

## The Impact of Mood of Employees on the Organisational Commitment with Mediating Effect of Workplace Environment- A Field Experience Study

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### Abstract

Analysis by the World Economic Forum indicates that there is a direct correlation between the workforce's happiness levels and the company's performance. Affect, in psychology, refers to the underlying experience of feeling, emotion, or mood. Affect refers to the feelings that employees experience as part of life and includes both moods and emotions. The circumplex model of affect proposes that all affective states arise from two fundamental neurophysiologic systems, one related to pleasure–displeasure continuum and the other to arousal. This study emphasizes the effectiveness of the employee in the workplace with their organizational commitment to the mediating effect of the workplace environment. Organizational commitment is an individual's psychological attachment to the organization. The workplace environment is an essential component of work life for employees as employees spend a significant part of their time at work, and it affects them in one way or the other. The workplace environment also includes the psychological aspects of how employees work and their well-being at work.

The study has created the eye opening for the organization to focus on the workplace environment since the result shows that the workplace environment influences the feel of the employees when they enter the office. The result shows that there is a positive correlation between commitment and workplace environment. The results also prove no correlation between mood and workplace environment. It also proves that mood has a positive correlation with commitment. Those who feel the workplace environment is good their commitment level is also high. The organization can focus on soft skill training for the employees. The workplace environment has to be focused more since it influences the commitment level of employees. In order to improve the mood, activities can be done once in a month.

**Keywords:** affect, Mood, Organisational Commitment, work environment

### INTRODUCTION

Affect, in psychology, refers to the underlying experience of feeling, emotion or mood. Affect refers to the feelings that we experience as part of life and includes both moods and emotions. Studies of affect suggest that Russell's (1980), Thayer's (1989), Larsen and Diener's (1992), Watson and Tellegen's (1985) model of affect variables can be integrated and summarized by a two- dimensional space defined by pleasure vs unpleasure and Activated vs deactivated axes. Russell's (1980) proposed a circumplex model of affect, characterized by two orthogonal axes, Pleasure and arousal. Watson and Tellegen's (1985) model concluded that there are two dimensions of affect- Positive affect and negative affect. In line with Russell (1980) and Watson & Tellegen (1985), Larsen and Diener's (1992) proposed a model defined two-dimension by pleasant vs unpleasant and high activation vs low activation. Thayer's (1986) model is a two-dimensional structure with Calm -- Energy and Tense--Tiredness. A careful examination of Thayer's (1989) model by various researcher stated that pleasant and unpleasant state (Michelle Siu Mui Yik, 1998).

This study emphasizes on the effectiveness of employee in workplace with their organisational commitment. The model used for this study Russell's model (1980) where the valence and arousal system of employees are studied and the impact of affectiveness on organisational commitment is analyzed. Porter et al. (1976) conceptualised organisational commitment, and Meyer and Allen (1984) refer to aspect of organisational commitment as affective commitment. Becker, (1960) identified a further dimension of organisational commitment, which they term continuance commitment. Workplace environment is another important component of this study, hence, employees spend significant part of their

time at work, and it affect their mood in one way or the other. Workplace environment also includes the psychological aspects of how employees' works are organized and their wellbeing at work. The study objectives are examine the various moods of employees with its model, and analyse the impact of mood on commitment. Also examine the relationship with environment and commitment level.

### **REVIEW OF LITERATURE:**

James A Russell suggested Ross' technique for a circular ordering of variables, advocated that these interrelations can be denoted by a spatial model in which affective concepts fall in a circle in the following order: 'pleasure (0°), excitement (45°), arousal (90°), distress (135°), displeasure (180°), depression (225°), sleepiness (270°), and relaxation (315°). Meyer & Allen (1987) keen out, however, the robust evidence has been provided for work knowledge antecedents, most notably those understandings that fulfill employees' psychological needs to feel comfortable within the organization and competent in the work-role. mood, is composed of two orthogonal factors, positive and negative (Watson & Tellegen, 1985), and/or arousal and pleasantness Eich et al., (2007) Lazar, & Pearlman-Avnion, S. (2014) listed in his paper that affect, a person's outwardly exhibited or stated mood, is composed of two orthogonal factors, positive and negative.

Noraazian and Khalip (2016), study conclusions gave academic evidence to support the idea. It also gives a ephemeral outline model proposes that organizational commitment is practiced by the employee as three concurrent mindsets encircling affective, normative, and continuance organizational commitment. Yan Li & David Ahlstrom & Neal Ashkanasy (2010), explored affective antecedents of organizational commitment, Little organizational commitment rises the likelihood of turnover, intention to leave, searching for alternatives.

Totterdell, P., & Niven, K. (2014), scrutinized the pragmatic mark concerning the features of the wage earner and the work environment that cause momentary mood, and the values of momentary mood for workers' affective response, satisfaction, cognitive act, behavior and relationships. The connotation between negative events and mood at work is typically stronger than the association between positive events and mood, but positive events are usually reported more frequently.

Alaaldin Alrowwadet. al. (2020), investigated the role of organizational commitment (affective commitment, continuance commitment, and normative commitment) in enhancing organizational effectiveness.

### **METHODOLOGY:**

Data was collected under different age group working in IT Services Company. Average score was calculated, because the mood of the day will change for every one and every day, based on this fact data Information collected in alternative days with the same set of questionnaire for a period of three week. Average score was considered for analysis. Out of total 71 respondents 24% of them come under 20-25 years, 28% of them are 26-30 years, 32% of them are 31-35 years, and 12% of them are 36-40 years. Same questionnaire was given to all the 97 employees

Getting cooperation from the respondent was a limitation factor, finally 71 of them cooperated with us during the study period. Based on Russel's model (1980) the Questionnaire was prepared to measure the mood, it was validated by the HR managers of three IT services company. After pilot study some statements were modified based on the suggestions of the respondent. Allen & Meyer (1984) questionnaire was used to quantity organizational commitment which be made up of of three dimensions of commitment which is normative commitment, affective commitment and continuous commitment respectively consisting of seven statements.

Our study has a amount of weaknesses and there are countless areas where future research is mandatory in order to better understand the bond between positive pleasure and performance. While we learn this for a period of a month, forthcoming researcher may intensify the frequency of mood data collection in a higher-frequency measures. Natural language processing may be the budding avenue of upcoming research in this direction.

### **FEEL WHEN THEY ENTER INTO OFFICE AND COMMITMENT LEVEL**

Feel when they enter into office	Commitment level			
	Low	Moderate	High	Total
Moody/Gloomy	3	6	0	9
Stressed	0	3	0	3
Happy & Enthusiasm	0	27	11	38

<b>Very happy &amp; Excited</b>	0	12	9	21
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First part of the study an initial questionnaire was circulated when the person arrived in office. “How would you rate your happiness at the moment? Closed ended questionnaire was used with the following factors Moody/Gloomy, Stressed, Happy& Enthusiasm, and Very happy & Excited. It was found out that 9 of them came to the office in Moody and gloomy, only 3 of them came in a stressful mood, 38 of them are in Happy and Enthusiastic mood, and remaining 21 were in very happy and exited mood when they entered into the office.

Second part of the instrument was to measure the commitment level. Out of 71 respondents 38 of them feel happy and enthusiastic when they enter the office, but only 11 are highly committed and remaining are moderately committed. 21 of them are very happy & excited when they enter into office yet only 9 are highly committed to their organisation and 12 of them are moderately committed. Only 9 of them are moody/gloomy and their commitment level also is low for 3 and 6 have moderate organisational commitment, and other 3 are stressed and their organizational commitment was moderate, irrespective of their feelings, the employees organizational commitment at moderate level only. Mood is a generalized state of feeling and temporary state of mind. It's tightly connected to performance in the work place. Bad Mood Leads to Anxiety and Depression, which leads less commitment, started delaying and postponing work for hours, days, and even weeks. Leaders from all around the world are implementing workplace policies with the intention to improve the mood of their employees.

Oswald et al., (2015) Studied Does “happiness” make human beings more productive? The sample size in our study, which took place over a number of years, 713 individuals who were economists and management scientists were included, this study provides evidence of a link between human happiness and human productivity.

Research by Oxford University's said that (Published 24 OCT 2019), happiness and productivity has found that 13% of workers were more productive when happy. The research was conducted in the contact centers of British telecoms firm BT over a six month period, found that when workers are happier, they work faster, the author's state that there is a link between happiness and productivity (De Neve. 2019). The most recent experimental literature shows that management practices can have simultaneously positive impacts on productivity employee happiness and satisfaction (Gosnell, List and Metcalfe, 2020). This happiness directly related with pay inequality (Breza, Kaur and Shamdasani, 2018; Cullen and Perez-Truglia, 2019) gift exchange (Della Vigna et al., 2020) and work autonomy (Bloom et al., 2014), their study provides the first causal field evidence for this relationship. Joseph (1989) study results showed that mood influenced decision outcomes, positive mood resulted in faster and more efficient decisions.

#### COMMITMENT AND WORK PLACE ENVIRONMENT

Commitment	Work Place	N	Mean	Std Deviation	F
<b>Affective Commitment</b>	Good	56	19.73	2.260	27.352***
	Moderate	15	14.8	4.056	
<b>Continuous Commitment</b>	Good	56	16.32	2.764	4.611***
	Moderate	15	12.2	1.78	
<b>Normative Commitment</b>	Good	56	17.00	1.628	0.247 NS
	Moderate	15	17.4	1.681	
<b>Overall Commitment</b>	Good	56	53.08	3.762	7.943***
	Moderate	15	44.4	5.654	

#### Workplace environment and commitment.

F value for overall commitment is 7.943 which is highly significant and when compared with the mean value (53.0893) those who feel workplace environment is good, their commitment level is also high than their counter part (i.e) those who feel their Environment is better (44.4).

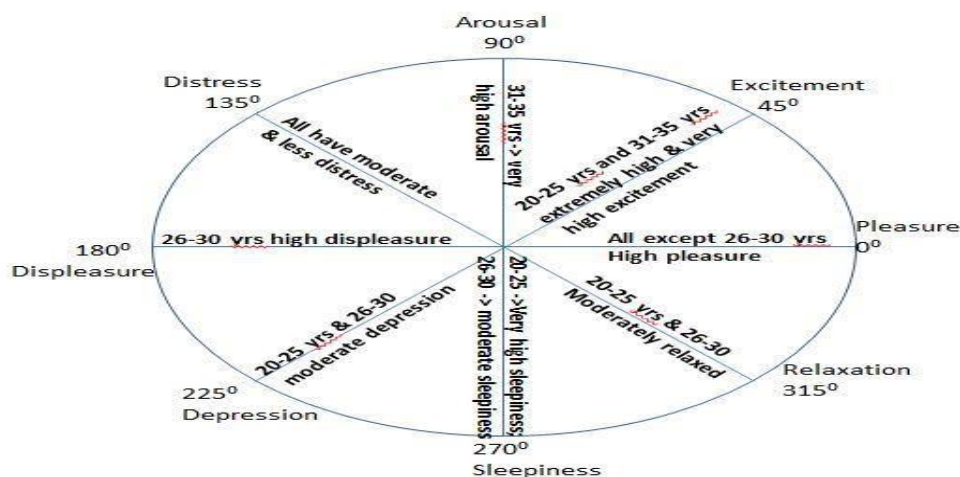
The three components of commitments are: Affective Commitment: F value for affective commitment is 27.352 which is highly significant when compared with the mean value (19.7321) those who feel the workplace

environment is good their commitment level also high than their counter part (i.e) those who feel their Environment is better ( 14.800).

Continuous Commitment: F value for Continuous commitment is 4.611 which is highly significant and when compared with the mean value (16.3214) those who feel the workplace environment is good their commitment level is also high than their counter part (i.e) those who feel their Environment is better ( 12.2000).

Normative Commitment: F value for normative commitment is 0.247 which is not significant. Irrespective of work environment nature all are having the opinion to stay in the same organisation.

## AGE VS MOOD



Overall 360 mood chart, it was inferred that 31 to 35 years age group respondents have very high and high arousal than other age groups for the age Vs Arousal except 26-30 years age group all other age group respondents experience high pleasure in the office. Age vs Displeasure inference from the crosstab, we infer that 26-30 years age group experience high displeasure in the office. Age vs Sleepiness infer that 20-25 years feel very high sleepiness and 26-30 years feel moderate sleepiness. Age vs Excitement infers that 20-25 years and 31-35 years have extremely high and very high excitement. Age vs Distress infers that all have moderate & less distress. Age vs Relaxed infers that 20-25 years & 26-30 feel moderate relaxed. Age vs Depression infers that 20-25 years & 26-30 feel moderate depression. In summary, the present study examined the effect of type of mood induction on the affect and degree of following factors.

Arousal: Associating the arousal mood of innumerable group of respondents of this study, All age groups are also coming in high arousal mood except 31 to 35 years age group shows that they are have a sense of a lot of energy. In height arousal is branded by the feeling of high energy (Eich et al., 2007). In adding, the arousal level was found to be advanced as a result of positive mood linked to negative mood. Arousal typically denotes to the degree of physiological opening or to the intensity of an emotional response (Sloboda & Juslin, 2001). Arousal and mood denote dissimilar but related aspects of emotional responding. Even though the practice of these terms in the literature contrasts, mood typically refers to relatively enduring emotions (Sloboda & Juslin, 2001), which may have robust consequences for cognition (thinking and reasoning) than for action (overt behaviors; Davidson, 1994). Self-report measures of arousal include adjectives that make reference to physiological states and intensity (e.g., vigor, activity, wakefulness) whereas measures of mood include adjectives that make reference to feelings and evaluation (e.g., sad, happy, discouraged, depressed, gloomy). Arousal and mood connect meticulously to initiation and valence, respectively, which are the two orthogonal dimensions in Russell's (1980) circumplex model of excitements. Conferring to the arousal-mood scheme, listening to music affects arousal and mood, which then stimulus performance on innumerable cognitive skills. The impact of music on arousal and mood is well recognized (Gabrielsson, 2001; Krumhansl, 1997; Peretz, 2001a; Schmidt & Trainor, 2001; Sloboda & Juslin, 2001; Thayer & Levenson, 1983).

Excitement: 31-35 years age group (62.5) have higher excitement mood followed by less than 25 years old. Excited mood can have both positive and potentially challenging impacts on the working day, depending on how it's managed and channeled. It can heighten Energy and commitment.

**Pleasure:** Irrespective of the age group all are coming to the work environment in high pleasure mood. A pleasurable mood, often characterized by positive emotions such as happiness, joy, and commitment, can have several positive effects on the working day like creative thinking and resilience to stress.

**Relaxation:** A relaxed mood can have several positive impacts on working day, contributing to overall well-being and productivity. All our study respondents feel less or moderate relaxation only. If it continues, may affects their creativity and increase their stress Jawahar Rani & R Muzhumathi (2012).

**Sleepiness:** All the respondents feel less/ moderate sleepy when they entered into the office. Respondents from the age group of 31- 35 years old feel sleepier. Feeling sleepy or fatigued can have a noteworthy impact on employee commitment and overall performance. Hence, the organization can provide Restful Breaks to these sector.

**Depression:** All the age group have less to moderate level of depression mood, this can be handled by the management effectively, because Employees with depression may struggle to maintain commitment to their goals and responsibilities due to the overwhelming challenges presented by their mental health condition. Encourage employees to take regular breaks to recharge and manage stress Jawahar Rani & Muzhumathi (2012).

**Displeasure:** all respondents have less to moderate level of displeasure only, which can encompass feelings of frustration, irritation, or dissatisfaction, can have several negative impacts on an individual's commitment. When someone is in a displeasure mood, they might be less likely to take initiative or seek out new opportunities for growth and development, and Increased Turnover Risk.

**Distress:** All are experiencing low to moderate level of distress, which involves feelings of anxiety, overwhelm, or emotional discomfort, can have significant negative impacts on an individual's commitment, Distress negatively impacts emotional well-being, affecting an individual's overall mood, happiness, and sense of self-worth. Addressing distress in the workplace is essential for maintaining a committed and engaged workforce.

## **CONCLUSION**

The study has created the eye opening for the organization to focus on the workplace environment since the outcome confirms that workplace environment influence the feel of the employees when they enter the office. The outcome demonstrated that there is a positive link between commitment and workplace environment. The result shows that there is no correlation between mood and workplace environment, it proves that the mood has positive correlation with commitment. Those who feel workplace environment is good their commitment level is also high. The workplace environment has to be focused more since it influences the commitment level of employees. In order to progress the better mood, activities like soft skill training can be organized once in a fort night for the employees.

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