

Research Paper

Work Environment and Job Satisfaction among Employees

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ABSTRACT

Work environment and job satisfaction are essential interrelated components of an employee's work life. This paper examines the association between the two factors i.e., Work Environment and Job Satisfaction. This paper includes reviews of already published articles as it is a secondary paper. Findings from the research suggest that the work environment of an employee positively correlates with their job satisfaction. With the provision of a nurturing work environment both employees and the organization benefit.

Keywords: *Job satisfaction, Work Environment, Employees*

Organisation is a set-up where people with various capabilities and aptitudes work together toward achieving an identical goal. Organisation works smoothly provided some factors are appropriately considered. These factors can be varied, for instance, organisational culture, motivation, effective communication, satisfaction, environment, etc. This research paper aims to investigate the association between two factors, precisely, *work environment* and *job satisfaction* of employees.

Work environment can be referred to as the elements that consist of the setting in which employees put effort and work. Generally, it can be called the setting where the employees perform their tasks. It has been observed that a work environment is an essential element of job performance. It affects the course of action of the workers. Workplace environment ameliorates productivity, aids retain talent, as well as is crucial for the overall mental health of the company. It adversely directs the methodology of the employee to deliver an assigned task. It includes social features (like enhanced communication, friendly environment

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etc.) And the physical conditions (like size, layout, furnishing etc.) In which one performs the job. The working environment consists of safety, employment security, strong associations with co-workers, acknowledgment for a good result, drive to better performance, being involved in the procedure of decisions-making as well as being able to put up valuable points and ideas. Besides, working conditions are also a part of the working environment which comprises work-life balance, terms of employment, workplace safety, healthy lifestyle, etc.

Job satisfaction is basically defined as the extent to which an employee feels self-motivated, satisfied with their job. It refers to a person's feeling of satisfaction on the job, which acts as a motivation factor towards work. This happens when an employee feels that they have job firmness, career growth and a comfortable work life equilibrium. This implies that the employee is having satisfaction in the job as the work meets the expectations of an individual.

Job Satisfaction also acts as an impulse that drives productivity among the workforce, and any forward-looking organisation that wants to sustain the competitive business environment devotes the required attention to employee job satisfaction. It is not referred to as the happiness, self-contentment or self-satisfaction but the satisfaction on the job. It depends on the absolute relationship shared by an employee and the employer. This denotes the satisfactory state comes from the feelings from results achieved and performance of work.

The association of two variables used in this study, i.e., work environment and job satisfaction were found to be highly directed. It was found out that work environment impacted about 55% of the variance in job satisfaction (**Michele Wargo-Sugleris, Wendie Robbins, et al. 2017**). There is a significant influence of the working environment on job satisfaction (**Rafia Hasan Taheri, et al. 2020**). Moreover, work environment as well as job satisfaction show a positive and noteworthy effect on employee performance partially and simultaneously (**Yuan Badrianto, Muhamad Ekhsan, 2020**). Additionally, the work environment positively affects job satisfaction and employee's performance, along with the job satisfaction having a positive involvement on the employee's performance. (**Abdul Haeba Ramli, 2019**).

Furthermore, it has been observed that job satisfaction depends upon the working environment (**Taheri, et al, 2020**) in various fields, for instance- nursing (**Kretzschmer, 2017**), teaching (**Toropova, et al, 2021**), tourism (**Díaz-Carrión 2020**) etc. Favourable work environment is positively correlated with job satisfaction (**Albasharyeh et. al, 2019**) along with other factors such as leadership style and organisational culture (**Prawiro Sumarto et. al, 2017**). However, other factors such as workload may not be much significant in predicting job satisfaction (**Anasi, 2020**)

REVIEW OF LITERATURE

Muhammad (2022) conducted a study to understand the impact of the working environment on the job satisfaction of the employees through a case study of private schools located in Peshawar City. Representative of the population was 200 employees from private schools who were selected through convenient sampling. These participants were administered a survey questionnaire containing close-ended questions, after which the collected responses were analysed through ANOVA. It was found that most of the people agreed that the working environment had an effect on the job satisfaction level. Most people also admitted

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that their working environment was supportive, the work was equally divided among co-workers, and the supervisor was also accommodating. These were seen as the main reasons observed for most employees being satisfied with their jobs.

Adamopoulos et. al. (2022) aimed at identifying associations and correlations of job satisfaction, job stress, and burnout in the public health sector through reviewing literature. The authors did a systematic review carried out on the recent period of the past decade of published papers in Scopus, Web of Science, Direct Science, and other journals. The study identified the frequency, severity, and mean impact of burnout, job satisfaction and job stress risks for the public health workforce. Perceived job risk stress, burnout and job satisfaction levels were affected by demographics and more specifically the workplace environment.

G.Sailatha (2022) conducted a study on the Impact of Work Life Balance towards job satisfaction and employee retention. The authors chose a sample size that included around 125 millennial employees in the educational sector. Primary data was collected through a questionnaire that was specially designed for the purpose of collecting the data. The secondary data was collected from published sources like the internet, research articles, books, journals, articles, magazines and other thesis. The collected responses were analysed with the help of ANOVA. From the present and previous findings, it is proved that the work life balance impacts on the job satisfaction of the employee in the teaching sector.

Riham Soliman (2022) aimed to find the relation between emotional intelligence training and job satisfaction. The sample consisted of 50 employees who worked full-time for an Education Firm in Abu Dhabi—United Arab Emirates. The primary data was collected through a structured survey. All constructs were measured with existing scales. Triangulation Method and Pearson's Product Moment Correlation were used to analyse the collected data. It was found that emotional intelligence is intricately linked with major workplace aspects. Hence, it is imperative to emphasize those practices which subsidize to promote emotional intelligence and commitment among all employees. In the recruitment process, preference should be given to those who are more emotionally intelligent and workshops, seminars and conferences should be held to boost the level of emotional intelligence.

Marwa Anis (2022) aimed to study the impact of job stress on deviant workplace behaviour and the mediating role of job satisfaction. The sample was of 403 employees working in different private Egyptian organizations who were selected by a convenience sampling technique. A structured questionnaire was used to collect data and Multiple Regression Analysis was used to analyse the data. To sum up the results, it was concluded that job satisfaction plays a crucial role as it can decrease or even eliminate deviant behaviour in the workplace, thus a less stressed workplace will increase employees' satisfaction and help decrease their deviant behaviour. This study's advantage is its generalizations that can be implemented in the wider populations. This is due to the involvement of job stress and depression that can create trouble of deviance at any workplace.

Vohra, Ozyesil & Esin (2022) conducted research on the impact of the working environment on job satisfaction of individuals. A sample of 210 staff members were selected through a simple random sample procedure and a self-administered investigation form was developed for gathering data. The data was interpreted by making use of regression analysis and Cronbach's Alpha. Correlation among the working environment and job happiness was seen

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to be significant and positive. The authors suggested that the employees must be encouraged to work together in order to accomplish the company's aims and aspirations.

Mgaiwa (2021) tried to uncover, through research, the role of perceived work environment in academicians' job satisfaction in Tanzania's higher education. A sample of 116 academicians was selected from two universities in Tanzania and were administered a cross-sectional survey consisting of Perceived Work Inventory and the MSQ. A hierarchical multiple regression analysis was performed using the SPSS version 25 to find the significant predictors of academicians' job satisfaction. The results revealed that academic freedom, participative decisions, supervision, teamwork, and resources significantly predicted academicians' job satisfaction more than their marital status, age, gender, institution type, and academic rank.

Basalamah, & As'ad (2021) aimed to research the role of work motivation and work environment in improving job satisfaction. The authors selected a sample of 105 individuals by random sampling from the management lecturers at private universities in Makassar city. Multiple regression analysis was used to analyse the data collected. This study proved that both theoretically and previous empirical studies explain that increasing work motivation will increase the job satisfaction of lecturers at private universities in the city of Makassar.

Anasi (2020) carried out a study on the perceived influence of work relationship, workload and the physical work environment on job satisfaction of librarians in South-West Nigeria. For this purpose, 102 librarians participated in the research by filling in self-structured questionnaires provided to them. A descriptive survey design was followed and a multi-stage sampling technique was used. Once the responses were collected, descriptive and inferential statistics were made use of in order to interpret the data. The results showed the existence of a significant relationship among work relations, workload, work environment, and job satisfaction. Among various variables tested, workload was the least significant predictor of job satisfaction of the librarians, however, work relations and work environment had a significant relative effect on the job satisfaction of the librarians.

Akinwale & George (2020) did a study on the work environment and job satisfaction between the nurses in government tertiary hospitals in Nigeria for which, 364 nurses were chosen as the sample through the process of random sampling. A longitudinal research design was made use of in order to obtain information from the respondents. The scale used was Nursing Work Index Scale (Aiken & Patrician, 2000). The study then used hierarchical multiple regression for analysis of the data. It was concluded that in order to retain and prevent turnover intention among the nurses and other healthcare workers, the hospital management must pay attention to issues like job satisfaction since it is likely to increase the effectiveness of the healthcare, and boost mental as well as social health of the nurses.

Badrianto & Ekhsan (2020) conducted a study that studied the effect of work environment and job satisfaction on employee performance. The sample consisted of 88 respondents who worked in the production department. The primary data was collected through a questionnaire and multiple linear regression analysis method, t-test and f-test were used to analyse the collected data. The results concluded that the variables work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously.

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Riyadi (2019) carried out a research on the influence of job satisfaction, work environment, individual characteristics and compensation towards the employee's performance and job stress. For this purpose, 120 Minerals & Metals Manufacturing Sector companies were chosen and one manager was taken as the representative of each of these companies. Structural Equation Modelling was the statistical tool employed by the researchers. It was found that job satisfaction relates to job stress negatively; the work environment is also negatively related to job stress. Further, the researchers found that individual characteristics significantly and negatively relate to job stress, and that compensation also has a notable negative influence on job stress. The job satisfaction and compensation positively affect the employee's performance. Lastly, the researchers found that job stress negatively influences the performance of the employee.

Albasharyeh et. al (2019) did a study on how healthy work environments are crucial for job satisfaction of nurses in Oman. The sample size consisted of 454 local and expatriate nurses who were given a self-administered questionnaire to fill and then a cross-sectional descriptive design was used as the data analysis tool. It was seen that a favourable work environment positively correlated with job satisfaction. The staffing, type of hospital, nationality, staffing, resources and participation in hospital affairs were forecasters of nurse job satisfaction, although the largest amount of variation in the job satisfaction of nurses was explained by their work environment. It was pointed out that the influence of the work environment on nurse job satisfaction is bigger than characteristics of the nurse and hospital and the unit types.

Ramli (2019) studied the work environment, job satisfaction and employee performance in the health services. The sample consisted of 82 employees of Rumah Sakit Swastha, a health service. The data for the research was collected through a questionnaire. The results demonstrated that the work environment has a positive effect toward the job satisfaction and employee's performance, and job satisfaction does have a positive involvement on the employee's performance of Rumah Sakit Swastha in Jakarta.

Wang & Brower (2018) aimed to find out the job satisfaction among federal employees by studying the role of employee interaction with the work environment. A total of 82 federal agencies including 37 departments/large agencies as well as 45 small/independent agencies were surveyed using the 2015 Federal Employee Viewpoint Survey. The results of this study show that perceived compatibility between federal employees and their jobs, work group, and supervisors have significant effects on job satisfaction among federal civil servants. Based on these results, we argue that interactional perspectives offer a useful additional theoretical framework for understanding employee job satisfaction.

Pawirosumarto et. Al (2017) conducted research on the consequences of work environment, leadership styles and organizational culture towards job satisfaction. The authors also aimed at providing implications towards performance of the employees in Parador Hotels and Resorts, Indonesia. Out of an employee population of 642 individuals, 179 were chosen as the sample. For the study, analytical, descriptive methods were utilized along with SEM-Partial Least Square with IBM SPSS Statistics software 22.0 and WarpPLS 3.0 were made use of. The results indicated that while work environment, leadership style and organizational culture have a significant and positive impact on job satisfaction, only leadership style was seen to have a positive impact on the employee performance. The researchers concluded that job satisfaction does not have a significant and positive effect on the performance of the employee and it is not a mediating variable.

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Wargo-Sugleris et. al. (2017) conducted a study to see how job satisfaction, work environment and successful aging are determinants of delaying retirement among acute care nurses. The sample chosen by the authors for this study was of 2,789 nurses, all aged 40 years. Ellenbecker's Job Retention Model was used to collect the data and then analyse it. This study provides quantitative evidence that environment and successful aging are important areas that have an impact on job satisfaction of the nurses and delay of retirement. Further studies in these areas are warranted to expand on this knowledge.

Agbozo et. al. (2017) wrote a paper that studied the effect of the work environment on job satisfaction in the Banking Sector in Ghana. The sample was chosen using the stratified sampling method and consisted of 105 employees of a bank in Ghana. The primary method of data collection was a questionnaire. The paper concluded that the environment has a significant effect on employees' satisfaction. The findings of the paper emphasize the need for management to improve the work environment of employees to boost productivity.

DISCUSSION AND CONCLUSION

This research paper aims to investigate the association between two factors, precisely, work environment and job satisfaction of employees. Work environment consists of the elements of the premises where employees put effort and perform their work. Job satisfaction refers to the extent of an employee's feelings of satisfaction on the job, the factors of motivation towards their work. Employee motivation and work environment are symbiotic concepts. The more satisfied and content employees feel in a particular job role and with the working environment, the more motivated employees are to manage job responsibilities effectively.

Research on job satisfaction and motivation shows a positive relationship between job satisfaction and employee performance. The results of the present study have also confirmed that the performance of satisfied employees is more effective than dissatisfied employees and therefore does not affect the quality of work. Pawirosumarto et al. also shows a positive correlation between job quality and employee job satisfaction. Most of the satisfied professionals were comparatively more competent and had a good knowledge of their tasks. Therefore, the present study agrees with the results of Badrianto & Ekhsan (2020) concluded that the variables work environment and job satisfaction partially and simultaneously have a positive and significant impact on employee performance. The present study also confirmed that satisfied respondents were comparatively more productive and used their personal resources more effectively and constructively than dissatisfied employees. The above results thus suggest that employee performance such as work quality, productivity and leadership qualities should improve organisations obvious Consider job satisfaction factors.

Idris et. Al conducted a research on the mediating role of job satisfaction on compensation, employee performance and work environment and concluded through the research that compensation had no impact on the job satisfaction and performance of an employee, and that job satisfaction couldn't mediate the compensation and employee performance. Job satisfaction was said to be a direct or indirect mediator for the relationship between work environment and employee performance. (Idris, Adi & Soetjpto, 2020). Another research was conducted by Surati et. Al to analyse the effect of work discipline, job satisfaction, motivation and work environment on performance of employees at a bank in Indonesia. The results revealed that the variables of work discipline, motivation, job satisfaction and environment had an impact on the employee performance. (Surati, et. Al, 2020)

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The working environment has a positive effect on employee job satisfaction. Poor working conditions prevent employees from showing their skills and realising their full potential, which is why it is imperative that companies recognize the importance of a good working environment. The study impacts the future performance of companies by taking the work environment in their organisations more seriously to increase the motivation and engagement of their employees. So, the workforce can achieve better results. It also ensures that the organisation's employees have the opportunity to work in a relaxed and free environment without stress or pressure that reduces their performance. The advances to be made in the economy will directly benefit a country's economy as development efforts increase. The benefits of providing a good working environment for employees are both for the company and its employees.

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Conflict of Interest

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