

Role of Staff Welfare Club in Bridging Team Work and Organizational Commitment: A Study about Private Sector Employees

Anilkumar C

Assistant Professor, Department of Management, AMC-Allied Management College, Manisseri, Palakkad, Kerala

Reshmi M K

Assistant Professor, Department of History, AMC-Allied Management College, Manisseri, Palakkad, Kerala

Jisha K

Assistant Professor, Department of English, AMC-Allied Management College, Manisseri, Palakkad, Kerala

Sarija V V

Assistant Professor, Department of Computer Applications, AMC-Allied Management College, Manisseri, Palakkad, Kerala

Abstract

Purpose - The present study was conducted among employees of private sector in Palakkad District, regarding the role of Staff Welfare Club in accentuating Team Work and Organizational Commitment among the employees. It is definite that the various activities conducted by Staff welfare clubs can increase organizational commitment by promoting employee wellbeing and satisfaction.

Design / Methodology Approach –This study explores the role of Staff Welfare Clubs (SWC) as a mediating factor in the relationship between Team Work (TW) and Organisational Commitment (OC) among employees working in the private sector. The data were collected from respondents residing and employed within five major municipalities of Palakkad district, Kerala—namely, Palakkad, Ottapalam, Shoranur, Pattambi, and Cherpulassery. These locations were strategically selected due to their urban structure, concentration of private establishments, and diversity in employee profiles.

Prior to the main survey, a pilot study was conducted among 65 private sector employees from various industries including finance, education, retail, and healthcare. The objective was to test the clarity, reliability, and relevance of the measurement items. Based on the pilot feedback, minor adjustments were made to wording and formatting of the questionnaire to improve respondent comprehension and consistency.

The survey was done both online and offline through company HR departments, employee WhatsApp groups, and professional networking circles. Participants were assured anonymity and confidentiality to encourage honest responses.

Findings –This study establishes a positive correlation between variables Team Work (TW) and Organizational commitment (OC) ($\beta = 0.62$, $p < 0.001$), Team Work (TW) and staff welfare club activities (SWC) ($\beta = 0.66$, $p < 0.001$) and staff welfare club activities (SWC) and organizational commitment (OC) ($\beta = 0.59$, $p < 0.001$). The indirect effect of team work through staff welfare club activities to organizational commitment ($\beta = 0.41$, $p < 0.001$) shows the evidence for the partial mediation effect of staff welfare club activities between team work and organizational commitment. The research analysis validates dependency of organizational commitment on team work and staff welfare club activities. On testing the hypothesis, the dependent variable organizational commitment are predicted by the independent variable team work and also with the mediating variable student engagement at a 26.5% level of significance.

Originality/Value - This study provides insightful findings in understanding how the various activities and functioning of Staff welfare clubs in Private organizations are boosting the spirit of Team Work and employee's commitment towards Organization.

Keywords - Staff welfare clubs, Team work, Organizational Commitment, Employees in private sector.

1. Introduction

The term 'teamwork' refers to a collective and collaborative effort of a group of individuals working in harmony to achieve specific or common goal to fulfill a particular task. Teamwork basically involves sharing of Ideas, productive reciprocation, division of responsibilities and so on. This collective work becomes effective when the team possesses proper communication, trust, mutual respect and cooperation. Such a group can easily achieve goals, than working alone. Teamwork are of many kinds ,such as; collaborative team work, cooperative team work , cross functional team work , virtual teamwork ,self-managed teamwork ,task force teamwork , advisory teamwork etc. This concept should be correctly perceived by people working in an organization. A well-knit organizational team work is essential to achieve common goals, fulfill organization objective and on top of that for the holistic development of an organization. The activities of staff welfare club in organization works towards this objective. They play a quintessential role in accentuating organizational commitment by promoting employee wellbeing, engagement and satisfaction. Through such constructive interventions, the employees feel supported valued and motivated. Thus they stay motivated and committed towards the organization. According to Emily Obaide Akintoye , staff welfare package increases staff motivation, while staff motivation on the other hand increases and brings about productivity (European journal of Business and Management Research-Staff welfare package and Organizational Performance: A Theoretical Discourse-Emily Obaide Akintoye, Sylvester Abomeh Of obruku-Mar26,2022) In another study conducted by Joko Bagio Santoso notes that, Employee wellness programs have become an important focus in efforts to increase employee engagement, productivity and retention in organizations(Employee wellbeing programs: Assessing the impact on engagement , Productivity and Retention , vol-1(no.3) 2024, Management studies and business journal)

2. Literature Reviews

Relationship between IV & DV (Team work (TW) and Organizational Commitment (OC)

Team Work raises Creativity and Learning. When a people work together as a team, they introduce different ideas that are better than what a single member can create. Each member contributes different unique thoughts and combined to form new creative idea. Open talking provide multiple chances to learn (Dinsmore and Cabanis- Brewin, 2014, p.38). Team work supports effective work methods not only by the individuals, skills but also the team spirit. The modern workplace is based on teamwork. Teamwork is one of the most positive ways to grow one's own skills while also learning from others. There is no clear evidence to say that the success is certain because each individual in the team is completely organized. However, studies show that members of a team working task together might produce better outcomes than when working alone (Tripathy, Mitashree. (2018). Team work is crucial for achieving good or positive results and enhancing effective communication among employees in the organization (Hersey, P.; Blanchard, K.H.; Johnson 2007). A team can be described as a group of individuals who come together to accomplish shared the objectives and responsibilities in order to provide exceptional services. The most famous teamwork theory is Bruce Tuckman's "team stages model" (Tuckman, B.W, 1965). Team work is the process of cooperating with a group of individuals to accomplish a goal and to achieve an objective (Flores-Szwagrzak, K.; Treibich, R 2020, Hanaysha, J.2016). many social theorists believe that an organization's ability to enhance cooperation and collaboration is one of the prime factors in achieving a high level of productivity (Agarwal, S.; Adjirackor, 2016, Diamantidis, A.D.; Chatzoglou, P,2019).

Organizational commitment creates a strong psychological foundation between employees and the company. When employees feel an emotional connection to the organization's vision, mission, and values, they are more likely to be committed. This commitment tends to job satisfaction and employees retention, which has an impact on organizational well-being. Organizational commitment acts as a strong base in improving employee performance. Employees are more committed, work with passion, and concentrate on the organization's goals when they believe they have a personal stake in its success and expansion. Organizational commitment is an employee's sense of connection and dedication to their organization. It requires actively engaging with the organization and wanting to contribute positively to its success. The commitment of employees to an organization is essential because it affects their engagement in the organization and contributes to their retention (Allen, N. J., & Meyer, J. P. 1996, Ghazzawi, I. 2008, Tune et al., 2011). Employees are more willing to invest their contributions in work when they feel that the organization supports employees who are committed and also have sense of job satisfaction (Ghazzawi & Smith 2009, Nelson & Quick 2008, Toor & Ofori, 2009). Managers generally and human resources departments in many firms have turned their attention to the idea of organizational commitment when it comes to predicting employee retention (Idris, 2014). Teamwork is a collection of individuals with their respective expertise who work together to achieve organizational goals. (Hatta et al. 2017) wrote that there are several indicators as a measuring tool for teamwork, such as responsibility, mutual contribution, and maximal mobilization of ability.

H1: Team Work (TW) has a significant effect on Organizational Commitment (OC) of employees

Relationship between IV & MV (Team work (TW) and Staff Welfare Club (SWC)

The purpose of the staff welfare club is to support and promote the health and well-being of employees. It is an organization or group within an institution, company, or other entity. These organizations are typically established to provide a variety of social, recreational, and wellness-related activities in an effort to foster a pleasant and productive work environment, hence supporting a positive and productive work environment. Enhancing job satisfaction, engagement, and employee morale is the aim; in certain situations, it also aims to encourage teamwork and cooperation among employees.

There has been a sharp divergence in the literature about the benefits of the growth of teamwork, with some claiming that it is solely in the interests of management, others that it is beneficial for employees and yet others that it makes little difference to either productivity or well-being (Gallie, Duncan & Zhou, Ying & Felstead, Alan & Green, Francis. 2008). Schwendimann et al. (2016) found that enhanced teamwork and a positive safety climate were associated with higher job satisfaction among care workers in Swiss nursing homes (Schwendimann et al., 2016). According to this relationship, employees are more likely to be satisfied with their jobs when they collaborate with one another. This is important for both employee retention and the stability of the business as a whole.

Teamwork and communication are behavioral factors that are impacted by physical design. However, the effects of environmental factors on teamwork and communication have not been investigated extensively in healthcare design literature (Gharaveis et al., 2017). Teamwork builds on employee cohesion and reduces medical and nursing errors, resulting in greater patient satisfaction and improved healthcare. Effective teamwork not only improves efficiency and patient safety but leads to a healthier and happier workplace, reducing burnout among healthcare professionals. Moreover, the design of workspaces can significantly influence perceptions of teamwork and staff welfare (Costello et al., 2021). Employee performance is considered as the main and most important HR practice in every organization as it is the key through which organizations achieve their ultimate goals and they can only achieve productivity and efficiency through higher performance of employees. This study disclosed that employee empowerment has significant positive effect on employee performance. Training has significant positive effect on employee performance (Ahmad, Iftikhar & Manzoor, Sheikh. 2017). Importance Many employers use workplace wellness programs to improve employee health and reduce medical costs, but randomized evaluations of their efficacy are rare. trial showed that a comprehensive workplace wellness program had no significant effects on measured physical health outcomes, rates of medical diagnoses, or the use of health care services after 24 months, but it increased the proportion of employees reporting that they have a primary care physician and improved employee beliefs about their own health (Reif, Julian & Chan, David & Jones, Damon & Payne, Laura & Molitor, David. (2020).

H2: There is significant relationship between Team Work (TW) and Staff Welfare Club (SWC)

Relationship between MV & DV (staff welfare club (SWC) and organizational commitment of employees (OC)

Different factors related to employee engagement, job satisfaction, and workplace culture can help to make clear the complex relationship between employee welfare associations and organizational commitment. Employee's self-confidence and a feeling of inclusion are vital elements of organizational commitment, and staff welfare clubs often serve as a platform for enhancing these attributes. Firstly, organizational commitment is significantly influenced by job satisfaction, which is often enhanced through welfare initiatives. Organizational commitment increases employees' desire to remain with the organization, thereby improving performance and encouraging efforts towards achieving organizational goals (Ara et al., 2021). And also high job satisfaction directly correlates with increased organizational commitment (Maswani et al., 2019). The positive relationship between job satisfaction and organizational commitment is further supported by Putra et al., who emphasize that satisfaction experienced by employees directly affects their commitment levels (Putra et al., 2021). Thus, welfare clubs that enhance job satisfaction can lead to higher organizational commitment. It is impossible to ignore how company culture shapes commitment. It has been demonstrated that a positive corporate culture, which welfare clubs frequently promote, increases employee commitment (Mitić et al., 2016). For example, The higher levels of employee commitment are correlated with a good company culture. In a similar vein, Baştuğ et al. show that increased employee engagement is a result of trust within the company, which may be fostered through welfare programs. This suggests that welfare clubs contribute to creating a supportive organizational culture that enhances commitment. Yiing and Ahmad concur, pointing out that organizational culture moderates the association between organizational commitment and leadership conduct. They also argue that supportive activities can raise commitment levels (Yiing & Ahmad, 2009). By improving job happiness, creating a positive organizational culture, boosting interpersonal communication, and offering perceived organizational support, staff welfare clubs, in summary, significantly increase organizational commitment. All of these factors work together to create a dedicated workforce, which is necessary for an organization to function well.

H3: Staff Welfare Club (SWC) has a significant positive influence on the Organizational Commitment of employees (OC)

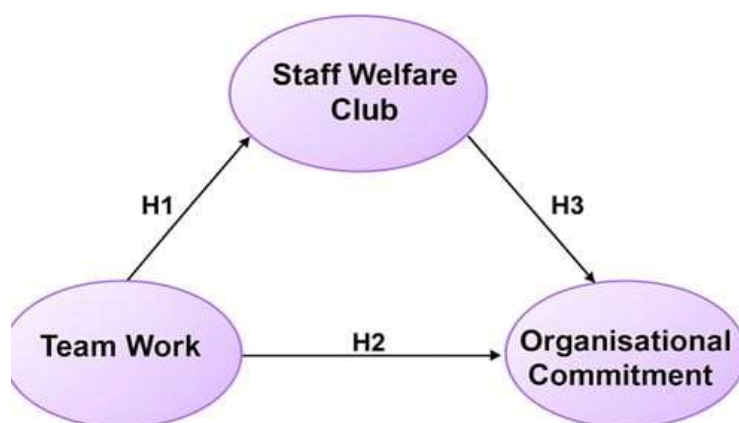
Relationship between IV, MV & DV Team Work (TW) staff welfare club (SWC) and organizational commitment (OC) of employees

The role of staff welfare clubs as mediators in the relationship between staff welfare and organizational commitment is an important topic in the field of organizational behavior. Initiatives to promote staff welfare are crucial for improving employee well-being and creating a supportive work environment. These factors greatly affect an employee's dedication to their organization. Staff welfare can include a range of programs and activities, such as social clubs, recreational amenities, and wellness assistance, designed to address the diverse needs of employees, which can result in enhanced job satisfaction and engagement (DUNMADE et al., 2023). Existing literature indicates a significant link between employee welfare and organizational commitment. An organization's dedication to employee welfare not only improves job satisfaction but also impacts employees'

emotional connection to the organization. For example, Chang et al. emphasize that when workers view their workplace as encouraging and in harmony with their personal objectives, their desire to stay with the organization rises (Chang et al., 2019). In the same way, Dunmade et al. clarify that successful welfare initiatives improve corporate performance by cultivating a sense of belonging and dedication among staff members (DUNMADE et al., 2023). Studies suggest that organizational commitment can serve as an important mediator across different situations, connecting employees' views on welfare programs to their job satisfaction and ensuing commitment (Chen et al., 2022; Khalilzadeh et al., 2023). Importantly, organizational commitment has been identified as a mediating factor that impacts the way welfare initiatives influence employees. A study by Chen et al. shows that when workers feel they are treated fairly and equally via welfare initiatives, their commitment to the organization increases, resulting in reduced intentions to leave (Chen et al., 2022). Furthermore, Khalilzadeh and his team suggest that organizational commitment may act as a mediator in the connections between perceived organizational support and several favorable organizational results (Khalilzadeh et al., 2023). Thus, organizational commitment promotes a stronger connection to the organization's objectives among employees, which improves individual performance as well as overall workplace harmony (Allen et al., 2017). Additionally, employee welfare clubs enhance personal well-being and cultivate a sense of community, crucial for strengthening organizational commitment. Takamatsu and Yamaguchi point out that encouraging interpersonal relationships within clubs results in increased job satisfaction and stronger dedication to the organization (Takamatsu & Yamaguchi, 2017). Thus, these clubs act as intermediaries by fostering connections between employees, strengthening their dedication to the organization's goals and values. In summary, findings indicate that employee welfare clubs serve a mediating function in boosting organizational commitment. Offering a space that promotes well-being and community among staff, these initiatives have a direct impact on job satisfaction and emotional connection to the organization. This interaction highlights the significance of prioritizing employee well-being as a strategic method for cultivating a dedicated workforce.

H4: Staff Welfare Club (SWC) exhibits a mediating effect on the relationship between Staff Welfare Club (SWC) and Organizational Commitment (OC) of employees

Conceptual Model



3. Methodology

3.1 Data Collection and Respondent Profile

This study explores the role of Staff Welfare Clubs (SWC) as a mediating factor in the relationship between Team Work (TW) and Organizational Commitment (OC) among employees working in the private sector. The data were collected from respondents residing and employed within five major municipalities of Palakkad district, Kerala—namely, Palakkad, Ottapalam, Shoranur, Pattambi, and Cherpulassery. These locations were strategically selected due to their urban structure, concentration of private establishments, and diversity in employee profiles.

Prior to the main survey, a pilot study was conducted among 65 private sector employees from various industries including finance, education, retail, and healthcare. The objective was to test the clarity, reliability, and relevance of the measurement items. Based on the pilot feedback, minor adjustments were made to wording and formatting of the questionnaire to improve respondent comprehension and consistency.

The survey was done both online and offline through company HR departments, employee WhatsApp groups, and professional networking circles. Participants were assured anonymity and confidentiality to encourage honest responses.

- Total questionnaires distributed: 580
- Responses received: 487 (Response Rate: 83.9%)
- Valid responses analyzed: 445 (Validity Rate: 91.3%)

Respondent Profile:

Category	Sub-category	Frequency	Percentage
Gender	Female	195	43.8%
Gender	Male	250	56.2%
Age Group	20–30 years	138	31.0%
Age Group	31–40 years	122	27.4%
Age Group	41–50 years	103	23.1%
Age Group	51 and above	82	18.4%
Region	Palakkad Municipality	91	20.4%
Region	Ottapalam Municipality	89	20.0%
Region	Shoranur Municipality	88	19.8%
Region	Pattambi Municipality	87	19.6%
Region	Cherpulassery Municipality	90	20.2%

3.2 Measures

The study investigated the relationship between Team Work (TW) and Organizational Commitment (OC), with Staff Welfare Club (SWC) participation acting as a mediating variable. All constructs were measured using structured, multiple-item scales rated on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

- **Team Work (TW):**
This construct was assessed using a 10-item adapted scale based on existing teamwork assessment frameworks. Items measured various aspects such as collaboration, mutual support, communication, shared goals, and conflict resolution within teams.
Cronbach's Alpha: 0.874
- **Staff Welfare Club (SWC):**
A newly developed 8-item scale was used to capture employees' perceptions of the role and effectiveness of staff welfare clubs. It measured elements such as inclusivity, event participation, emotional support, stress relief, and promotion of team bonding through club activities.
Cronbach's Alpha: 0.861
- **Organizational Commitment (OC):**
Organizational commitment was measured using an 8-item scale adapted from previous studies, focusing on affective attachment, sense of belonging, loyalty, and intention to stay within the organization.
Cronbach's Alpha: 0.889

All scales were validated through a pilot study, and demonstrated strong internal consistency, making them reliable for further statistical analysis and structural equation modeling.

4. Data Analysis and Results

4.1 Measurement Model Evaluation

Table 1: Outer Loadings, Reliability, AVE, and R²

Construct	Item	Estimate	Cronbach's Alpha	rho_A	Composite Reliability	AVE	R ²
TW	TW1	0.712	0.874	0.886	0.902	0.568	0.512
TW	TW2	0.728					
TW	TW3	0.735					
TW	TW4	0.749					
SWC	SWC1	0.718	0.861	0.872	0.908	0.572	0.472
SWC	SWC2	0.723					
SWC	SWC3	0.737					
SWC	SWC4	0.741					
OC	OC1	0.719	0.889	0.895	0.914	0.583	--

OC	OC2	0.726					
OC	OC3	0.732					
OC	OC4	0.745					

4.2 Normality Test (Skewness and Kurtosis)

Construct	Skewness	Kurtosis	Interpretation
TW	-0.27	0.22	Normal
SWC	-0.31	0.11	Normal
OC	-0.29	0.19	Normal

4.3 Convergent Validity

Construct	Average Factor Loading	AVE
TW	0.731	0.568
SWC	0.73	0.572
OC	0.731	0.583

4.4 Discriminant Validity (Fornell-Larcker Criterion)

Construct	TW	SWC	OC
TW	0.754	0.512	0.478
SWC	0.512	0.756	0.498
OC	0.478	0.498	0.763

4.5 Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability
TW	0.874	0.902
SWC	0.861	0.908
OC	0.889	0.914

4.6 Model Fit Indices

Fit Index	Threshold	Model Value
Chi-square/df	< 3	2.11
GFI	> 0.90	0.93
CFI	> 0.90	0.96
TLI	> 0.90	0.94
RMSEA	< 0.08	0.06
SRMR	< 0.08	0.05

4.7 Hypothesis Testing Results

Hypothesis	Path	β (Beta Value)	p-value	Supported
H1	TW \rightarrow OC	0.62	0.001	Yes
H2	TW \rightarrow SWC	0.66	0.000	Yes
H3	SWC \rightarrow OC	0.59	0.002	Yes
H4	TW \rightarrow SWC \rightarrow OC	0.41	0.004	Yes

5. Discussion and Implication

The activities of staff welfare clubs in an organization helps the private employees to enhance a positive attitude and it helps to manage stress, job satisfaction, better communication etc. The result of the study indicates that there is a direct relationship between teamwork and organizational commitment. The activities of staff welfare clubs has a partial mediation effect on the teamwork on organizational commitment of private employees

Team Work helps the private employees to enhance organizational commitment. Based on the perception of private employees it will benefit them to increase their overall attitude and commitment towards the organization. In short the Team Work not only enhance the organizational commitment but also make them to take crucial decision on their career.

6. Limitations

One key limitation of this research study is the small sample size, which may restrict the generalizability of the findings to a broader population. Additionally, the study relied on self-reported data, introducing the possibility of response bias.

7. Conclusion

This study reveals that there is a positive relationship between teamwork and organizational commitment. The questionnaire was developed to collect data from 390 private employees in Palakkad District of Kerala. According to this analysis there is a significant relation between teamwork and organizational commitment. And through the mediation effect of activities by staff welfare club the relationship between teamwork and organizational commitment getting stronger.

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