discovered that different components were mentioned in the literature for defining the work setting. The components included the corporate climate, organizational culture, working circumstances, and psychological climate. Additionally, James and James (1989, p. 739) listed a number of factors to Job challenge, job liberty, leader thought and support, leader work facilitation, work group collaboration, workgroup esprit, position ambiguity, justice and equality of reward system, and some of the factors that should be considered when evaluating the workplace.". Therefore, any element that influences an employee's behavior in their company can be used to evaluate the work environment. Numerous studies revealed that organizational dedication was

significantly positively impacted by the workplace setting. (Abdullah & Ramay, 2012; Khuong & Le Vu, 2014; Vanaki & Vagharseyyedin, 2009). A favorable impact on job happiness and organizational dedication was discovered by Pitaloka and Paramita (2014) in the presence of a supportive work environment. The following traits of sustainable HRM have been considered by Zaugg: freedom, employee involvement, value orientation, strategy orientation, competency and knowledge orientation, stakeholder orientation, and developing relationships of reciprocal confidence between employees and employers. A diverse workforce, employees' growth, flexibility, voluntary work, employees' health, and green HRM are six concepts Park connected to sustainable HRM. There are several theories related with work environment and its impact on individuals and organizations. Some of the theories are:

Job Demands-Resources (JD-R) Model: This model suggests that there are two categories of factors that influence work environment: job demands and job resources. Workload, job complexity, and emotional demands, while job resources including autonomy, social support, opportunities for growth and development. An imbalance between job demands along with resources can lead to job stress and burnout.

Social Exchange Theory: This theory proposes that the quality of the relationship between employees and their work environment is influenced by the social exchanges that take place between them. For example, if employees feel that they are receiving fair compensation and benefits, they are more likely to feel positive about their work environment and to be motivated to perform well.

Equity Theory: Comparing the employees this theory suggests their own inputs (such as effort and skills) and outcomes (such as pay and promotions) to see if they are being handled equitably, compare their experiences to those of their colleagues. If employees feel that they are not receiving fair treatment, they may become dissatisfied and demotivated.

Person-Environment Fit Theory: It proposes, employees are more likely to be satisfied and motivated in their environment when there is a good fit between their personal characteristics (such as skills, values, and interests) and the characteristics of the work environment (job requirements and organizational culture).

Job Characteristics Model: This model suggests a job can influence employee motivation and satisfaction. According to this model, jobs that are high in skill variety, identification of task, significance of job, and feedback are more likely to lead to positive outcomes for employees.

There have been many studies conducted on the work environment in IT industries, and here are a few examples:

In a published Journal of Organizational Behavior found that job demands, job control, and supervisor support were important factors in predicting job satisfaction, turnover, commitment, and intentions among IT professionals.

In the published Journal of Occupational Health Psychology found that demanding position, community service, and job control were important predictors of job strain and burnout among IT professionals.

Another Journal of Computer Information Systems which is also published found that work-life balance, job stability, and job contentment were important factors in predicting turnover intentions among IT professionals.

A study published in the International Journal of Human-Computer Interaction found that organizational support, job autonomy, and job satisfaction were important predictors of staff originality and innovation in IT industries.

Finally, according to the released in the Journal of Management Information Systems found that perceived organizational support, work engagement, and job satisfaction were important factors in predicting job performance among IT professionals.

Overall, these studies suggest that factors such as job demands, supervisor support, job control, work-life balance, job security, organizational support, job autonomy, job satisfaction, employee engagement, and perceived organizational support are important in predicting various outcomes among IT professionals, including job satisfaction, organizational commitment, turnover intentions, job strain, burnout, creativity, innovation, and job performance.



Figure 1: Aspects of Work Environment (Self Prepared)

drawbacks to those theories and studies of the work environment that have been identified by scholars. Some of the main drawbacks include:

There are numerous variables that contribute to the overall work environment of an organization. These include –

- Physical factors: The layout and design of the workspace, lighting, temperature, and noise levels all help to create a comfortable and safe work environment.
- Psychological factors: The culture and values of the organization, the type of work being done, and the relationships between employees and management all contribute to the psychological atmosphere of the workplace.
- Organizational structure and policies: The way the organization is structured, and the policies and procedures that are in place, can have a significant effect on the workplace.
- Employee involvement and participation: Employee involvement and participation in decision-making can lead to a more positive and productive work environment.
- Leadership style: The leadership style of managers and supervisors can greatly influence the work environment, with a more supportive and empowering leadership style leading to a more positive work environment.
- Employee Benefits: The benefits offered to employees such as healthcare, retirement benefits, vacation time, and work-life balance programs can greatly influence the work environment.
- Communication: Clear and effective communication between management and employees is essential for a positive work environment.
- Employee recognition and rewards: Recognizing and rewarding employees for their hard work and achievements can create a more positive and motivated work environment.

Overall, the work environment is a critical factor in determining employee satisfaction, well-being, and performance, and employers have a responsibility to provide a safe and healthy work environment for their employees. It's important to note that different factors may have different weight depending on the specific department, team, or even the individual employee. The researcher uses few major factors like Job satisfaction, Flexibility, Recognition Workforce Diversity, Interpersonal relationship, Work Life Balance and Opportunity for Self-Development to measure of work environment of the IT industry in Bangladesh. The employers should strive to create a positive and supportive work



Figure 2: Major Components of Work Environment

environment for all employees by taking into consideration these factors.

1.2.1.1 Job Satisfaction

Job satisfaction is a positive feeling or attitude towards one's job or employment. It is the extent to which an individual likes or dislikes his or her job. It is a positive feeling about a job resulting from an evaluation of its characteristics. Job satisfaction is a complex and multifaceted construct that reflects an individual's overall attitude towards his or her job." – Paul E. Spector. "Job satisfaction is a psychological state that reflects the degree to which employees like or dislike their jobs." – Wayne F. Cascio. "Job satisfaction is the feeling of pleasure or contentment when we have achieved our goals and objectives in our work." – Stephen P. Robbins and Timothy A. Judge in the book "Organizational Behavior". Its dimensions include pay, supervision, promotion opportunities, working conditions, job security, and co-workers." – J. Richard Hackman and Greg R. Oldham. The key dimensions that are typically associated with job satisfaction include pay, supervision, promotion opportunities, working conditions, job security, and co-workers." "Work Redesign" by J. Richard Hackman and Greg R. Oldham published in 1980.

Factors that contribute to job satisfaction include job security, opportunities for growth and development, a positive work-life balance, and a supportive work environment. High levels of job satisfaction are generally associated with better mental and physical health, and lower rates of absenteeism and turnover. Conversely, low levels of job satisfaction can lead to increased stress and dissatisfaction with one's work and life overall. Some of the key factors that have been found to be associated with job satisfaction include:

- **Autonomy:** Having control over one's work and the ability to make decisions about how to perform it.
- **Feedback:** Receiving regular feedback on one's performance and having opportunities to learn and grow.
- **Recognition:** Being acknowledged for one's efforts and contributions to the organization.
- **Relationship with supervisor:** Having a positive relationship with one's supervisor and feeling supported by them.
- **Organizational culture:** Feeling a sense of alignment with the values and goals of the organization.
- **Pay and benefits:** Feeling that one is being fairly compensated for the work they do.
- **Job security:** Feeling confident in the stability of one's job.

The IT industry is a rapidly evolving field with a high demand for skilled workers, and job satisfaction is an important aspect of employee well-being and retention in this industry.

According to surveys and studies conducted in the IT industry, some of the key factors that have been found to be associated with job satisfaction include:

- **Autonomy and control over one's work:** IT professionals value the ability to make decisions about how to perform their work and have a sense of ownership over the projects they work on.

- **Opportunities for growth and development:** IT professionals want to work on challenging and interesting projects that offer opportunities to learn new skills and advance their careers.
- **Work-life balance:** IT professionals often work long hours and have demanding workloads, and they value the ability to have a healthy balance between their work and personal life.
- **Recognition and appreciation:** IT professionals want to be acknowledged for their contributions to the organization and to feel valued for the work they do.
- **Job security:** in a field that is constantly changing, IT professionals want to feel secure in their jobs and have a sense of stability in their careers.
- **Flexibility and remote work:** with the advent of technology, many IT professionals value the ability to work remotely and have a flexible schedule.



Figure 3: Key Factors of Job Satisfaction (Self prepared)

Overall, job satisfaction in the IT industry is determined by a combination of factors related to the job itself, the working environment and the employee's personal life. Surveys have shown that the IT professionals who feel more satisfied with their jobs tend to have more positive perceptions of their working environment, their colleagues, and their managers. They also tend to have better work-life balance and be more engaged in their work.

There are several theories that have been developed to explain job satisfaction and its underlying mechanisms. Some of the most widely recognized and studied theories include:

Two-Factor Theory (also known as Herzberg's Motivation-Hygiene Theory): This theory proposes that job satisfaction and job dissatisfaction are two separate constructs and that different factors contribute to each. Hygiene factors, such as pay, working conditions, and job security, must be present to prevent dissatisfaction, while motivation factors, such as recognition, opportunities for growth and development, and meaningful work, are necessary to create satisfaction.

Self-Determination Theory: This theory suggests that job satisfaction is driven by the degree to which an individual's basic psychological needs for autonomy, relatedness, and competence are met in the workplace. When these needs are met, individuals are more likely to be satisfied with their jobs.

Job Characteristics Model: This theory proposes that job satisfaction is determined by the extent to which five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) are present in a job. When these characteristics are present, individuals are more likely to be satisfied with their jobs.

Job Demands-Resources Model: This theory suggests that job satisfaction is the result of the balance between the demands of the job (e.g. workload, time pressure) and the resources available to meet those demands (e.g. autonomy, social support). When the demands outweigh the resources, individuals are more likely to experience job dissatisfaction.

The Positive Psychology Theory: This theory suggests that job satisfaction is influenced by the employee's perspective and attitude towards their job, and that it can be increased by building positive emotions, engagement, and meaning in the job.

Each theory has its own strengths and weaknesses, and different theories may be more or less applicable to different situations. However, the theories provide a framework to understand and predict job satisfaction, which can be useful for organizations and individuals in improving job satisfaction.

There have been many studies conducted on job satisfaction in IT industries, and here are a few examples:

A study published in the *Journal of Computer Information Systems* found that job satisfaction was positively related to job performance among IT professionals. The study also found that job satisfaction was positively related to organizational commitment and negatively related to turnover intentions.

Another study published in the *Journal of Organizational Behavior* found that job autonomy, social support, and perceived organizational support were important predictors of job satisfaction among IT professionals.

A study published in the *Journal of Business and Psychology* found that job satisfaction was positively related to job performance and organizational citizenship behavior among IT professionals.

A study published in the *Journal of Occupational Health Psychology* found that job control, social support, and job resources were important predictors of job satisfaction and psychological well-being among IT professionals.

Finally, a study published in the *Journal of Business Research* found that job satisfaction was positively related to customer satisfaction and loyalty in IT service industries.

Overall, these studies suggest that factors such as job autonomy, social support, perceived organizational support, job resources, job control, psychological well-being, job performance, organizational citizenship behavior, and customer satisfaction are important in predicting job satisfaction among IT professionals.

1.2.1.2 Flexibility

Flexibility in a work environment refers to the ability for employees to have control over when, where, and how they work. This can include options such as telecommuting, flexible schedules, and the ability to work from multiple locations. Flexibility in the workplace can help employees balance their work and personal responsibilities and can lead to increased job satisfaction and productivity. Flexibility in the workplace is no longer a 'nice to have' perk, but a key driver of employee engagement, retention, and productivity." - David W. Ballard, PsyD, MBA, Head of the American Psychological Association's Center for Organizational Excellence. Flexible working is about creating a culture where people are trusted and empowered to work in ways that suit them and the business. It is not about working from home, it is about creating an environment where people have choice and control over when, where and how they work." - Emma Stewart, Co-Founder and Director of Timewise. It is crucial for both employee satisfaction and organizational success. It helps workers manage their responsibilities at home and on the job, improves their mental and physical well-being, and allows them to be more productive and engaged in their work." - Dr. Cali Williams Yost, CEO of Flex Strategy Group LLC. Giving flexibility in the workplace means employees have the ability to make choices about when, where, and how they work, which can help to increase their job satisfaction and motivation, and ultimately benefit the company in terms of increased productivity and employee retention." - Dr. Karen Sobel Lojeski, Professor of Management at Hofstra University. Flexibility in the workplace is not just about being able to work from home, it's about creating a culture of trust, autonomy, and mutual respect that allows employees to find the right balance between work and personal life." - Dr. Susan J Ashford. There are several important factors that contribute to effective flexibility in the work environment which are Trust, Clear communication, Supportive management, Appropriate technology, Training and development, Fairness, and culture of flexibility.



Figure 4: Key Factors of Flexibility (Self prepared)

Overall, trust and communication are the key factors that contribute to effective flexibility in the work environment. When employees trust the employer and have clear communication, they prefer to take advantage of flexible options, feel supported, and be more productive and engaged in their work. There are several theories that describes how flexibility create impact on the work environment -

The work-life boundary management theory suggests that employees who have flexibility in their work environment are better able to manage the boundary between their work and personal lives, leading to improved well-being and job satisfaction. The job crafting theory suggests that employees who have the ability to shape their own job tasks and responsibilities are more likely to be engaged and motivated in their work. The psychological contract theory suggests that when employees perceive that the organization has fulfilled its promises of flexibility, they will be more likely to feel trust and commitment to the organization. The conservation of resources theory suggests that when employees have flexibility in their work environment, they are better able to conserve their resources, such as time and energy, leading to improved well-being and job satisfaction. The role stress theory suggests that when employees have flexibility in their work environment, they are less likely to experience role stress and burnout, leading to improved well-being and job satisfaction. The job demands-resources model suggests that when employees have flexibility in their work environment, they are better able to cope with job demands and find meaning in their work, leading to improved well-being and job satisfaction. The psychological capital theory suggests that when employees have flexibility in their work environment, they are more likely to develop positive psychological states such as hope, self-efficacy, resilience, and optimism, leading to improved well-being and job satisfaction. The psychological contract theory suggests that when employees have flexibility in their work environment, they are more likely to feel that the organization values their well-being, leading to improved trust, commitment, and engagement.

Overall, the theories suggest that flexibility in the work environment leads to improved employee well-being, motivation, and job satisfaction, which in turn can benefit the organization in terms of increased productivity and employee retention.

There have been many studies conducted on flexibility in the work environment, and here are a few examples:

A study published in the Journal of Occupational Health Psychology found that flexible work arrangements were positively related to job satisfaction, work-family balance, and mental health among employees.

Another study published in the Journal of Business and Psychology found that flexible work arrangements were positively related to job satisfaction and organizational commitment among employees.

A study published in the Journal of Management found that flexibility in work arrangements was positively related to job performance among employees.

A study published in the Journal of Vocational Behavior found that flexible work arrangements were positively related to job satisfaction, work-family conflict, and work engagement among employees.

Finally, a study published in the International Journal of Human Resource Management found that flexible work arrangements were positively related to job satisfaction, work-life balance, and employee retention among employees.

Overall, these studies suggest that flexibility in work arrangements is an important factor in predicting job satisfaction, work-family balance, mental health, organizational commitment, job performance, work engagement, work-life balance, and employee retention among employees.

1.2.1.3 Recognition

The Employee rewards and accolades lead to employee recognition. (e.g., Nelson, 2005; Darling et al., 1997; Rathi & Rastogi, 2008). that both financial and non-financial perks have an impact on employees' drive and job satisfaction. (DeCenzo & Robbins, 2010; Haile, 2009; Severinsson & Hummelvoll, 2001). Employee gratitude and other non-monetary rewards are likely to motivate employees to perform better. Recognition is the expression of appreciation for or acceptance of an individual, group, or organization's positive acts or activities. (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009). According to Gostick and Elton (2007), "recognition" is defined as "praise or a personal letter recognizing accomplishments, including small acts that are significant to workers." It has been demonstrated that employee appreciation increases productivity and happiness (Nelson, 2005; Darling, 1997; Daniels, 1999; Darling et al., 1997; Nelson, 2005; Gostick & Elton, 2007). There are several theories that describes how recognition creates impact on the work environment of the organization-

Maslow's Hierarchy of Needs: It suggests that hierarchy needs, with physiological needs at the base and self-actualization needs at the top. Recognition can help satisfy the esteem needs of employees, which are higher up in the hierarchy, by making them feel valued and respected.

Self-Determination Theory: It proposes that people have three basic psychological needs: independence, capability, and affiliation. Recognition can help satisfy the need for competence by providing feedback and acknowledging an employee's skills and accomplishments.

Expectancy Theory: This theory suggests that employees are motivated by their expectations of what will happen if they perform well. Recognition can help reinforce positive expectations by signaling to their efforts which valued and appreciated.

Social Learning Theory: This theory proposes that people learn by observing and imitating the behaviors of others. Recognition can serve as a positive reinforcement for desired behaviors and can encourage other employees to emulate the behavior that is being recognized.

Equity Theory: As mentioned earlier, equity theory suggests that employees compare their own inputs and outcomes to those of their colleagues to determine whether they are being treated fairly. Recognition can help ensure that employees who are contributing more are appropriately rewarded, which can help maintain a sense of fairness in the workplace.

There have been many studies conducted on the topic of recognition in the workplace, and here are a few examples:

Journal from Harvard Business Review found that recognition is a key driver of employee engagement. The study found that employees who feel recognized and appreciated are more likely to be engaged in their work and to have a positive attitude towards their job. Another study published in the Journal of Applied Psychology found that recognition can have a positive impact on job satisfaction, organizational commitment, and turnover intentions. The study found that employees who feel recognized and valued are more likely to be satisfied with their job and to be committed to their organization, which can lead to lower turnover rates. A study published in the Journal of Management found that recognition can have a positive impact on creativity and innovation. The study found that employees who feel recognized and valued are more likely to be creative and innovative in their work, which can lead to new ideas and growth for the organization.

A study published in the Journal of Occupational and Organizational Psychology found that recognition can have a positive effect on job accomplishment. The study found that employees who feel recognized and valued are more likely to perform well in their job and to achieve their goals. Another study from published found that recognition can have a positive impact on employee motivation. The study found that employees who feel recognized and valued are more likely to be motivated to perform well in their job and to go above and beyond what is required of them.

According to these theories and several prior studies Recognition is an important factor in building a good work environment for several reasons:

Motivation: Recognition can be a powerful motivator for employees. When employees feel that their efforts are appreciated and valued, they are more likely to feel motivated to continue performing at a high level.

Engagement: Employees who feel recognized and who feel appreciated at work are more apt to be motivated. Engaged employees are more committed to their work and are more likely to go above and beyond what is required of them.

Retention: Employees who feel recognized and valued stay with the organization. Retention is important because it can be costly and time-consuming to replace employees who leave.

Teamwork: Recognition can also help foster a sense of teamwork and collaboration among employees. When one employee is recognized for their contributions, it can inspire others to strive for excellence as well.

Positive Culture: Recognition can help create a positive culture in the workplace. When employees feel recognized and valued, they are more likely to be positive and supportive of each other, which can help create a more pleasant and productive work environment.

Overall, these studies suggest that



Figure 5: Factors of Recognition (Self Prepared)

recognition is an important factor in the workplace that can have a positive impact on employee engagement, job satisfaction, organizational commitment, turnover intentions, creativity, innovation, job performance, and motivation.

1.2.1.4 Workforce Diversity

Workforce diversity alludes to the variations between workers in a workplace, including but not limited to differences in age, race, gender, ethnicity, religion, sexual orientation, nationality, education, and disability status. It encompasses the various ways in which people differ from one another, and recognizes the unique perspectives, experiences, and backgrounds that employees bring to the workplace.

Workforce diversity is important because it can bring a range of benefits to an organization, such as increased creativity and innovation, better problem-solving ability, increased productivity and profitability, and better representation and understanding of customers and communities. By valuing and leveraging the differences among employees, organizations can create a more inclusive and supportive work environment that attracts and retains a diverse range of talent.

Cox (1993) defines workforce diversity as "the multitude of individual differences and similarities that exist among people in an organization." Richard et al. (2009) define workforce diversity as "the variety of differences that exist among people in an organization, including differences in age, gender, race, ethnicity, culture, language, religion, education, work experience, cognitive style, personality, and other individual characteristics." Jackson et al. (2003) define workforce diversity as "the degree to which an organization reflects the differences among its employees in terms of age, gender, race, ethnicity, culture, language, religion, education, work experience, cognitive style, personality, and other individual characteristics." Kossek and Lobel (1996) define workforce diversity as "the mix of individuals within a workforce who differ by race, ethnicity, gender, culture, nationality, religion, age, and other personal characteristics." There are several studies suggest that diversity can bring a range of benefits to an organization, including increased creativity, problem-solving ability, job satisfaction, organizational commitment, decision-making processes, intergroup relationships, and organizational performance. However, it is important to note that diversity alone is not enough; organizations must also be committed to inclusion, which involves creating a culture where all employees feel valued, respected, and included.

A study by Cox and Blake (1991) found that diversity can lead to increased creativity and problem-solving ability among employees, as well as increased job satisfaction and organizational commitment. A study by Jackson et al. (1992) found that diversity can lead to improved decision-making processes in organizations, as employees from diverse backgrounds bring a range of perspectives and approaches to problem-solving. A study by Tjosvold et al. (2003) found that diversity can lead to improved intergroup relationships and reduced intergroup conflicts in the workplace, as employees from diverse backgrounds learn to appreciate and respect each other's differences.

A study by Thomas and Ely (1996) found that diversity can lead to improved organizational performance, as employees from diverse backgrounds bring a range of skills, knowledge, and experiences that can improve the organization's ability to adapt to changing market conditions and customer needs. A study by Cox et al. (1994) found that diversity can lead to improved communication and collaboration among employees, as employees from diverse backgrounds learn to work together effectively.

There are several theories related to workforce diversity in organizational environments.

Social Identity Theory: This theory, proposed by Tajfel and Turner (1979), suggests that individuals form part of different social groups and categorize themselves and others based on these groups. In an organizational context, social identity theory suggests that employees may identify with different groups based on their demographic characteristics (e.g., age, gender, race, ethnicity) and that this identification can lead to intergroup conflict and discrimination.

Contact Theory: This theory, proposed by Allport (1954), suggests that contact between members of groups lead to reduced intergroup prejudice and discrimination, as long as certain conditions are met (e.g., equal status, common goals, intergroup cooperation, and institutional support). In an organizational context, contact theory suggests that increasing contact between employees from different backgrounds can help reduce intergroup conflicts and improve intergroup relations.

Resource Dependency Theory: This theory, proposed by Pfeffer and Salancik (1978), suggests relying external resources to survive and thrive. In an organizational context, resource dependency theory suggests that a diverse workforce can provide an organization with access to a broader range of resources, including diverse skills, knowledge, and networks.

Cultural Identity Theory: This theory, proposed by Triandis (1994), suggests that individuals have different cultural backgrounds and that these backgrounds shape their values, beliefs, and behaviors. In an organizational context, cultural identity theory suggests that employees from different cultural backgrounds may approach work differently, and that understanding and respecting these differences can lead to improved communication, collaboration, and productivity.

Overall, these theories suggest that workforce diversity can have both positive and negative impacts on organizational environments, depending on how it is managed. Organizations that are committed to creating a diverse and inclusive work environment can benefit from the diverse perspectives, skills, and experiences of their employees. However, they must also be aware of potential challenges, such as intergroup conflicts and discrimination, and take steps to mitigate them.

Considering those theories and prior studies workforce diversity is necessary in work environments for several reasons:

Improved problem-solving and decision-making: When employees from diverse backgrounds work together, they bring a range of perspectives and approaches to problem-solving and decision-making. This can lead to more creative and innovative solutions that reflect a broader range of perspectives.

Increased organizational adaptability: A diverse workforce can help an organization adapt to changing market conditions and customer needs by providing a range of skills, knowledge, and experiences.

Improved customer service: A diverse workforce can help an organization better understand and serve a diverse customer base, leading to improved customer satisfaction and loyalty.

Enhanced employee engagement and satisfaction: A diverse and inclusive work environment can help employees feel valued, respected, and included, increasing organizational commitment, work happiness.

Legal and ethical obligations: Many organizations are legally and ethically obligated to promote workforce diversity and prevent discrimination based on demographic characteristics such as age, ethnicity, gender, and race.



Figure 6: Necessary elements of Workforce Diversity (Self Prepare)

Overall, scholars suggest that workforce diversity is necessary in work environments for both practical and ethical reasons. A company can profit from a variety of factors from improved decision-making and problem-solving to increased organizational adaptability, improved customer service, enhanced employee engagement and satisfaction, and legal and ethical compliance.

1.2.1.5 Interpersonal relationship

Interpersonal relationships in the work environment refer to the interactions and connections between employees and other individuals in the workplace. These relationships can include both formal and informal interactions and can significantly affect the job environment, as well as individual job satisfaction, productivity, and overall well-being. Interpersonal relationships in the workplace can take many different forms, from friendly and supportive relationships between coworkers to more formal relationships between managers and employees. Strong interpersonal relationships can promote collaboration, communication, and teamwork, while also helping to foster a positive and supportive work culture.

In contrast, poor interpersonal relationships in the workplace can lead to conflict, tension, and a negative work environment. This can lead to decreased productivity, increased absenteeism, and decreased job satisfaction among employees. Positive interpersonal relationships between employees and supervisors can improve job satisfaction and reduce turnover, Eisenberger et al. (1986). Social support from coworkers can buffer the negative effects of stress, leading to better job performance and job satisfaction, Anderson and Pearson (1999). Strong interpersonal relationships between employees can enhance information sharing, collaboration, and overall organizational performance, Tsai and Ghoshal (1998). Positive interpersonal relationships in the workplace can enhance individual well-being, job satisfaction, and organizational commitment, Ford et al. (2018). Here are some theories related to interpersonal relationships in the work environment:

Attachment Theory: This theory suggests that individuals form attachment styles based on their early relationships with caregivers, and that these attachment styles influence their relationships throughout life. In the workplace, employees with secure attachment styles may be more likely to form positive interpersonal relationships with coworkers and managers.

Relational Coordination Theory: This theory suggests that effective coordination and communication among coworkers is essential for achieving positive outcomes in organizations. In the workplace, positive interpersonal relationships can facilitate relational coordination and lead to better teamwork and collaboration.

Social Learning Theory: It suggests learning from observing and imitating the behaviors of others. In the workplace, positive interpersonal relationships can serve as models for effective communication, conflict resolution, and teamwork.

Social Cognitive Theory: This theory suggests that people's behavior is influenced by their beliefs about themselves, others, and the environment. In the workplace, positive interpersonal

relationships can shape employees' beliefs about the work environment, leading to more positive attitudes and behaviors.

Overall, these theories offer different perspectives on the role of interpersonal relationships in the work environment. They suggest that positive relationships can facilitate effective coordination, serve as models for behavior, and shape employees' beliefs about the work environment. Understanding these theories can help individuals and organizations promote positive interpersonal relationships and create a more supportive and productive work environment. There are numerous prior studies related to interpersonal relationships in work environments, including those specific to the IT industry. Here are a few:

In a study published in the *Journal of Business and Psychology*, researchers examined the relationship between coworker support and job satisfaction among IT professionals. They found that coworker support was positively related to job satisfaction, and that this relationship was stronger for employees who had a high need for affiliation. A study published in the *International Journal of Human Resource Management* examined the relationship between interpersonal trust and knowledge sharing among IT professionals. The researchers found that sharing of information was favorably correlated with trust, and that this relationship was moderated by the level of perceived organizational support.

In a study published in the *Journal of Information Technology*, researchers examined the role of social capital in the development of interpersonal relationships among IT professionals. They found that social capital, which includes elements such as trust, shared norms, and social networks, was positively related to the development of interpersonal relationships and collaborative behavior among employees. A study published in the *International Journal of Human-Computer Interaction* examined the impact of workplace social support on employee well-being among IT professionals. The researchers found that social support from coworkers and supervisors was positively related to employee well-being, including job satisfaction and reduced stress.

Overall, these studies suggest that positive interpersonal relationships among IT professionals can lead to a range of positive outcomes, including job satisfaction, knowledge sharing, collaborative behavior, and employee well-being.



Figure 7: Interpersonal Skill (Self Prepared)

Interpersonal relationships are crucial to building a good work environment for several reasons. First, positive interpersonal relationships between coworkers can increase morale and job satisfaction, which can lead to higher levels of motivation, engagement, and productivity. Employees who feel valued and supported by their coworkers are also more likely to have positive attitudes towards their job and the whole organization. Second, good interpersonal relationships can help to foster effective communication and collaboration between team members. When employees have positive relationships with their coworkers, they are more likely to share information, work together to solve problems, and provide feedback and support to one another. This can lead to better outcomes for the organization, as well as a more enjoyable and fulfilling work environment for employees. Finally, positive interpersonal relationships can help to create a culture of trust and respect within the organization. When employees feel that they can rely on and trust their coworkers, they are more likely to be open and honest in their communication, which can help to prevent misunderstandings and conflict. This can create a more positive and inclusive work environment, where employees feel supported and valued.

Overall, positive interpersonal relationships are essential to building a good work environment. They can lead to higher levels of morale, motivation, and productivity, as well as foster effective communication and collaboration, and create a culture of trust and respect within the organization.

1.2.1.6 Work Life Balance

Work-life balance the capacity of people to handle their time well was favorably correlated with trust in information sharing. commitments and personal responsibilities in a way that allows them to maintain a healthy and fulfilling life. This includes the ability to prioritize and balance the demands of work with personal activities and responsibilities, such as family time, leisure activities, and self-care. Work-life balance is about creating a sense of harmony between the demands of work and the other aspects of an individual's life, rather than allowing work to dominate and negatively impact personal life. Achieving work-life balance is important for maintaining physical and mental well-being, as well as job satisfaction and productivity.

According to Greenhaus and Beutell (1985), work-life balance is " the degree to which a person's home and job responsibilities are both equally important to him or her and that satisfaction." They suggest that work-life balance is a subjective experience that varies based on individual perceptions and preferences. An effective capacity to balance the responsibilities of job and personal life in a manner that enables individuals to achieve their goals and feel fulfilled in both domains" (Clark, 2000). Similarly, Kossek and Ozeki (1998) define Work-life balance is defined as the degree to which people are equally committed to and pleased with their duties as workers and parents. and are able to experience positive relationships with both domains." Allen et al. (2000) found that employees who reported better work-life balance experienced less work-family conflict, less psychological distress, and greater job satisfaction. Moreover, organizations that offer supportive work-life policies and practices, such as flexible work arrangements, have been found to enjoy benefits such as higher retention rates, improved employee morale, and better overall productivity (Kossek et al., 2010).

Work-life balance has grown in importance as a problem in the contemporary workforce, particularly as the line between work and personal life has become increasingly blurred due to technological advancements and the rise of remote work. Many organizations have recognized the importance of supporting work-life balance and have implemented various policies and programs to help employees manage their work and personal responsibilities.

However, achieving work-life balance is not solely the responsibility of the employer. Individuals also play a critical role in managing their own work-life balance, such as setting boundaries between work and personal life, managing their time effectively, and prioritizing their commitments (Shockley et al., 2017). Research has also shown that work-life balance is not a static concept and can vary based on individual circumstances and life stages. A recent study by Kim and Moen (2021) found that work-life balance priorities differed among employees based on their caregiving responsibilities and career stage. Scholars recognize work-life balance as an important concept that is essential for promoting employee well-being, satisfaction, and productivity. They emphasize the need for organizations to create supportive environments that enable employees to effectively manage their work and personal responsibilities and achieve a sense of balance between the demands of work and personal life (Greenhaus & Allen, 2011). Here are some theories related to work-life balance:

Conservation of Resources (COR) Theory: According to theory, People work hard to preserve and safeguard their resources, such as their time, energy, and money. When work demands exceed available resources, individuals may experience stress and negative outcomes. Thus, work-life balance is important for individuals to protect their resources and maintain well-being (Hobfoll, 1989).

Model of Job Demands and Resources (JD-R): According to this paradigm, work-life harmony and employee well-being can be influenced by job resources like social support and liberty as well as job demands like workload and emotional demands. Burnout and work-life conflict may occur when employment expectations are high and resources are scarce. On the other hand, people might experience greater work-life balance and wellbeing when employment resources are plentiful. (Bakker & Demerouti, 2014).

Spillover-Crossover Model: This model suggests that experiences in one domain (e.g. work) can spill over into another domain (e.g. family) and influence well-being. Additionally, experiences in one partner's domain (e.g. work) can crossover to the other partner's domain (e.g. family) and influence their well-being. Thus, work-life balance is important for individuals and their families (Westman, 2005).

Role Theory: This theory suggests that individuals have multiple roles (e.g. employee, parent, spouse) and that their ability to balance these roles can influence their well-being. Work-life balance is important for individuals to successfully navigate their different roles and responsibilities (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964).

Resource-Based View (RBV) of the Firm: It suggests that organizations have resources (e.g. human, financial, physical) that can be used to create competitive advantage. Work-life balance programs can be seen as a resource that organizations can use to attract and retain employees and improve organizational performance (Barney, 1991). From these above studies and theories, it is identified that Work-life balance is important to build a good work environment for several reasons:

Employee Well-Being: When employees are more likely to experience greater degrees of well-being if they have a healthy balance between their personal and professional lives., which can improve their job satisfaction, productivity, and retention.

Reduced Stress: Work-life balance can help reduce stress, which can lead to better physical and mental health outcomes for employees. This, in turn, can lead to fewer absences, lower healthcare costs, and improved productivity.

Improved Job Satisfaction: When employees are able to balance their work and personal lives, they are more likely to feel satisfied with their job and less likely to experience burnout. This can lead to better performance and retention.

Attract and Retain Talent: Organizations that offer Work-life harmony initiatives are more likely to attract and retain talented employees. These programs can be seen as a valuable benefit, which can help organizations stand out from competitors and create a positive reputation.

Enhanced Organizational Performance: When employees can balance their work and personal lives, they are more likely to be engaged and committed to their work. This can lead to improved organizational performance, as employees are motivated to work towards achieving the organization's goals.



Figure 8: Work Life Balance (Self Prepared)

Overall, work-life balance is essential for fostering an atmosphere at work that is good for employees' wellbeing, reduces stress, improves job satisfaction, attracts and retains talent, and enhances organizational performance.

1.2.1.7 Opportunity for Self-Development

Opportunity for self-development in the work environment refers to the availability of resources and support that employees need to grow, learn and enhance their skills and knowledge. This can include opportunities for training, mentoring, coaching, feedback, and career development.

Having opportunities for self-development is important for employees because it helps them stay engaged and motivated in their work, improves their job satisfaction and can lead to higher levels of productivity. Moreover, it can also benefit organizations as it helps them to attract and retain skilled employees and enhance their overall performance. There are various ways of Self-development opportunities like on-the-job training, leadership development programs, tuition reimbursement, and career advancement opportunities. It is important for organizations to arrange with a range of development opportunities that align with their interests, skills, and career goals, to ensure they feel supported and empowered to achieve their full potential.

According to a study by Li and Liao (2014), providing employees with opportunities for self-development is an essential aspect of creating a positive work environment. They found that when employees are encouraging to learn and develop their knowledge, they are more committed to their job and have higher job satisfaction. This, in turn, leads to better performance and productivity. Similarly, a study by Dik et al. (2012) highlights the significance of self-development in advancing employee welfare and job satisfaction. The study found that employees who had access to self-development resources, such as career counseling and coaching, reported higher levels of job satisfaction and career commitment. Moreover, a study by Wang et al. (2017) suggests that self-development opportunities can also have a explicit influence on employees' insights of companies justice, which refers to the justice of organizational policies and practices. The study found that when employees feel that they are given equal opportunities for self-development, they tend to perceive their organization as more just and fairer, leading to higher levels of job satisfaction and commitment. Another study by McFadden et al. (2019) explored the impact of self-development opportunities on employee engagement, which refers to the extent to which employees feel connected and committed to their work and organization. The study found that when employees are provided with opportunities for self-development, such as training programs and skill-building activities, they tend to be more engaged in their work and have higher levels of job satisfaction.

Furthermore, according to Kim et al. (2019) highlights the role of self-development opportunities in promoting employee innovation. The study found that when employees are encouraged to develop their skills and knowledge, they tend to be more creative and innovative in their work, leading to better organizational performance. Finally, a study by Kramar and Syed (2012) suggests that self-

development opportunities can also have a definite effect on employee retention. The study found that when employees are given opportunities to learn and develop their skills, they tend to be pleased with their work and are less interested in leaving the company.

There are several theories related to opportunity for self-development in the workplace. Here are a few examples:

Self-Determination Theory: This theory posits that humans have a natural tendency towards growth and development, and that this drive can be supported or undermined by the environment. Providing employees with opportunities for self-development is one way to support their intrinsic motivation and facilitate their growth.

Social Learning Theory: This theory suggests that people learn from observing others and modeling their behavior. In the workplace, providing opportunities for self-development can serve as a form of modeling, as employees learn from their colleagues and supervisors and adopt new skills and behaviors.

Job Characteristics Model: There are five core characteristics that provide to job satisfaction and motivation which are skill variety, task identity, task significance, autonomy, and feedback. Opportunities for self-development can enhance several of these characteristics, such as skill variety and autonomy, which will guide to better job satisfaction and motivation.

Organizational Support Theory: This theory suggests that employees who recognize their organization as supportive of their personal and professional growth are more likely to feel committed to their organization and less likely to turnover. Providing opportunities for self-development is one way to signal organizational support and foster employee commitment.

Overall, these theories suggest that opportunities for self-development are important for fostering employee motivation, learning, and growth, which will guide to greater job satisfaction, commitment, and performance in the workplace. Opportunities for self-development are important in the workplace for several reasons:

Increased Motivation: When employees have opportunities to learn and develop new skills, they should consider motivated and employed in their work. This will lead to higher levels of job satisfaction as well as commitment.

Improved Performance: As employees acquire new skills and knowledge, they are better equipped to perform their job responsibilities effectively. This can guide to enhanced performance and productivity for better job outcomes.

Career Advancement: Opportunities for self-development can also help employees advance in their careers. By learning new skills, employees can become more valuable to their organization and may be more likely to be considered for promotions or other career opportunities.

Retention: Providing opportunities for self-development can also help organizations retain their employees. When employees feel that their organization is spent in their employee and career growth, they should feel devoted to the company, and it will reduce turnover.

Keep Up with Industry Changes: Industries and technologies are constantly evolving, and it's important for employees to keep up with these changes to remain competitive. Opportunities for self-development can help employees stay up to date with industry trends and changes.

Encourage Innovation: Self-development opportunities can motivate employees to think innovatively and create innovative results for problems. This can guide further activities and stuff, which can benefit the organization as a whole.

Build a Learning Culture: By providing opportunities for self-development, organizations can build a culture where employees are persuaded to continuously learn and grow. This will lead to a more encountered and productive personnel.

Support Diversity and Inclusion: Self-development opportunities can help organizations support diversity and inclusion by supporting employees with the skills and understanding needed to work effectively with people from different backgrounds and cultures.

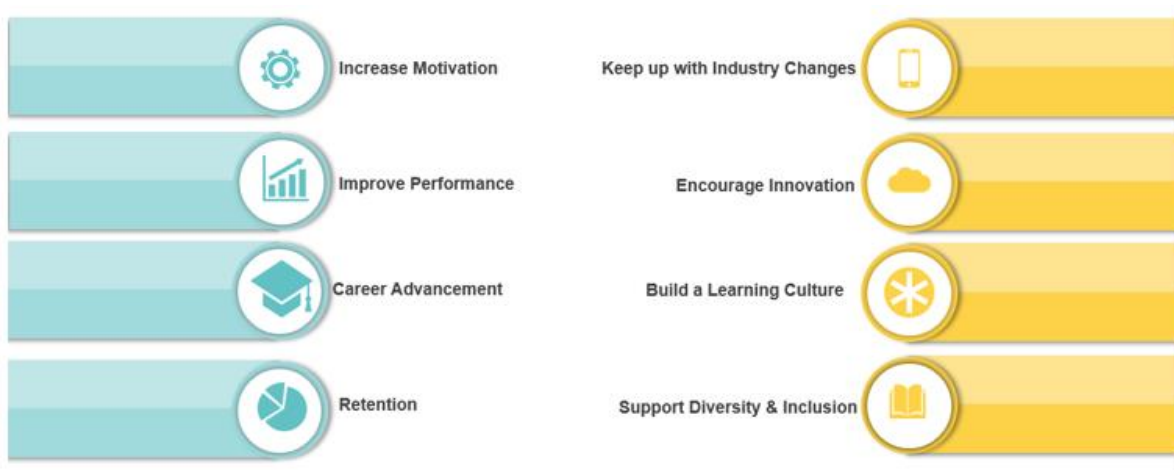


Figure 9: Opportunity for Self-Development (Self Prepared)

Overall, providing opportunities for self-development is important for both employee and organizational success. It can lead to increased motivation, improved performance, career advancement, and retention, which can all contribute to a positive and productive work environment.

1.3 Objectives of the Study

The key objective of this research is to study the Managerial perception through the most important elements of work environment which are Job Satisfaction, Flexibility, Recognition, workforce diversity, interpersonal relationship, work Life balance, employee satisfaction, opportunity for self-development and occupational stress that influence employee's motivation and their performance in ICT Industries of Bangladesh.

The particular objectives are to:

- i. To explore the major components of work environment
- ii. To know how the IT companies of Bangladesh are adapting those environmental factors.
- iii. To know the managerial perception over the factors of work environment;
- iv. To provide suggestions for upgrade the work environment of the IT companies of Bangladesh.

1.4 Scope and Limitations

While setting up this report, I have confronted a few common imperatives. The issue was to arrange all the gathering below. Also, during the data assortment, I had dealt with a few issues.

- **Budgeted time limitations:** The report has been prepared within an awfully short span of time considering the topics associated with a report.
- **Validity and Reliability:** It obtained information depend on the responses from the respondents.
- **Confidentiality:** To maintain the privacy of the organizations they're not willing to produce detailed information on different topics.
- **Inappropriateness and Scarcity of Evidence:** Inappropriateness and scarcity of evidence lacked proper representations of this report.
- **Difficulty in measuring:** Measuring the work environment can be challenging, as it is a difficult and multi-dimensional concept. This make it difficult to accurately assess the work environment and determine its influence on employees.
- **Limited generalizability:** This research focused on specific industry and same types of organizations, making it difficult to generalize the findings to other settings.

1.5 Significance of the Study

This research will create impacts on the existing area of knowledge on work environment in the IT industry. It can help in identifying the perceptions of managers and how they perceive the work environment. It can also shed light on the factors that affect managerial perceptions of the work

environment, such as workforce diversity, recognition, interpersonal relationships, work-life balance, and opportunities for self-development. This can help researchers in developing new theories and hypotheses related to work environment and its impact on organizational outcomes.

This study also helps IT industry managers in understanding the significance of the environment and how it affects their employees. The researcher provides insights on how to create a positive work environment that can lead to improved satisfaction, engagement, as well as productivity. The findings can help managers to identify areas of improvement in the work environment and taking steps to address them. This can indicate to better employee retention percentage and reduced turnover, which can have a better impact on the bottom line of the company. Some additional significances of a research related to Managerial Perceptions Concerning Work Environment in the IT industry could include:

- **Providing insights for improving:** By understanding the perceptions of managers towards the work environment, the study can provide insights for improving the work environment and addressing any issues that may exist. This can lead to a more productive and satisfied workforce.
- **Supporting employee retention:** If the study finds that managers have positive perceptions of the work environment, this can help to support employee retention. This is because employees like to stay in a company where they feel that the work environment is conducive to their productivity and well-being.
- **Identifying areas for professional development:** The study can also identify areas where managers may need further training or development in order to better support the work environment. This can help to enhance the overall management of the organization and boost the expansion and enhancement of the staff.
- **Identification of best practices:** The study can help in identifying best practices that can be adopted by managers in the IT industry to improve work environment and employee satisfaction. The findings can also help in identifying areas where improvement is needed.
- **Improved work environment:** The study can help in creating awareness among managers about the significance of workplace environment and it create the effect on employee productivity, retention, and satisfaction. This can lead to efforts by the managers to give a better workplace that fosters employee growth as well as development.

- **Business success:** A optimistic work environment can lead to increased employee motivation and output, which can impact on the achievement of the business. The research can highlight the importance of investing in a good work environment as a key factor in achieving business success.
- **Employee well-being:** A good work environment can have an optimistic impact on employee comfort and mental health. The study can help in creating awareness among managers about the importance of promoting employee well-being and can encourage them to take steps to create a positive work environment.

CHAPTER 2

METHODOLOGY

The methodological procedures were chosen for conducting the study of knowing the managerial perceptions concerning of work environment of some IT organizations of Bangladesh.

2.1 Type of the Study

The study type is descriptive which briefly discloses the managerial perception concerning work environment analyzing the work culture of some selected IT organizations of Bangladesh.

2.2 Research design:

The researcher used a qualitative research design. This design is adopted as it permits for an in-depth exploration of the managerial perceptions as well as their encouragement on employee motivation and performance in the IT industry.

2.3 Sampling:

The researcher conducted purposive sampling to select participants from a list of IT companies in Bangladesh. There are more than thousand IT companies in Bangladesh. From that list, the researcher selected 09 companies to gather the information. The sample were composed of managers and employees from different levels of the organization, including top-level executives, mid-level managers, and entry-level employees. The participants were selected based on their job title, role, and level of experience in the IT industry. The reason behind the purposive sampling is –

- Different age diversify people are working together, to identify their perception of managers are different which refers their age.
- The selected companies are representing the whole IT industry in Bangladesh to know their work environment.

2.4 Data collection:

Both primary and secondary data has been collected for the study. The primary data was the Questionnaire method & the interviews that have been taken face to face and online. The secondary data was from different websites, the previous study on this topic, different type of annual reports that has been published in online.

2.5 Data analysis:

The researcher used thematic analysis to analyze the interview data. This involves identifying and coding themes from the interview transcripts, and then categorizing them into broader themes related to the research objectives.

2.6 Ethical considerations:

The researcher informed consent from all participants prior to conducting the interviews and the researcher used the code name of the company and the participants. The researcher also confirmed

that all information collected remains classified and that participants are not identified in any publications or reports resulting from the study.

2.7 Research Outline

The structural outline has been followed for this study. It follows -

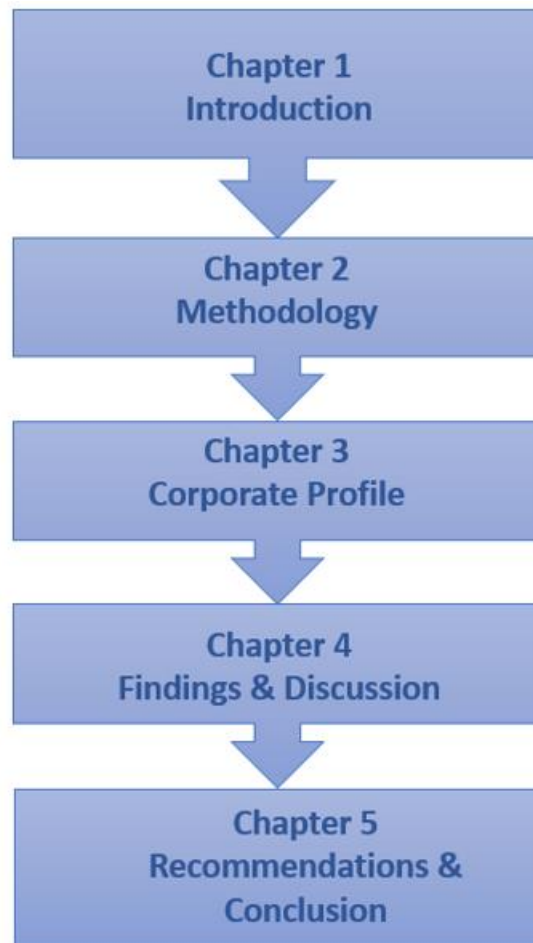


Figure 10: Research Outline (Self Prepared)

CHAPTER 3

CORPORATE PROFILE

3.1 TOG.

Over the decades the company is providing the innovative solutions for small to medium size business and also the enterprise client ranging from Microsoft licensing, office 365, Enadoc and cloud Solutions, Microsoft Azure, Content Services Platform (CSP) and document scanning service.

Mission: We are dedicated to using digital transformation to Lead, Inspire, Motivate, and Empower enterprises.

Vision: being the top document management firm in South and South-East Asia .

Values: Integrity, commitment, teamwork, empathy, and lifelong learning are our basic principles.

Quality Policy: The policy of the organization is focusing the preference and needs all the time for our customers. The objective is to provide a quality product and delivered on time by ensuring the courteous and professional service by the superior. It recognizes the importance of the mutual benefits of the relationships with supplier for creating the goodwill and the values for both parties. The organization is committed for improvement by knowledge of the employees and motivate them accordingly to achieve the objectives with quality and improve continually.

3.2 Northtech Ltd.

A Group has grown in last 26+ years grown a small software business in Dhaka. Started with 4 employees and it became a family of over 90 people. The interest of humanity towards work is an unweaving passion and true entrepreneurial spirit is the true example of their growth.

We understand that every business is different and has different software needs. With this in mind, we have developed a service that can be custom fit to meet all your necessity. We firmly believe that it is our practice to adjust to our clients' requirements. The dedication and passion for excellence in software development has made our company a leading IT company with his CMMI L5 certification.

The Way Ahead

With a mission to make the organization famous, we strive to create a scenario where everyone benefits. To achieve this mission, we will not compromise our creativity, innovation and hard work.

Company's Philosophy

Our goal is to become a highly regarded global IT solution provider that satisfies the needs of society and actively works for the good of mankind.

3.3 Wir Technology Limited

Company is a conglomeration of companies with the goal of accelerating Bangladesh's modernization by offering its customers technology-driven solutions across multiple industry areas.

Company is aware of the modern concept that Bangladeshi corporate organizations must use in successful systems integration. Our corporate departments work hard to offer each and every one of our clients specialized, integrated technology-based solutions that help them realize their full business potential. As a result, it is the owner of the patents, distribution rights, and marketing rights of several highly esteemed high technology items. In this organization, we never stop working to please our customers and target audiences as well as to provide them with the best service possible by offering them authorized and comprehensive repair and maintenance for the same.

One of the top local conglomerates in Bangladesh, their businesses, has a key business unit called holdings limited. In addition to managing certain business operations for 11 of its sister business units, SBU is involved in the distribution and logistics sector.

This business also owns Resources Limited, which was one of its initial investments and serves as its flagship in the garment industry. The business has been a pioneer in offering Since 1985, top-tier equipment, RMG manufacturing solutions, advice, and support have been provided to the Bangladeshi apparel sector. It is a market leader in its sector. Customers view Resource Limited as a crucial pillar of support for the world's second-largest producer of RMGs. The business is also Bangladesh's first to use computerized embroidery and CAD/CAM in the garment industry. Currently, the three strategic business divisions that support this high-yielding area of our economy are corporate resources, embroideries, and styles.

Five of our key investment areas in the ITT industry are technology limited (IT solutions and services), networks limited, infotainment limited (Web Portal and Web Development), solutions limited, and outsourcing limited.

The company is of the opinion that one should pay close attention to living standards. Because of this business has a variety of assets in the leisure sector, which includes health, in addition to the apparel and IT sectors and fitness centers as well as Conference Facilities, and Business Center, HR

Development & Recruitment Services, Job Placement, Consultancy, that aim to increase the effectiveness and efficiency of human resources as well as the Material within corporate bodies.

In order to optimize customer happiness, the company analyzes the operations of its clients and ties them to modern technology. Businesses may have the right IT infrastructure for their development and success thanks to our affordable prices and locally unrivaled knowledge and experience. Because we regularly endeavor to increase our customers' pleasure and preserve their investment by providing high-quality goods and services, their customers may feel comfortable in us.

3.4 AND Technology

Vision

Using technology, devotion, and passion to deliver innovation and a wonderful customer experience in order to create a better future.

Mission

- Delight customers consistently providing super.
- By deploying next-generation technologies and advancing networks through services and operations, you may deliver technological innovation.
- Ensure our employees work in a secure, stimulating, and fulfilling environment.
- Be environment friendly.
- Be profitable and successful in business.

AND TELECOM LIMITED

The Telecom Limited began its illustrious journey in 2003 and is now Bangladesh's top ISP, MPLS, IPLC, and IP Telephony service provider. It is a significant sister company of Group of company." A corporation with the ISO certification is The Telecom Limited. Through the largest network of customer touch points and the newest technologies, this Telecom offers top-tier service. This Telecom has been the leading ISP for the past few years because to its dedication to delivering an exceptional customer experience across all touch points.

3.5 Trigon Limited

It is a global technology service provider and a digital platform developer company in Bangladesh. We are here to provide customer satisfactory service which includes Cloud, On-prem, Security and Many more Solutions. We want to make our customer's life easy and automated as much as possible with different apps from Global OEMs. Our mission is to make the country a high-tech society. We have a strategy for the various sectors and businesses that are still resistant to digital change. Our top goal is to implement digital apps for the less technologically advanced segments of the economy. Every physical procedure currently in use will be swapped out for one that runs on a digital platform, we'll make sure of that.

3.6 MAC

It is a global technology business that creates, licenses, and markets personal computers, consumer devices, and software. Bill Gates and Paul Allen established it on April 4, 1975, and it has its headquarters in Redmond, Washington.

It is among the most significant and well-known technology firms in the globe. The Microsoft Office set of work tools, the Internet Explorer web browser, and the Windows operating system are its most well-known products. The business also provides a vast array of additional goods and services., including the Bing search engine, the Xbox gaming console, and LinkedIn, the professional networking site.

This has been a leader in the technology industry since its inception, and the services along with the products have had a significant impact upon people live and work. The company has a reputation for innovation, and its products and services are used by millions of people around the world.

It is publicly traded on the NASDAQ stock exchange, and it is one of the most valuable companies in the world. In recent years, the company has expanded into cloud computing, artificial intelligence, and gaming, and it continues to be a major player in the technology industry.

Overall, it is a company with a rich history of innovation and success, and it continues to shape the future of technology with its cutting-edge products and services.

3.7Aero

This company is renowned as Bangladesh's top creator of transport and aviation technology. We're the fastest-growing technology business, and we do it with style and dedication. As a technology partner, we assist our esteemed clients in keeping their conventional businesses current by introducing technological innovation, enabling them and their company to embrace the changes of the modern era to thrive for long-term business.

We have the most knowledgeable, experienced and skilled employees in the CAA, travel, aviation, and related technology fields, with the best expertise, skills, and energy. We are driven by a desire for invention, improvement, and simplifying the difficult. Our Excellency is connecting the hopes and ideals with technology in order to produce financial gains.

Mission

Specifically in the areas of CAA, aviation, and travel technology, our goal is to be the top technology and service provider.

Vision

We'll be the best business partner in expanding the businesses with the best technological assistance and creativity.

3.8Placebo

Consulting, regarded for our depth of industry knowledge, first-rate customer service, and unmatched solutions, can design bespoke solutions to satisfy your unique business needs or you can incorporate any of our "ready to plug in" solutions.

When a customer engages our services, this Corporation gets to work right away preparing to battle tenaciously for their online relevance, involvement in successful card programs, and later, the strengthening of their internal systems for better knowledge of day-to-day operations. We are designed to operate in a very distinct manner from the very beginning. First, we began looking ahead about 5 years ago, attempting to unite various fields around a common theme in order to start addressing our customers' most pressing business problems. It's Big Business Data, and it's a monstrous issue that never really seems to go away!

Placebo Solutions: To open our layout design upward, we carefully mobilized our divisions into working cells that can expand or contract as needed, allowing our moving components to move on to other important tasks. We think that being free of the conventional software/web consulting company for services paradigm enables us to produce tools that are more effective. It establishes our mindset, fosters teamwork, and accounts for how working with Placebo leaves you with such a positive aftertaste. We genuinely stand out from the crowd and are very proud of it!

This is true that statistics do not lie, they can still deceive you. It can seem very precise, but it doesn't always convey the whole tale, just like with demographic statistics. Because of this, if our solutions are used to wrap up the information is incomplete under. a single corporate data repository, you will not only be able to have greater control over your data. Additionally, it will give you greater insight into your current and upcoming company contracts in real time. By optimizing your data for the needs of third parties, our systems are providing clients company with useful perceptions, expanding your income proceeds, eliminating disjointed data problems, and enhancing your overall brand relevance and positioning. Web-based and using an improved data source pipes and skeleton We'll learn what really influences customer buying behavior and how to adjust it for the best outcomes for you.

We're geeks for sure. We enjoy developing and discussing with our customers new platforms, applications, APIs, and technologies that may improve their productivity and financial results. We're here to close the distance between the leading Big Box Retailers and the vast majority of other businesses vying for customers in the global market. We are in a position to help business executives connect with their retailers, customers, business units, brands, and the media by bridging the gaps where new technology is needed. We are in charge of developing cutting-edge technologies that will bring people closer to the marketplace, customers, or client workforce.

Our philosophy is that marketing efforts and technology must be perfectly aligned in order to stand out from the competition and have the greatest effect possible. Cross-pollination demands a lot of focus and dedication. It will produce vivacious concepts, thought-provoking strategies, faultless implementation, and improved outcomes all around. And in the end, it will represent a lot of flexibility for the business and the development/experience of the employees.

The Placebo team thinks that localized purchasing will be the future of both mobile and internet commerce. The secret to succeeding in that future is to standardize current product data (i.e., inventory) and integrate it with online marketing in order to maximize its worth. By converting this product data into a standardized collection that can be used for better marketing initiatives, Placebo enhances the worth of your current inventory management system. An advantage over competitors for converting internet consumers into local customers is a well-organized product data set:

Credit Card Reward Redemption - Give users of major credit cards the immediate satisfaction of perusing and buying goods.

Local Marketing Efforts - Providing information from the search engines (such as Google and Bing) that will draw nearby prospective customers' product-specific queries and enable them to buy in-stock items and pick them up from nearby stores.

Online Storefronts: Expanding online visibility by adding information to the storefronts of websites like eBay, Amazon, and social media platforms.

Similar options have been offered by our staff for some time. SpringBoard Data Solutions is the name of the business product we have been developing. It makes it possible for large to midsize businesses to fight on an even playing field with major stores like Walmart, Best Buy, Target, and Amazon more equal terrain.

3.9 Dynamic Technologies Ltd.

Dynamic Technologies, with offices in Bangladesh and Singapore, is a leader in the local and global marketplaces for digital ecosystems. We use technology to increase company development, resulting in scalable and quantifiable outcomes. In order to meet specific requirements, we provide systems solutions across all company sectors. As a result of our mindset of hiring rock stars who go above and beyond, we are exceptional at offering A-players. We are skilled at integrating aesthetics into your identity and enhancing your entity's character. We are creatives with a goal who are here to conceptualize, develop, and produce.

We are Versatile

We are a Singapore-based division of Ideaverse, a global leader in technology, and a paradigm-shifting business in Bangladesh. We have collaborated with well-known international brands like Performance Motors, LuxAsia, AMC, Heineken, Adidas, and Heineken. (BMW). We presently provide hybrid business solutions locally for major corporations like Dhaka Bank, Link3, Lanka Bangla, and Pran, providing them with a variety of services that are specifically tailored to meet their requirements. We have created many companies from the ground up and made sure that startups make an impact in the competitive business world of the modern era.

WHO WE WANT TO BE, WE ARE.

We prioritize results

We adhere to the unbreakable rule of guaranteeing our client's ROI while also exploring the high spheres of abstraction and artistic greatness. We use the ideal combination of communication, digital media, and strategic marketing to guarantee customers' ROI. We are specialists at locating the root causes of issues and coming up with numerous remedies. And the end result is lasting income creation when these solutions complement our client's brand personality.

WE CHANGE THE GAME.

Team

In addition to leaders, intellectuals, debaters, authors, singers, planners, talkers, and doers, there are also many other types of people in society. Despite having a variety of tastes and viewpoints, we function as a team effectively. Every individual is unique. Each of us has a different goal. Nevertheless, we are the same. We enjoy working, having fun, and most importantly, making work enjoyable. We support one another and view obstacles as fights to win. We complement each other's strengths and counteract each other's flaws, which makes us synergistically and coherently invincible. Since each of us has a specific part to perform in the game of business, there is never a time when we are bored. We all have our respective roles to play in the game of life and business. L have our respective roles to play in the game of business and life.

CHAPTER 4

FINDINGS & DISCUSSIONS

4.1 Exploring the finding of the major components of work environment.

4.1.1 Job satisfaction

An individual's level of contentment with their employment is referred to as their job satisfaction. There are several elements of job satisfaction, which can vary depending on the individual and their specific job. In this research paper researcher focuses on the organization's pay, promotion, supervision, worker's compensation & job-related Services benefits and retirement benefits and Communication to measure the employee job satisfaction.

Pay is not a work as motivator. Lack of fare pay creates demotion, but adequate pay does not create motivation. It merely eliminates dissatisfaction caused by inadequate pay, Frederick Herzberg, a prominent psychologist, and management theorist. In his book "One More Time: How Do You Motivate Employees. While pay is not necessarily a source of motivation for employees, inadequate pay can lead to dissatisfaction and lower job satisfaction. This is consistent with research that has found that employees who perceive their pay as unfair or inadequate are more likely to experience stress, anxiety, and burnout, and are less likely to be satisfied with their job. Pay is a hygiene factor. A lack of fair and competitive pay can lead to dissatisfaction, but even generous pay does not guarantee satisfaction or motivation, Daniel Pink, author of "Drive: The Surprising Truth About What Motivates Us. Employees who feel they are being paid fairly are more likely to be committed to their employer and more likely to stay with the organization. In turn, this can lead to higher levels of productivity, lower turnover, and a more positive workplace culture, Society for Human Resource Management. From this survey the researcher identified that maximum IT companies are providing salary based on the Industry standard.

"Mr. X from MAC company - Our salary is better than the market standard."

"Mr. Y from WirNetwork Ltd - Yes. we are happy with our provided financial benefits. I am satisfied about our salary structurey."

Opportunity for promotion is a key factor in employee job satisfaction. When employees think, they have a future direction for career development, they feel to be motivated, engaged, and committed to their work, Society for Human Resource Management (SHRM). Promotion opportunities are an important component of an employee's perceived career progression and can impact their motivation and job satisfaction, Jennifer George, Professor of Management at Rice University. Promotion opportunities are a keyway to recognize and reward employee performance, and can contribute to employee job satisfaction and retention, Talent Management and HR. The researcher identified that the IT companies are giving promotion yearly basis and based on the individual performance, which is very promising for the industry. The researcher asked to the selected employees –

how often company gives promotion (any fixed time period) or Company is giving promotion based on only performance of the employee or Company is giving promotion based on personal relation?

“Mr. X from Northtech Company said - Yearly basis, Favoritism preferred along with the wee performance as well.”

“Mr. Y from WirNetwork Ltd explained - Yearly promotion based on performance & increment. After appraisal everyone gets increment minimum certain amount at least. No Biasness happen during in terms of promotion. The company followed 5 steps which are Promotion procedure is Initiated by HR department, Employee makes Self-Assessment, then Supervisor complete the assessment, triparty conduct discussion, and Management finalize the decision along with the line manager.”

“Mr. Z from Dynamic Ltd. said - After completion of 1 year promotion happens but performance should be also good. Without performance management won't give any promotion. No personal relationship focused promotion happens.”

Retirement benefits can be a powerful motivator for employees, as they provide a tangible reward for years of service and dedication to the organization. Employees who think that they are paid fairly for their job, those employees are satisfied with their jobs and to remain loyal to their employer." - The Balance Career. Retirement benefits are a crucial part of an employee's compensation package and can perform a major role in appealing and maintaining top talent. Employees who think that they are being fairly treated by the company, for the period of short-term and in the long-term, are satisfied with their work and to make their best effort." - HR Technologist. Retirement benefits can be a key factor in employee engagement and well-being. When employees have a transparent insight of their retirement benefits and how they can plan for their financial future, they are more likely to feel secure, supported, and valued by their employer." - Fidelity Investments. The researcher has identified that main Gratuity and Provident fund is giving as Retirement benefits in maximum companies. But the company should focus on more unique benefits that help the employee to be motivated.

Communication is critical to employee job satisfaction, and communication with higher management is especially important. When employees think that they can perform communication with their superiors and with higher levels of management, they feel valued, supported, and perform their work." - Society for Human Resource Management (SHRM). Effective communication with higher management can improve employee morale and satisfaction. When employees understand, they can raise their voice and that their concerns are being heard and addressed, they

are satisfied with their work and to feel faithful to the company." - Harvard Business Review. The main issue identified by the researcher is communication. The employees cannot directly communicate with the higher management. They need to maintain the hierarchy.

Mr. X from Placebo Ltd said - Needs to maintain hierarchy to reach out the top management. Without hierarchy they wont be interested to communicate with the employees.

Mr. Y from AND Telecom said - They are also comfortable to talk. But those discussion are usually not coming to employee's favor

But some companies are giving priority to the direct communication with the top management. Sometimes the higher management arranges one to one session with employees to get their feedbacks.

Mr. Z from MAC Ltd. "Need to maintain the hierarchy to reach the top management. But they are not comfortable to talk with you. Quarterly a session held that time one to one session held to communicates to discuss about the work."

4.1.2 Flexibility

Another factor that the researcher focused to analysis the company environment which is Flexibility. Flexible work planning like teleworking, flexible plans, and job allocation, can lead their work-life balance, reducing stress and allowing them to concentrate more fully on their goal. Employees who have vast control on their individual job schedules are often able to be more productive, as they can better manage their time and reduce distractions. In Bangladesh some IT companies' working hours is 9:00 AM to 6:00 PM, some are companies working hours is 9:30 to 6:00 PM and some companies follow 9:00 PM to 5:00 PM.

Companies that offer flexible working hours may be more attractive to job candidates, particularly those who value work-life balance and flexibility. By offering more flexible working arrangements, employees may be better able to manage personal or family needs without needing to take time off work, reducing absenteeism.

Mr. C from Aero. "The working hour is Flexible. Whenever employee start working hour from that it will count 8 hrs. including 1 hour break."

Sometimes managers are encouraging to attended office by appreciating the employees.

Mr. D from Placebo. “Leave or salary are not deducting from the employee for late attendance. When employee comes on time in the office they got appreciation from the management.”

But few companies are very strict related to working hours.

Mr. Y from Northtech. “Company is deducting salary or leave for late attendance, Each 3 days late 1 day salary deduction for probation employee, leave deduction for permanent employee.”

Mr. Z from Dynamic Technology. “Office time is fixed but 30 mins is grace time. No leave deduction but if any employee is continuously becoming late that person gets warning from the management. After getting warning also, if the employee did not get disciplined then their salary deducts.”

Flexible work arrangements can be difficult to schedule and manage, particularly if employees need to collaborate with team members who work traditional schedules. Flexible working arrangements can make it more difficult for employees to communicate and collaborate in person, which can lead to misunderstandings and delays. Employers may have difficulty tracking employee work hours when they work flexible schedules, which can make it more challenging to monitor productivity and manage workloads. That is the reason some companies discourage to the flexible working hour their company.

Working from home can provide employees with fewer distractions, reducing interruptions and allowing for increased focus and concentration. This can lead to higher productivity and better job performance. By eliminating the need for a daily commute, employees have enough time for individual work and family responsibilities, leading to a better work-life balance. Both the employee and the company can benefit from reduced costs associated with commuting, office space, and other expenses.

Mr. Z from MAC Ltd. “Yes we have work from home facilities. However, we are insisted to do on site office at least 2-3 days every week.”

Mr. Y from Northtech. “Its been almost 2.8 years we are doing home office. Hybrid system is also maintained.”

Mr. B from AND Telcom. “Right now, there is no work from home. Everyone must come to the office. But there is a little bit flexibility in office time. Management always concerns about their outputs so sometimes they consider this flexibility. Apart from that management encourages to take leaves..”

In Bangladesh, maximum company are not allowing their employees to work remotely. Working from home can present several potential distractions, such as family members, pets, or household chores, and sometimes remote work can make it more difficult for employees to communicate effectively and collaborate on projects, which can lead to misunderstandings and delays the projects.

When employees feel trusted and empowered to manage their own work schedules and environments, they are satisfied with what they are doing, which can guide to next levels of motivation and productivity.

Flexible work arrangements can help employees better manage health issues and reduce the risk of burnout, which can lead to increased productivity and better job performance.

By giving employees more control over their work environment, they are better able to create a work environment that suits their needs, including reducing distractions that might impede their focus and concentration.

A flexible work environment can persuade to consider outside the box and provide innovative explanations to challenges. This can lead to increased innovation and better business outcomes.

4.1.3 Recognition

Recognized employees are more likely to be productive, and they tend to go the extra mile to achieve their goals. This leads to improved performance, which in turn helps to achieve business objectives. To identify how IT industries of Bangladesh recognize their employees', the researcher discussed with the targeted samples and asked –

“Does the organization honors with financial or nonfinancial rewards to recognize employees for their performance or extra ordinary work?”

A culture of recognition promotes positive interactions between employees and their managers, which can encourage a feeling of connection and society. This promotes a good workplace culture and improves employee satisfaction. Every companies recognizing their employees in different form which the researcher collected the data.

“Mr. Z from MAC Ltd - Yes, if you achieve your target, you'll get quarterly award and incentives.”

By appreciating staff members for their positive behaviors, managers can reinforce these behaviors and encourage other employees to adopt them. This helps to create a culture of excellence and continuous improvement.

There are numerous methods to identify and appreciate employees for their hard work and contributions. In Bangladesh most of IT companies are more focused about financial recognition.

“Mr. D from WirNetwork Ltd - Yes. We always get yearly increment & promotions based on our performance.”

“Mr. Y from AND Telcom – There are some departments who recognize employees with yearly performance bonus Financial & non-financial rewards monthly basis.”

The researcher identified that few companies are recognizing their employees with non-financial rewards which enables the creation of a supportive and appreciative workplace atmosphere. As a result, the team becomes more united and enthusiastic and is better able to collaborate on achieving common objectives.

“Mr. Z from AND Telcom – The manager are giving standup congratulation in front of department and sometimes arrange bonus for the high performer. But no fixed policy is there.”

“Mr. M from Trigon - The organization honors with nonfinancial rewards to recognize employees for their performance or extra ordinary work.”

“Mr. L from Dynamic Technology - Yes, employee recognized by the appreciation in front of the coworkers as well as providing them gifts.”

4.1.4 Workforce Diversity

A diverse workforce brings together people with different backgrounds, experiences, and perspectives. This diversity of thought can lead to greater creativity and innovation, as employees are more likely to challenge each other and come up with new and different ideas. The researcher collected information from the participants by asking that -

“Does the organization accept and respect the diversity which Race, nationality, gender, sexual orientation, age, physical ability, financial position, religious beliefs, political beliefs, or other views are just a few examples of the aspects that it can take organization maintain?”

Having a diverse workforce is essential for creating a dynamic, inclusive, and productive work environment. When employees come from different backgrounds, they are more likely to approach problems in different ways. This diversity of problem-solving approaches can lead to more effective solutions and a more efficient decision-making process. It creates more inclusive a setting where everyone feels appreciated and honored. It also promotes cultural awareness and understanding, which can improve communication and collaboration among employees.

A diverse workforce can help companies better understand and connect with their customers, especially in global markets. Employees who represent diverse cultures, races, and backgrounds can help companies better tailor their products or services have to fulfill the requirements of a diverse customer base. It is more likely to attract a wider range of job applicants, including candidates who may have previously felt excluded from certain industries or companies. Additionally, When working in an environment that promotes satisfaction and engagement, workers a diverse and inclusive environment, which can help with retention.

A diverse workforce can help a company be more adaptable to changes in the marketplace or the business environment. Employees from different backgrounds may bring different skills or experiences to the table, which can help a company pivot more quickly when needed. A company that prioritizes diversity and inclusion can improve its reputation in the eyes of its customers, employees, and the public. This can help to attract more business, improve employee morale, and create a positive image for the company overall.

A business may be better able to comprehend the specifics and traditions of various marketplaces if its staff is diverse. This can assist the business in better customizing its goods and services to suit the requirements of various clients. It helps to reduce bias and discrimination within the workplace. When employees work alongside people from different backgrounds, they may be more likely to challenge their own biases and to be more open-minded in their thinking.

In this study the researcher identified that the companies are not discriminating at the time of hiring the employees. They prefer the knowledgeable person. But still the IT industry is facing challenges when it comes to workforce diversity. They are struggling to achieve a representative mix of employees across gender, race, ethnicity, and other factors. Women are still underrepresented in the tech industry as well as individuals also face barriers to entry and advancement in the tech industry.

4.1.5 Interpersonal relationship

In the IT industry, interpersonal relationships are important for various reasons. IT professionals work in teams to design, develop, and implement technological solutions for businesses and individuals. Effective collaboration and communication are essential for success in this field. One of

the key interpersonal skills that IT professionals need is effective communication. They must be able to communicate technical information to colleagues and clients who may not have a technical background. They also need to possess the ability to communicate clearly and concisely complicated technical ideas. Teamwork is another important aspect of interpersonal relationships in the IT industry. IT professionals often work in teams with colleagues who have different skills and expertise. It is important to be able to work effectively with others, share knowledge and expertise, and support each other to achieve shared goals. Building strong relationships with clients is also important in the IT industry. Clients may have different levels of technical knowledge and may need guidance and support in using the technology. Developing a strong rapport with clients can help to build trust and establish long-term relationships. Interpersonal skills like empathy and emotional intelligence are important in the IT industry. IT professionals may work with clients who are frustrated or stressed because of technical issues, and being able to understand and address their concerns can help to build positive relationships. The researcher collected information from the participants by asking that -

“Does the organization accept and respect the diversity which can vary based on factors such as race, nationality, gender, and sexual preference, so- How is the Interpersonal relationship inside the organization with the coworkers/ peers, subordinates and the managers regarding cooperation and leadership?”

In this study the researcher identified that in the workplace, personality clashes arise between colleagues or managers, leading to tension and strained relationships.

“Mr. Z from AND Telecom – The Managers concept is - I will throw you for swimming. You have to learn swimming by yourself. As a result, the employee face issues in their job sector. The manager’s behavior also rough. The employee needs to think twice before discussing with the manager.”

In this industry, where collaboration and teamwork are often essential. It is important to communicate openly and respectfully with colleagues, managers and to seek mediation or support when conflicts arise. Interpersonal relationships are crucial to creating a positive and productive work environment within an organization.

“Mr. X from Trigon – We have a strong Interpersonal relationship inside the organization. We can directly communicate with the director of the company and also we have a very good relationship regarding cooperation and leadership.”

“Mr. B from Placebo – Interpersonal relationship very good in team and they are willing to help each other. One can give back for another one, when someone is not available. Subordinates behaviors are very friendly.”

The researcher identified that there are some ways in which interpersonal relations should be inside the organization:

- Effective communication is essential for building positive interpersonal relationships. All employees should communicate openly, honestly, and respectfully with each other. Employees should actively listen to one another and provide feedback constructively.
- Collaboration among employees is a key factor in building positive interpersonal relationships. Employees should work together towards common goals, share their expertise, and help one another. Team building exercises can be beneficial in fostering collaboration and building stronger relationships.
- Employees should show respect to one another, regardless of their job title, seniority, or background. Respectful behavior includes active listening, refraining from interrupting, and being considerate of others' feelings.
- Employees should strive to understand one another's perspective and show empathy. Empathy involves recognizing and acknowledging the emotions of others and understanding the situation from their point of view.

4.1.6 Work Life Balance

It is difficult to generalize about whether managers encourage their co-workers to balance between professional and personal life, as this can vary depending on the specific manager and workplace culture. However, many modern managers are aware of how crucial work-life harmony is for their employees. ' well-being and job satisfaction.

Some managers may actively encourage their employees to take breaks, use their vacation time, and prioritize their personal life outside of work. They may provide flexible work arrangements, such as remote work options or flexible schedules, to help their employees balance their work and personal responsibilities.

“Mr. Z from Northtech – The employee cannt work more than 9 hrs. a day. Only one department named ca work only based on the project urgency. In this case the employees are getting compensatory leave.”

Other managers may not explicitly encourage work-life balance, but they may still recognize the importance of it and provide opportunities for their employees to prioritize their personal life. Apart from the managers behavior, the researcher identified that due to the nature of the job, it is very difficult for the employees balance their wok life. Here are some of the specific challenges faced by the employees in terms of work-life balance in IT:

- Long working periods: The IT industry is known for having long working hours, and this can be especially true for software engineers, developers, and other technical roles. This can lead to burnout, stress, and negative impacts on mental and physical health.
- Deadline pressure: Many IT projects involve tight deadlines, and this can create a culture of constant urgency and pressure. This can make achieving work-life coordination challenging and can lead to long periods of high stress.
- Remote work: While remote work can offer flexibility and freedom, it can also make it harder to establish clear boundaries between work and personal time. This can lead to overworking or feeling like work is always present, even outside of traditional working hours.
- High demand for technical skills: The IT industry is constantly evolving and demands high levels of technical skills and knowledge. This can create a culture of continuous learning and development, which can be rewarding but also time-consuming and demanding.
- On-call and after-hours support: Many IT roles require on-call support or after-hours work to address urgent issues or problems. This can create unpredictable work hours and make it difficult to plan personal time.
- Inadequate staffing: The IT industry often has high turnover rates, which can result in inadequate staffing and increased workloads for remaining employees. This can lead to long working hours and reduced work-life balance, as employees struggle to keep up with demands.
- Lack of diversity in working styles: Some employees may thrive in a high-pressure, fast-paced environment, while others may prefer a more relaxed and flexible approach. However, the IT industry may not always offer the same level of flexibility to all employees, which can make it difficult to achieve work-life balance for everyone.

4.1.7 Opportunity for Self-Development

The IT industry is constantly evolving, and new technologies and tools are being developed at a rapid pace. In order to stay relevant and competitive, IT professionals need to continually update their skills and knowledge. It helps IT professionals advance their careers and take on new responsibilities. By developing new skills and knowledge, individuals can position themselves for promotions or new job opportunities within the industry. In Bangladesh the IT organization also providing training for their employee's self-development.

“Mr. X from Mac – The employee we get training benefits as well as 50% discount on paid exams and remaining 50% is claimable if we pass the exam.”

“Mr. X from Northtech - we have lot of opportunities to develop own skills like, we maintain lesson learn database, monthly tech party to discuss the technology and skills for next and organization have encouraged us to join online based technical events which is helps us to improve our skills and arrange training to improve skill levels. When someone newly joins in the organization, they got many training on their probation period. Those actually helps them to skilled up themselves.”

Pursuing self-development opportunities can also contribute to personal growth and job satisfaction. By exploring new areas of the industry or developing new skills, individuals can feel more engaged and they are getting inspiration at work. In progressive The process for organizations to stay competitive, the company needs their employees with the right skills and knowledge. Providing opportunities for self-development can help organizations meet their business needs by ensuring that their employees demonstrate the expertise required for staying updated with modern technology and meet changing demands. Offering opportunities for self-development can also help organizations attract and retain top talent in the IT industry. Professionals in this field are highly sought after, and presenting chances for expansion and progress can benefit groups stand out and become an employer of choice.

There are several challenges that researcher identifies in terms of opportunities for self-development in the IT industry:

- The IT industry is characterized by rapidly changing technology and innovation, which makes it difficult for professionals to keep up with the latest developments and trends.
- The IT industry demands a high level of technical skills and knowledge, and it is challenging for professionals to develop new skills or specialize in specific areas while also managing their regular work responsibilities.
- Some organizations may not prioritize training and development for their IT employees due to budget constraints or other factors, which limits opportunities for self-development.
- IT professionals are often expected to work long hours and meet tight deadlines, which leave little time for self-development or learning.
- In some cases, IT professionals may have limited exposure to different technologies or areas of the industry, which make it difficult for them to develop a well-rounded skillset or explore new areas of interest.
- Different individuals have different learning styles, and some may thrive in a more hands-on or interactive learning environment, while others may prefer self-directed or online learning. However, the companies are not always providing the same level of access to these different learning styles for all employees.

- Some individuals do not have access to the same resources or support for self-development, whether due to financial constraints or other factors. This makes it difficult for them to pursue opportunities for growth and development.

4.2 Analysis of the Findings

In IT organizations in Bangladesh the researcher identified that there is often related to the high levels of anxiety and tension IT professionals experience. The work culture of IT sector often involves long hours, tight deadlines, and a constant need to keep up with new technologies and trends. This can lead to burnout and feelings of being overwhelmed, which can negatively impact job satisfaction. Another common issue has been identified by the researcher through this survey is the lack of opportunities for growth and advancement within IT organizations. Many IT professionals feel like they are stuck in their current positions with limited opportunities to advance their careers. This can lead to feelings of frustration and dissatisfaction.

The nature of IT work can sometimes be isolating, with long periods spent working on individual projects or tasks. This can lead to a lack of collaboration and teamwork, which can also impact job satisfaction. There is a lack of work-life balance also identified in IT organizations in Bangladesh, additionally, the fast-paced and high-pressure nature of IT work often spill over into personal time which led to high levels of stress and burnout and create negative impact on interpersonal relationships and communication within the organization. Additionally, the fast-paced and high-pressure nature of IT work can indicate to high levels of stress and burnout, it might negatively impact interpersonal relationships and communication within the organization.

In IT organizations of Bangladesh is often related to the rigid structure and processes that are put in place to manage IT projects and operations. These structures can limit the ability of IT professionals to adapt quickly to changing business needs or emerging technologies. Lack of agility has also been identified in IT organizations, which is caused by long development cycles, complex approval processes, or siloed teams. This can challenge IT organizations to act in response quickly to new challenges or opportunities and can lead to frustration for both IT professionals and business stakeholders. Traditional hierarchical structures are also limiting communication and the collaboration, while overly centralized structures can make it difficult to distribute decision-making authority and respond quickly to local needs.

The researcher identified a lack of effective communication and collaboration between IT professionals and other stakeholders within the organization. This led to misunderstandings, misaligned priorities, and a lack of trust and respect among team members. Another important problem has been identified by the researcher is lack of opportunity for self-development in IT organizations. The management often gave less priority in investing on employees training and development. This led to IT professionals feeling stagnant in their careers and lacking opportunities

for growth and advancement. This can lead to a lack of confidence in their skills and abilities and can limit their ability to take on new challenges and responsibilities.

Considering the major elements of work environments in most IT organization has lack of employee engagement and motivation, a lack of work-life balance, a lack of appreciation and respect for employees' contributions, a lack of representation and inclusion of individuals from underrepresented groups, a lack of effective communication and collaboration between team members, a culture that does not prioritize work-life balance, and a lack of investment in employee training and development, clear career paths, and mentoring and coaching opportunities.

4.3 Summary Findings of the study

Adaption of Environmental Factors by the IT Companies

- The IT employees are found techno friendly.
- Most of the companies are having adaptive capability to accept the changes i.e., there is resistance to change.
- IT organizations have a positive work culture to adapt to the new changes.
- Most of the organizations are adapting the best practices for their work environment though the top management are not rapidly progressing to execute the best practices.

Managerial Perceptions over the factors of work environment

- Managerial leaders always try to ensure the best work environment with the benefits though the work environment of all IT companies is not same.
- Managers face challenges & obstacles to impose the new thing in the workplace.
- Managers have to handle many obstacles and barriers to resolve environmental issues.
- All managers can't manage their work-life-balance to perform managerial responsibilities assigned by the top management.
- Managers have to spend a significant portion of their time resolving workplace conflicts.
- All categories of employees are not appreciated for their better performance.

CHAPTER 5

RECOMMENDATIONS &

CONCLUSION

5.1 Suggestions & Recommendations for improvements

Prioritizing the elements of a positive work environment can help to the expansion and achievement of an organization by improving employee retention, productivity, attracting top talent, fostering innovation, and enhancing the organization's reputation and branding. When employees are satisfied and enthusiastic about their job, they are more likely to remain with the company for an extended length of time. This can help reduce turnover costs and improve organizational stability. The organization should make the employees experience worth in their job and commitment. so that they can be more productive and perform at a high level. Providing opportunities for self-development, a diverse workforce, and a positive work environment can foster creativity and innovation, which can lead to new ideas, products, and services. This can increase speed and productivity in the business processes and create a competitive advantage edge and contribute to long-term growth.

A positive work environment can contribute to the organization's reputation and branding which leads to find attractive job seekers, particularly in competitive industries where talent is in high demand. This can help the organization attract and retain top talent. There are below recommendation identified by the researcher after brief discussion with the several managerial employees from the IT industries of Bangladesh.

5.1.1 Job satisfaction

Salary is a major factor of job satisfaction for the employees. The researcher identifies factors that companies should consider before fixing the salary grade for their employees.

- The companies should research and consider the salary range for a particular job position within their industry and the local job market. This information can be found through salary surveys, job postings, and government data.
- The company should consider an employee's qualifications, experience, and skillset when fixing their salary. Employees with more experience or specialized skills that are in high demand should be compensated accordingly.
- The company should consider an employee's performance and productivity when fixing their salary. High-performing employees should be recognized and compensated accordingly.
- The company should also consider the expense of life in the area where the employee is positioned and the benefits they offer. They should ensure that the employee's salary is sufficient to cover their cost of living and that they offer competitive benefits to attract and retain talent.
- The company should fix a salary that is fair and commensurate with the employee's workload and job responsibilities is important. An employee who is overworked and underpaid is unlikely to be satisfied with their job or stay with the company for long.

By considering these factors, companies can fix salaries that are consistent with their overarching objectives and core principles, equitable, and competitive. This can enhance employee involvement and efficiency, recruit and keep top talent, and foster a good work atmosphere that benefits everyone.

When considering an employee for promotion, the researcher suggested that the employee's performance and productivity in their current role should be a major consideration. Promotions should be given to those who consistently exceed expectations, meet or exceed their targets, and demonstrate a strong sense of dedication to their job. The employee's skills, knowledge, and expertise should be evaluated to determine whether they are ready to take on new responsibilities. Promotions should be given to employees who possess the required abilities and expertise to perform well in the new role. If the promotion involves a management or leadership position, the employee's leadership and management abilities should be evaluated. They should have demonstrated an ability to motivate and inspire others, effectively communicate, and manage a team.

Promotions should be given to employees who have demonstrated a track record of high performance, possess the necessary skills and expertise, have leadership and management abilities, are problem-solvers, adaptable, and have a positive attitude. Promotions should also align with the company's overall goals and objectives and be a win-win situation for both the employee and the organization.

In Bangladesh, the researchers identified that maximum companies are offering provident fund and Gratuity as retirement benefits. But the companies should be more focus on their employees retirement benefits. The companies can provide pension plan, healthcare benefits after retirement, Deferred compensation plans, stock options etc.

Retirement benefits can perform a critical part in assisting workers to achieve their financial goals and enjoy a comfortable retirement. Companies that offer a wide range of retirement benefits can help to attract and retain top talent and demonstrate their commitment to their employees' well-being. It is important for employees to review their retirement benefits and take advantage of any available resources to help them plan for their financial future.

5.1.2 Flexibility

Creating a flexible work environment requires a commitment from management to prioritize both the requirements of their employees and the organization's changing needs. By creating a culture of flexibility and providing the necessary resources and support, management can create a workplace that empowers employees to do their best work, regardless of their location or schedule.

- Management should assess the needs of their employees and determine what type of flexible work environment is appropriate for their team. This could include offering remote work options, flexible schedules, or job-sharing.
- Management should establish clear guidelines for flexible work arrangements, including communication expectations, availability, and deliverables. These guidelines should be communicated to employees and regularly reviewed to ensure they remain effective.
- Management should provide the necessary resources for employees to work flexibly, such as laptops, software, and communication tools. They should also ensure that employees have access to support systems and training to effectively work remotely.
- Management should trust their employees and empower them to work in a flexible work environment. This includes providing opportunities for professional development and career growth, as well as recognizing and rewarding employees for their achievements.
- Management should regularly evaluate the effectiveness of their flexible work environment and adjust as necessary. This includes collecting feedback from employees, monitoring productivity, and addressing any challenges that arise.
- Management should foster a culture of flexibility by encouraging and supporting employees who choose to work flexibly. This includes promoting work-life balance, recognizing the benefits of flexible work, and modeling flexible work behaviors.
- Management should provide support for work-life integration by offering resources for employees to balance their personal and professional lives. This could include access to childcare, eldercare, or other support services.
- Management should offer flexibility for all roles within the organization, not just those that are traditionally associated with flexible work. This includes roles that are traditionally considered "inflexible," such as customer service or manufacturing roles.
- Management should encourage communication and collaboration among employees, regardless of their location or work schedule. This includes providing tools and resources for virtual collaboration, as well as promoting regular check-ins and team meetings.
- Management should be responsive to the needs of their employees and make adjustments as necessary. This includes being flexible with scheduling requests, offering temporary flexibility during periods of high stress, and providing support for employees who are struggling with the challenges of flexible work.

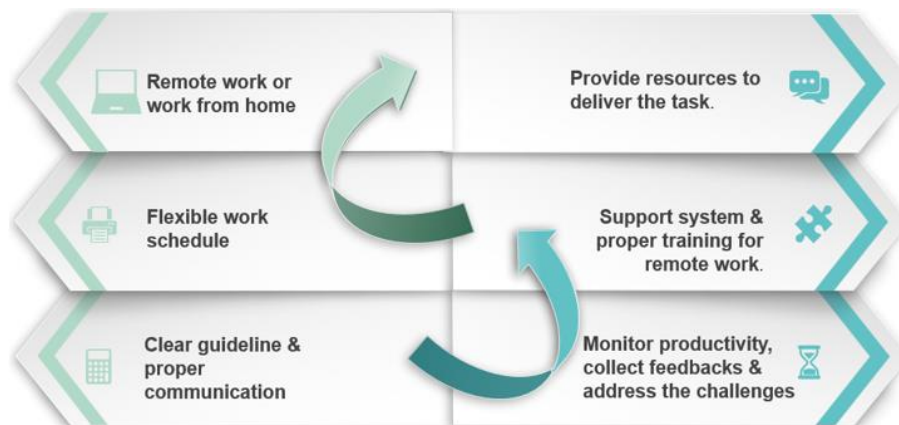


Figure 11: Suggestions for Flexibility of work (Self Prepared)

By implementing these strategies, management can create a flexible work environment that benefits both employees and the organization.

5.1.3 Recognition

The researcher identifies that the IT companies are mainly focusing on recognizing the employees and rewarding them through performance bonuses, salary increases, or promotions. Performance-based rewards can be a strong incentive and help you get better. employee retention and loyalty. But there are several ways the companies can recognize their employees. And frequent recognition is also encouraging them to reach the company's yearly goals.

- This involves acknowledging an employee's contributions with a simple "thank you" or expressing appreciation during a team meeting. Verbal recognition can be especially effective when it is given in a timely and specific manner.
- This can be a handwritten note, an email, or a formal letter from a manager, praising an employee for their hard work and contributions. Written recognition can be a powerful tool for acknowledging an employee's achievements and boosting their morale.
- These can include things like gift cards, additional time off, or other perks that provide tangible recognition of an employee's hard work and contributions. Non-monetary rewards can be especially effective for creating a positive work environment and improving employee morale.
- This involves recognizing an employee's contributions in front of their peers or the entire organization, such as during a company-wide meeting or event. Public recognition can be a powerful motivator, especially when employees feel that their achievements are being acknowledged and appreciated by their colleagues and superiors.
- This involves selecting and recognizing an outstanding employee each month, quarter, or year, based on their performance or contributions. This can be a highly motivating and prestigious award for employees and can help to improve employee morale and engagement.
- This involves recognizing employees on social media or other online platforms, such as LinkedIn, Twitter, or Facebook. This can be a strong way to showcase an employee's achievements and contributions to a wider audience and can help to improve their personal brand and professional reputation.
- This involves encouraging employees to recognize and appreciate the contributions of their colleagues. This can be a highly effective way to build a positive and collaborative work environment, and to promote teamwork and cooperation among employees.

- Providing employees with personalized rewards that align with their individual interests and preferences can be a powerful way to demonstrate appreciation and recognition. This can include things like gift cards to their favorite stores, tickets to events or experiences they enjoy, or other personalized perks that show you value them as an individual.
- This involves creating a personalized video message that expresses gratitude and appreciation for an employee's contributions. This can be a highly personalized and memorable way to recognize an employee's hard work and dedication.
- Offering employees wellness programs such as gym memberships, yoga classes, or other health and wellness benefits can be a powerful way to recognize and support their physical and mental health. This can help to improve employee morale and engagement and can also lead to reduced absenteeism and improved productivity.
- Hosting celebratory events such as a company-wide picnic, holiday party, or team-building outing can be a powerful way to recognize and appreciate employees. These events provide an opportunity for employees to socialize and bond with their colleagues and can help to build a positive and inclusive work environment.
- This involves recognizing employees for their contributions across different departments or functions within the organization. This can be a powerful way to promote collaboration and teamwork, and to help employees feel that their contributions are valued across the organization.
- Providing employees with opportunities to participate in decision-making processes can be a powerful way to recognize their expertise and contributions. This can help to build a culture of transparency and inclusion and can also lead to improved employee engagement and commitment.

Developing a formal employee recognition procedure can help ensure that recognition efforts are consistent, fair, and effective. Here are some key steps to consider when creating an employee recognition procedure:

- Start by defining the purpose of the employee recognition procedure. Consider the goals and objectives of the program, and how it aligns with the organization's overall mission and values. This will help ensure that recognition efforts are targeted and effective.
- Identify the key performance indicators (KPIs) that will be used to measure employee performance and contributions. These KPIs should be clear and measurable and should be in line with the aims and purposes of the company.
- Determine the types of recognition that will be offered to employees, such as monetary rewards, non-monetary rewards, or public recognition. Consider the preferences and needs of the employees, as well as the resources available for recognition efforts.
- Establish clear criteria for how employees will be selected for recognition. Consider factors such as performance, contributions, and tenure with the organization.

- Define the process for how recognition will be given, including who will give the recognition, how often it will be given, and how it will be communicated to employees.
- Communicate the employee recognition procedure to all employees, including how they can be recognized and how recognition decisions will be made. This will help ensure that the program is transparent and fair.
- Regularly evaluate the employee recognition procedure to ensure that it is meeting the goals and objectives of the program. Adjust the procedure as needed to improve its effectiveness.

5.1.4 Workforce Diversity

When a company has a diverse workforce, its employees may have access to more diverse networks. This can help the company to expand its reach and to build relationships with customers, suppliers, and partners who may have been previously untapped. Here are some steps that assist to create more inclusive and varied staff.

- Company leaders need to prioritize diversity and inclusion and make it a part of the company's culture. This can include setting diversity goals and regularly reviewing progress towards those goals.
- Companies can review their hiring practices to ensure they are inclusive and avoid unintentional bias. This may involve reviewing job descriptions and requirements to ensure they are not overly restrictive or exclusive, as well as ensuring that the interview process is structured to avoid bias.
- Companies can broaden their recruitment channels to include diverse job boards, partnerships with agencies that assist underrepresented groups, as well as networking occasions that emphasize variety.
- Companies can provide diversity and inclusion training for educating all staff members about the value of diversity and inclusion and to recognize and challenge their own biases.
- Companies can foster an inclusive culture by providing opportunities for all employees to participate in decision-making, and by promoting respect and understanding of different perspectives.
- Companies can work to ensure diversity at all levels of the organization, from entry-level positions to leadership roles. This can help to ensure that a variety of perspectives are represented in decision-making processes.

- It is important for companies to regularly monitor their progress towards a more diverse and inclusive workforce. This can involve gathering data on diversity metrics and reviewing them regularly to ensure progress is being made.



Figure 12: Recommendation for improving Workforce Diversity (Self Prepared)

Creating a diverse and inclusive workforce requires a commitment from company leadership and a willingness to challenge existing practices and biases. By following these steps, companies can create a workplace that values and promotes diversity, and that is better equipped to succeed in an increasingly diverse world.

5.1.5 Interpersonal relationship

Building positive interpersonal relationships is a shared responsibility among leadership, HR, managers, and employees. A culture of respect, open communication, and collaboration can be fostered by all parties to build a wholesome and productive work environment. The responsibility of building interpersonal relationships in an organization falls on multiple parties, including:

Organization's responsibility:

- Creating a positive work culture: An organization should strive to create a positive work culture that values teamwork, open communication, and mutual respect. This can be achieved through various initiatives such as Work-life balance promotion, staff engagement events, and diversity and inclusion initiatives.

- **Providing resources and training:** The organization should provide resources and training to help employees develop their interpersonal skills, such as communication skills, conflict resolution, and emotional intelligence. This can be achieved through training programs, coaching, or mentoring.
- **Establishing clear communication channels:** The organization should establish clear and open communication channels that allow employees to share their ideas, concerns, and feedback with their peers, managers, and leadership. This can be achieved through regular team meetings, feedback mechanisms, or suggestion boxes.
- **Handling conflict and grievances:** An organization should have a clear and transparent process for handling conflicts and grievances among employees. This can be achieved through a well-defined policy, a neutral mediator, or an ombudsman.
- **Recognizing and rewarding positive behaviors:** The organization should recognize and reward positive behaviors such as teamwork, collaboration, and respect. This can be achieved through incentives, awards, or performance evaluations.
- **HR Department:** The department of human resources is accountable for hiring, training, and developing employees. They should ensure that employees receive adequate training and development chances to assistance them build their interpersonal skills. HR should also be available to provide support and guidance to employees who are struggling with interpersonal relationships.

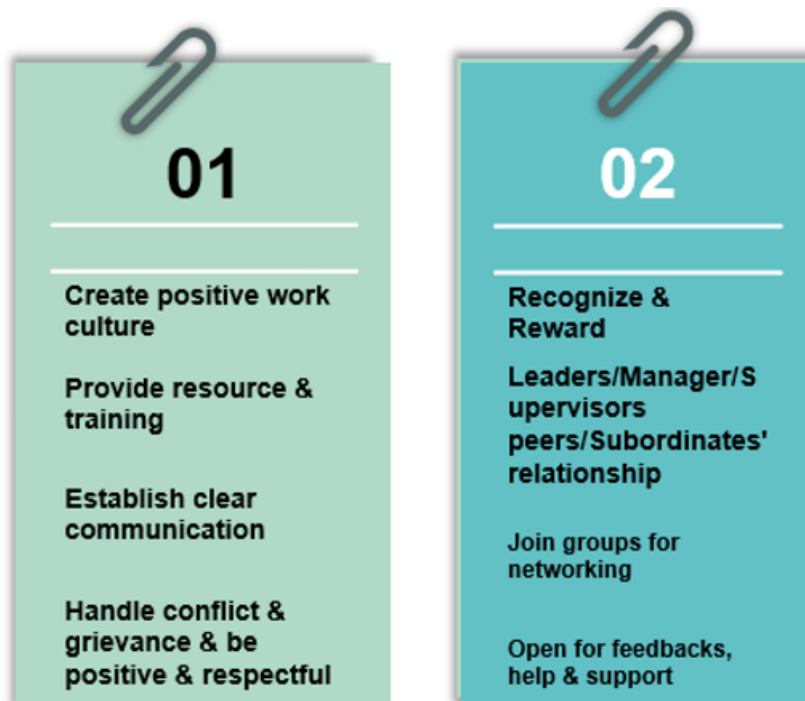


Figure 13: Improvement for Interpersonal Relationship

Leaders and Employee's responsibility:

- **Leadership:** The leadership of a group of people a critical role in establishing a positive and productive work culture. They should lead by example and model positive behaviors, such as active listening, transparency, and respect for others. They should also encourage collaboration and provide opportunities for social interaction among employees.
- **Managers:** Managers play a critical role in building interpersonal relationships within their teams. They should be approachable and available to their employees, provide regular feedback, and encourage collaboration and open communication.
- **Coworkers/ peers and Subordinates:** Every employee has a responsibility to build positive relationships with their colleagues. They should be respectful, courteous, and empathetic towards others, actively listen to their coworkers, and avoid gossip or negative behavior.
- **Attend Social Events:** Many organizations host social events or team-building exercises that provide opportunities for employees to interact outside of the workplace. Attending these events is a great way to meet new colleagues and build relationships.
- **Join Groups or Committees:** Joining a group or committee within the organization can provide opportunities to work collaboratively with colleagues towards common goals, build trust, and learn from one another.
- **Networking:** Networking within the organization, attending conferences or industry events, can help employees expand their professional circle and build new relationships with colleagues from other departments or teams.
- **Be Open to Feedback:** Employees should be open to receiving feedback from colleagues, including constructive criticism or suggestions for improvement. This can help build stronger relationships based on mutual respect and a desire to improve.
- **Offer Help and Support:** Offering help or support to colleagues can build stronger relationships based on mutual respect and trust. By supporting colleagues, employees show their dedication to the group's or organization's achievement.
- **Be Positive and Respectful:** Maintaining a positive attitude and showing respect towards colleagues can create an environment of mutual trust and understanding. Employees should aim to be positive and respectful in their interactions with others, regardless of differences in opinion or perspective.

In summary, finding and building interpersonal relationships within an organization involves volunteering for projects, seeking mentors, participating in training and development programs, using technology, providing recognition and appreciation, and being proactive. By embracing these strategies, employees can build strong and supportive relationships that enhance their productivity, job satisfaction, and career growth.

5.1.6 Work Life Balance

Work-life balance is a complex issue that is inspired by numerous individual, social, and organizational factors. Employers can support their employees in achieving work-life balance by creating a supportive and flexible work environment, establishing clear expectations and boundaries, and providing resources and support for employees to manage their workload and personal responsibilities effectively. To create a work-life balance for their employees, organizations can take the following steps:

- Organizations can offer flexible work arrangements such as telecommuting, flexible work schedules, and job sharing, which can help employees better balance their work and personal responsibilities.
- Employers can encourage employees to practice self-care, such as taking breaks during the workday, exercising regularly, and practicing mindfulness.
- Employers can develop and promote work-life balance policies, such as providing paid time off, offering family-friendly benefits, and creating a culture that values work-life balance.
- Employers can promote open communication with employees to better understand their needs and concerns and work collaboratively to develop solutions to improve work-life balance.
- Employers can help employees set realistic expectations for their workload, provide appropriate resources and training, and support them in managing their time effectively.
- Employers can lead by example by modeling work-life balance behaviors, such as taking breaks, managing their time effectively, and prioritizing self-care.
- Employers can provide resources and support to help employees better manage their work and personal lives. This can include employee assistance programs, wellness programs, and access to resources such as financial planning, childcare, and elder care.
- Employers can encourage employees to take regular breaks throughout the workday, such as lunch breaks, and to disconnect from work during their downtime, such as evenings and weekends.
- Employers can prioritize employee wellness by promoting a healthy work environment, providing ergonomic workstations, and encouraging healthy behaviors such as exercise and healthy eating.
- Employers can foster a positive mindset of principles at work work-life harmony, supports open communication, and encourages teamwork and collaboration.

- Employers can recognize and reward employees who achieve work-life balance by providing opportunities for advancement, offering flexible scheduling, and acknowledging their contributions.
- Employers can provide opportunities for employees to build their skills and pursue professional development. By feeling more assured and competent in their positions, employees may feel more engaged and fulfilled at work and may also be better able to manage their work and personal lives.
- Employers can offer generous time off policies, such as paid time off, sick leave, and parental leave, which can help employees manage their personal responsibilities and achieve a better work-life balance.
- Employers can provide clear guidelines for after-hours work, such as not expecting employees to check email or complete work outside of normal work hours. This can help employees feel more in control of their work and personal lives and can help prevent burnout and stress.
- Employers can conduct regular surveys and assessments to better understand employee needs and identify areas for improvement. This can help employers develop more effective Policies and procedures promoting work-life synchronization can make workers feel more appreciated and supported in their positions.

5.1.7 Opportunity for Self-Development

Management plays a critical role in supporting self-development in their employees. By offering chances for training and growth, establishing precise objectives and hopes, offering feedback and coaching, and fostering a culture of continuous learning, management can help employees acquire new skills, increase job satisfaction, and achieve their full potential.

- Management should give employees members access to training and growth opportunities that are pertinent to their work responsibilities and career objectives. This can include workshops, seminars, online courses, and mentoring programs.
- Management should set clear expectations and goals for employees regarding their self-development. This can include setting specific development goals, providing feedback on progress, and holding employees accountable for their own development.
- Management should encourage employees to seek out learning opportunities on their own. This can include providing access to learning resources, such as books, articles, and videos, and encouraging employees to attend conferences and events.
- Management should provide resources for employees to engage in self-directed learning, such as online training platforms or internal knowledge-sharing systems.
- Management should recognize and reward employees who demonstrate a commitment to their own self-development. This can include providing opportunities for career advancement, salary increases, and other forms of recognition.
- Management can work with employees to create a personalized development plan that outlines specific skills and knowledge that employees want to acquire or improve. The plan should also include milestones and timelines to help track progress.

- Job shadowing and cross-training opportunities can provide employees with exposure to different roles and responsibilities within the organization. This can help them develop new skills and gain a better understanding of how the organization operates.
- Management should give employees frequent guidance and feedback to help them perform better and identify areas for development. This can include both formal performance reviews and informal feedback sessions.
- Management can facilitate networking and collaboration opportunities within the organization and with external partners. This can help employees build relationships, learn from others, and expand their professional network. Management should by encouraging staff to share their expertise, organizations can promote an environment of ongoing learning. and expertise with others. This can include hosting brown bag lunches, knowledge-sharing sessions, or other informal learning opportunities.



Figure 14: How to get opportunity for self-Development.

5.2 Summary of the Recommendations

In the elaborative discussion all the elements of work environments need to improve in different areas. The summary of the recommendations are –

- All IT companies should create a friendly work environment so that employees enjoy the environment.
- Management needs to formulate clear guidelines regarding working hours to maintain the work life balance for the employees.
- IT companies should pay a competitive package of salary to satisfy the employees that will help to make a better work environment.
- Companies may follow 3+2+2 model i.e. 3 days' work from office, 2 days' work from home and 2 days off to ensure a better working environment.
- Management should formulate clear guidance & proper communication for remote working facilities.
- A corporate culture needs to be developed that will value the essence of work life balance.
- Employees of all categories and departments need to be appreciated in recognition of their individual performance.
- Leaders should handle conflict & grievance by keeping a positive and respectful manner.
- Team leaders should provide proper guidelines and feedback to their team members that will motivate and improve their individual performance.

5.3 Concluding Remarks

Prioritizing the elements organization's work environment such as job satisfaction, flexibility, recognition, workforce diversity, interpersonal relationships, work-life balance, and opportunities for self-development can lead to increased employee retention, productivity, and job satisfaction. Organizations that invest in creating a positive work environment may have a competitive edge in luring and keeping elite talent. Therefore, in order to establish a workplace that promotes employee well-being, it is crucial for companies to give priority to these components and success. Creating a positive The workplace atmosphere benefits humanity as a whole as well. Employee happiness and engagement increase the likelihood that they will deliver high-quality goods and services, which can increase client contentment and loyalty. In turn, this can contribute to economic growth and development.

These elements of a positive work environment are interrelated and can reinforce each other. For example, a diverse workforce can lead to more initiative and creativity, which can help job satisfaction and opportunities for self-development. Similarly, providing opportunities for self-development can help Employees experience worth and commitment to their careers, which can lead to increased job satisfaction and productivity. Organizations that prioritize workforce diversity and inclusion can help to reduce discrimination and promote equality in society. By valuing and

respecting diversity within the workplace, organizations can set an example for other businesses and society as a whole, leading to a more inclusive and tolerant society.

Following the COVID-19 pandemic outbreak, several organizations have had to adapt and offer more flexibility and remote work options. This has highlighted the prominence of flexibility and work-life stability in the place of work, as employees have had to balance work with caregiving responsibilities and other personal obligations. Organizations that have been able to adapt and prioritize these aspects of the workplace have included better able to support their employees during these challenging times.

In conclusion, prioritizing the elements of a good workplace culture is not only beneficial for employees and organizations but also for society and the environment. By fostering a workplace that prioritizes employee well-being, diversity, sustainability, and innovation, organizations can contribute to a more positive and inclusive society, and a healthier planet.

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APPENDICES

Questionnaire for Work Environment

SL No	Category	Questionnaire
1.	Job Satisfaction	1. Are you satisfied with your salary. Is it market standard?
		2. What are the other benefits like Group insurance, Mobile bill, performance bonus or any other cash benefit?
		3. What is the promotion policy? – how often company gives promotion (any fixed time period) or Company is giving promotion based on only performance of the employee or Company is giving promotion based on personal relation?
		4. What is the Retirement benefits Company is providing?
		5. Is there any Overtime?
		6. Is there any leave encashment?
		7. Can u reach Your higher management? Are they comfortable to talk with any matters?
2	Flexibility	1. Can employees' work outside their workplace or they are able to avail the work from home?
		2. Is office in time is fixed or company is deducting leave or salary for late attendance.
		3. What is the working hour?
3	Recognition	1. Do the organization honors with nonfinancial rewards to recognize employees for their performance or extra ordinary work? If yes. how are they recognizing?
4	Workforce Diversity	1. Does the organization accept and respect the diversity which can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies organization maintain?
5	Interpersonal relationship	1. Do coworkers are helping willingly if you face any problem in you work?
		2. Do the subordinates are cooperative?
		3. Does the manager is cooperative? Like if you

		need any sudden leave are they approving willingly?
6	Work Life Balance	1. Does company encouraging to go on time?
		2. Do your any department employees are working on weekend?
		3. If yes, how they are getting compensated later? Like financial allowance or allow leave for extra work.
		4. Does the company forcefully send employee in annual leave?
		5. How many days a year for annual leave?
7	Opportunity for Self-Development	1. Does the company is arranging any training for the employee's development and betterment?
		2. Does the company reimburse the expense if the employee does any training personally.

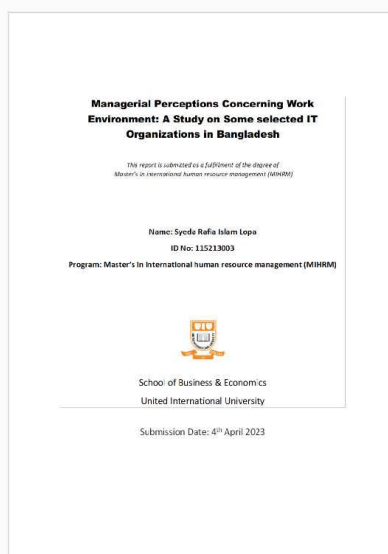


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