Impact Of Working Environment On Job Satisfaction

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Abstract

Companies in the current period encounter several difficulties as a result of the versatile conditions of the business environment. One of a company's many struggles is to fulfill its personnel to adapt to a dynamic environment, accomplish goals, and stay competitive. The company must meet the needs of the staff by delivering a conducive working environment to maximize productivity, performance, efficiency, and work engagement. The goal of this article is to investigate the influence of the work environment on work engagement and career fulfillment. The research used a quantitative approach. A self-administered investigation form was developed to gather data. The survey is grounded on a valid and reliable research study. The targeted audience includes educational institutions, the banking industry, and the telecom sector in Quetta, Pakistan. Statistics from 210 staff members are gathered using a simple random sample. Giving to the results, a connection exists between job satisfaction and the company's environment. The report found some suggestions, comprising the importance for enterprises to recognize the benefits of a healthy atmosphere in optimizing employee satisfaction. This paper has the opportunity to boost the community by inspiring workers to participate more in their professions while also assisting them in their self-improvement. As a result, employees should be encouraged to collaborate to accomplish the company's aims and

1. Introduction

Numerous companies struggle to recognize the significance of a positive atmosphere for worker fulfillment, and a result, employees face several encounters. As a consequence of their inner frailty, such industries are incapable to implement advanced products to the customers and thus beat the competition (Aiken, Clarke, & Sloane, 2002). Staff members are critical to the mission and vision of the business to be actualized. To verify the work value, personnel must achieve the firm's performance metrics. They need a work culture that permits flexibility that may stop individuals from operating to their maximum capabilities in an attempt to reach the institution's morals. The report aims to look into the effects of the workplace environment on members' gratification.

1.1.   Job Satisfaction

As per Vroom (1964), job fulfillment is an emotional direction of staff members toward their role. Employee empowerment and inspiration to improve efficiency are completely reliant on work satisfaction. Throughout the years, many individuals have attempted to clarify job satisfaction. It is explained by Hoppok and Spielgler (1938) as a combined set of cognitive, physical, and cultural circumstances that lead workers to acknowledge their content in their professions. Furthermore, the significance of members' parts is emphasized, as multiple aspects influence a member's efficiency within the institution.

According to Clark (1997), if staff members are unhappy with the tasks allocated to them, they are uncertain of their privileges, employment conditions are insecure, work colleagues are unhelpful, managers do not respect everyone, as well employees are not

involved in the procedure of making important decisions, thus, it is pushing them to be disconnected from the company. Moreover, he stated that present world, companies are unable to endure dissatisfaction among employees because they are not able to deliver up to the manager's aspirations and will be discharged, resulting in encountering additional expenses in staff recruitment. Therefore, it is beneficial for businesses to provide employees with an agile environment to be treated as a part of a team and be appreciated. Employee motivation ought to be strong because it will reveal their effectiveness as they will make fewer attempts to enhance if their morale is down.

1.2.   Working Environment

The workplace environment is made up of two major components: task and scenario. Work comprises all components of a project, including how it is carried out and completed, as well as the duties that are involved, covering job activities mentoring, control over one's career activities, emotions of achievement, variety in responsibilities, and intrinsic worth for a job. The intrinsic part of work happiness has been the focus of several research. The findings demonstrated a link between the workplace atmosphere and intrinsic job satisfaction. It was also additionally described as job satisfaction in terms of its environment, which encompasses both psychological and cultural working circumstances (Skalli, Theodossiou, & Vasileiou, 2008; Gazioglu & Tanselb, 2006; Sousa-Poza & Sousa-Poza, 2000).

As per Spector (1997), most businesses disregard their employees' workplace atmosphere, which reduces productivity. By him, the working environment includes safety, employment security, strong connections with coworkers, acknowledgment for a good outcome, drive to good performance, as well as being involved in the procedure of making decisions. Once employees feel appreciated by the firm, they will have a deep sense of loyalty and outdoor their company.

Wages, working time, employee autonomy, organizational structure, and employee-management relationships are all elements that significantly affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Most people have

problems with their bosses, according to Arnetz (1999), who don't even treat them with the respect they deserve. Because of their supervisors' harsh demeanor, employees are also hesitant to share fresh and creative ideas with them. Aside from that, he says that higher leadership confines people to their jobs rather than fostering a sense of responsibility in them by pushing them to operate as a team to increase efficiency.

As per Petterson (1998), effective workplace communication is essential for achieving corporate goals. He goes on to argue that for present activities to run well, knowledge must be shared effectively and in a methodical manner. Conflict amongst employees makes it harder to meet the organization's goals.

Based on the findings in the preceding section, this study aims to determine the connection between employee job fulfillment and the culture at work.

2. Literature Review

Over the years, studies have been undertaken in a variety of settings around the world to determine the relationship between overall work satisfaction and the environment. Research is becoming increasingly important as a result of its societal impact. Based on a Danish study, a firm's effectiveness can be improved by changing the internal characteristics of the workspace which might lead to increased production (Buhai, Cottini, & Nielseny, 2008).

According to investigations, Herzberg et al. (1959) established a motivational framework for employee satisfaction as well as determined that job-related characteristics may be separated into two groups: motivation and hygiene factors. Hygiene factors do not provide happiness, though they can lessen the dissatisfaction or provide a temporary drive, while motivational variables have a lasting impact by developing constructive attitudes toward working and altering no dissatisfaction into gratification. When hygienic variables are not available (like job security, interpersonal interactions, business supervision, oversight level and style, working environment, and compensation), the likelihood of employee discontent increases.

As per Baah and Amoako (2011), motivating aspects (type of employment, emotions of achievement from their job, acknowledgment, dedication, and opportunity for individual growth and promotion) help workers locate their value in the worth supplied to them through the organization. This can also promote employee motivation, which leads to higher internal happiness, which leads to pleasure. Even though the hygiene aspect can only promote external happiness and cannot convert dissatisfaction to satisfaction, its presence is critical. Motivation and Hygiene elements are interwoven, per the Herzberg Theory, because hygiene variables lead workers from one state to the other. Individuals progress from feeling dissatisfied to being less dissatisfied due to hygiene considerations, whereas employees progress in the oppoppositelycentive factors (Herzberg et al., 1959).

Sell and Cleal (2011) settled a job satisfaction framework that includes socioeconomic and workplace environment characteristics to compare how workers act in dangerous working settings with high financial incentives against non-hazardous working settings with low financial incentives. The research reveals that various psychological and working environment factors, like social and environmental aid, have a straight influence on job satisfaction, as well raising pay did not advance the contentment of the staff.

Availability whenever required, the capacity to link workers, inspire inventive talents, understanding of the significance of open-minded behavior in the perspective of employees, and the capability to connect with staff is the key supervisory traits. Employee satisfaction remained strong when supervision was competent and efficient, whereas employee dissatisfaction was strong when effective communication was poor (Schroffel, 1999). Catillo & Cano (2004) discovered that paying
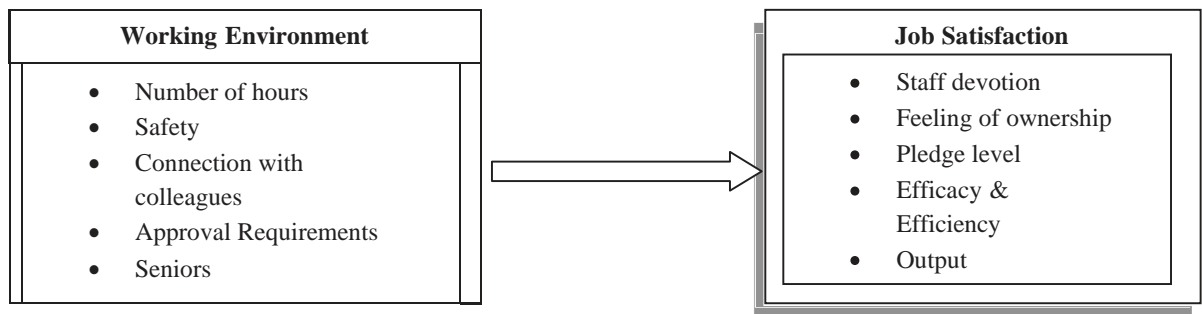
enough attention to linkages, acknowledgment, and tracking boosts job satisfaction amongst college teaching employees.

According to Bakotic & Babic (2013), place of work conditions is a significant element for job satisfaction of employees who work in problematic settings, thus employees in difficult situations are dissatisfied as a consequence of this aspect. If workers are operating in difficult circumstances, the management has to improve work circumstances to improve employee satisfaction. As a consequence, they will be as happy as those who work under standard circumstances, and overall performance improves.

As per the research done in the telecom sector by Tariq et al (2013), a large number of variables such as volume of work, remuneration, workplace stress, and job-related conflicts with family contribute to discontent, which contributes to employee turnover. Lastly, these factors hurt company productivity, which is impacted by the same determinants.

As per Chandrasekar (2011), to optimize profits, a company should focus on developing a working environment that encourages people to be more productive. He further argued that, rather than money, human connections and relations play a bigger role in overall job satisfaction, but that management abilities, time, and effort are all necessary to increase a corporation's basic performance in the modern-day.

The suggested structure for this study is depicted in Figure 1 and is based on the previous research. Employee job satisfaction would be the dependent variable, whereas the culture wherein employees function is the independent variable. Working time, employment security, job stability, worker connections, personal esteem standards, and the impact of senior management are all things to think about at work.

Working Environment
• Number of hours • Safety • Connection with colleagues • Approval Requirements • Seniors

Job Satisfaction
• Staff devotion • Feeling of ownership • Pledge level • Efficacy & Efficiency • Output

The link between operating conditions and job satisfaction will also be explored in this research. The following hypothesis was created to investigate the link between the variables.

H1: Employee satisfaction will result from an improved workplace environment.

3. Methodology

1.1. Population and Sample size

The paper aims to investigate the connection between culture and job fulfillment. Employees from banks, telecommunications businesses, and universities in Quetta, Pakistan, complete survey questionnaires randomly. Utilizing self-administered surveys, we were able to obtain 210 responses from individuals operating at different organizations, with 70 respondents chosen out of each area. A self-administered survey distributed by hand and email is the best method in many investigations, according to statistics (Werner & Eleanor, 1993). The major purpose of bringing in experts from other industries is to get input from a diverse group of individuals so that the findings can apply to a broader audience.

1.2. Data Tool and Analysis Method

The 33-item survey, which was revised by the State Statistical Office (SSO, 2009), asked about self-

esteem, job security, working hours, honesty, colleague and supervisor relationships, and job type to see how the entire job culture affected staff fulfillment. On a 5-point Likert measure, responses vary from not content at all to discontented, also, rather pleased, and content. Numerous academics trust that numerical software is the furthermost appropriate and reliable instrument for investigating great data sets (Buglear, 2005). As a result, all analyses are accomplished using the "Statistical Package for Social Sciences" application (SPSS). It is also executed since it may be adopted to data with an n5 sample extent. The regression model was a suitable match for this investigation since the hypothesis was that the work environment impacts employee happiness.

We utilize regression analysis to figure out how one variable is related to another. The method employed is simple regression (Robson,2008 cited in Saunder et al., 2009).

3. Results

Employees' valued perspectives are represented in the tables and graphs below, which show their reactions to the problem of work culture's impact on employee engagement. Cronbach's Alpha is a statistic that analyzes the consistency of the data in a survey. As indicated in Table 1, the consistency for 15 questions concerning the culture was 77.1 percent, while fulfillment was 81.6 percent. It raises the value of the answers since the information is useful for studying the impact of the workplace environment on job satisfaction.

Table 1: Descriptive and Reliability statistics table:

	Frequency	Percentage	No of Items	Cronbach's Alpha
Age				
21-30	133	63.3		
31-40	77	36.7		
Gender				
Male	160	76.2		
Female	50	23.8		
Occupation				
Banks	70	33.3		
Universities	70	33.3		
Telecommunication	70	33.3		
Working Environment			24	0.816
Job Satisfaction			6	0.771

There were 210 workers in all, with 63.3 percent being between the ages of 21 and 30, and the other 36.7 percent being between the ages of 31 and 40. Among the 210 participants, 76.2 percent were men and 23.8 percent were women. In terms of occupation, 33.3% of responders came from across all three sectors. As a result, we embrace our alternative hypothesis suggesting job happiness is influenced by the workplace.

Table 2: Rotated component matrix for Working Environment and Job Satisfaction   variables

	Job Satisfaction	Top Management & Esteem needs	Job security, safety, & work hours	Relationship with co-workers
Satisfaction with physical working conditions	.954			
Satisfaction with current maintenance of the building	.897			
The hygiene maintenance in the Organization	.846			
Satisfaction with Current fixed working hours	.840			
The work activities compared to your skills and the opportunities for improving your competence level	.814			
Access to equipment necessary for performing your tasks	.799			
Satisfaction with the training opportunities in the Organization	.736			
Team work in the institution	.730			
Possibilities to receive assistance from co-workers when necessary	.715			
Supervisor provides me with sufficient information related to work		.878		
Supervisor has reasonable expectations of work		.856		
Immediate supervisors' trust in fellow co-workers		.849		
Responsibility of immediate supervisors toward employees		.704		
Opinion regarding the Trust in the Head of the Department		.658		
Responsibility in the organization as a whole		.611		
Training helped in advancement of career			.872	
Training helped to improve work efficiency			.819	
How employees spend their working time?			.805	
Organization as a work environment meet expectations			.776	
Trust among employees in general			.752	
Conflict resolution skills of immediate supervisor				.910
The career advancement opportunities or your competence in general				.718
Management and professional skills of immediate supervisor				.716
Communication between the immediate supervisor and employees				.690
Satisfaction with the human resources management and the communication between employees				.614

Based on a solitary factor loading, five interrogations were removed from the matrix. In the nine queries, job satisfaction was meaningfully weighted. Senior management was significantly favored in the next six indications. In addition, five factors influenced the importance of Esteem needs and labor hours. Finally, the other five components weighed substantially on the peer connection.

The survey applied was verified for reliability using equally main characteristics. The working environment had a Cronbach alpha of 0.82 and job satisfaction had a Cronbach alpha of 0.77, suggesting that the survey results provided valuable information on employee perceptions of the variables.

Table 3: Correlation matrix for Working Environment and Job Satisfaction

Correlation	Job Satisfaction	Top Management & Esteem Needs	Job Safety, security and work hours	Relationship with co workers
Job Satisfaction	1.000			
Top Management & Esteem needs	.283*	1.000		
Job safety, security & work hours	.268*	.168*	1.000	
Relationship with co-workers	.137*	.170	.253*	1.000

$P < 0.05*$

The association between the mechanisms of culture (i.e., senior managers, esteem and self-actualization, working time, as well as employment stability, safety, and connections) and job satisfaction were investigated using correlation analysis. It was observed that seniors have a substantial and constructive association with job satisfaction ($r1 =0.283$, p 0.05), as well as a significant and positive affiliation between esteem desires and work hours ($r2=0.268$, p 0.05). The $r3=0.137$ score for colleague connections is significant and positive.

Table 4: Regression Analysis on Working Environment (Dependent Variable= Job Satisfaction)

Variable	Coefficient	Standard Error	Standardized Beta
Intercept	.948*	.042	——
Top Management & Esteem needs	.290*	.080	.240
Job safety, security & work hours	.232*	.073	.217
Relationship with co-workers	.052	.086	.041

Note: R^2=13.2; F= 10.42
$P < 0.05*$

The regression result, R=0.363, 0=0.948, t=2.335, p 0.05, shows that the job setting has a statistically noteworthy impact on work fulfillment.

The R 36.3 percent value demonstrates that job satisfaction and working environment have a positive linear relationship. Furthermore, the findings imply that the

culture is responsible for 13.2% of the disparity in work gratification (R2). The statistical significance threshold for F=10.421 is P0.05. Because the t=2.335 result is statistically important, thus the null hypothesis is rejected.

The following is a regression equation that may be constructed using the data:

$$Y \ \square \ \square\square_0 \ \square \ \square\square_1 X_1 \ \square \ \square\square_2 X_2 \ \square \ \square\square_3 X_3 \ \square \ E \tag{1}$$

Where:

Y= Job Satisfaction   X1= Top Management   X2= Esteem needs & work hours

X3= Relationship with co-workers E= Error term

As X3 had the insignificant result that is $\beta3=0.137$ at $p>0.05$ so our equation has been reduced to following

$$Y \ = \ 0\ 948 \ + 0\ 240X1 + 0\ 217X2 + 0\ 402 \tag{2}$$

$$\text{Job Satisfaction} \ = \ 0\ 924 \ + \ 0\ 240\ (\text{Top Management}) +$$
$$0\ 217\ (\text{Esteem needs \& work hours}) \ + \ 0\ 402 \tag{3}$$

4. Discussion

There is a correlation between the working environment and job happiness, according to the data. Employees from all three businesses (banking, university, and communications) agreed that the workplace atmosphere is crucial to job happiness. As competition has increased and the corporate climate has grown more dynamic and competitive, diverse businesses must ensure that their employees work in an environment that is favorable to achieving their maximum potential. Employees are becoming increasingly concerned about their working environment, which includes working hours, job safety and security, colleague relationships, esteem requirements, and senior management, according to this survey.

The working environment has a positive impact on job satisfaction (R2 = 13.2%), according to the regression study, thus employers should pay attention to this component of the workplace. Lee and Brand (2005) discovered that having a good working environment improves job satisfaction. While the findings of this study contradict those of Tokuda et al. (2009) and Rafiq et al. (2012), who concluded that employee job happiness is negatively related to the working environment and that external motivators are the most significant incentive for job satisfaction.

According to Kinzl et al., job satisfaction has a positive relationship with the opportunities

supplied to employees by the company (2005). It was represented in our research by the desire for esteem, which has a significant link to job satisfaction (correlation coefficient value of 0.268 at p0.05). According to Babin & Boles (1996), supervisory help and worker engagement minimize work stress while simultaneously boosting job satisfaction and performance. The study discovered that top management support is positively related to workplace happiness, but that colleague connections had no bearing on job satisfaction.

In today's world, employees are highly competent and aware of their rights while working for a company, making workforce management more difficult. As a result, to effectively achieve their aims and objectives, businesses must identify and address the needs of their employees. Employee loyalty, degree of engagement, productivity & profitability, efficiency, and also generates a sense of belonging among workers, which increases organizational efficiency and reduces turnover costs caused by dissatisfied employees in a pleasant working environment.

5. Conclusion

The job culture influences the satisfaction of staff members. Poor job circumstances make it difficult for employees to exhibit their abilities and develop, therefore it's vigorous that companies realize the importance of a strong culture. The article's discoveries are beneficial for society by increasing the mindfulness of how vital the culture is and its impact on job fulfillment. It influences future business performance because it encourages enterprises to improve the workplace environment more seriously to upsurge employee engagement. As a result, their employees will be able to deliver healthier income. It also ensures that the organization's employees are free to work in a pleasant and stress-free environment without being overwhelmed or under pressure, which would negatively impact their performance.

The advances earned in the corporate realm will directly boost a country's economy as growth plans broaden. In similar circumstances, the nation must deal with slight concerns since it will be in a robust situation to do so. The profits of creating a positive culture for employees are considerable for mutually the company and the staff.

Throughout the inquiry, there were several constraints, namely the convenience of time to do research and collect the necessary data. We were constrained by time, which hampered our ability to provide more information about the seriousness of this issue. Gaining admission to the data that needs to be acquired from numerous establishments was another stumbling hurdle. Gathering information was difficult since employees at certain companies were scared to express their true feelings. We took further efforts to guarantee that the study's ethical components were handled by ensuring respondents that their responses would be kept private and confidential, with no one having access to them. Businesses have to exploit the data gained from this study to plan the next strategy of conduct, to assist to reach lasting achievements because the issue has never been handled before.

Employees are more productive when participating in all decisions procedures, having flexible hours, a lighter workload, a cooperative mindset, as well as being encouraged by higher management. Fulfillment raises as a consequence; thus, workers will be more dedicated and inspired, and probably to be more productive, ultimately profiting their industries.

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