Impact of Working Environment on Job Satisfaction

Rafia Hasan Taheri, Md. Shipon Miah and Md. Kamaruzzaman

***Abstract* — Nowadays, different organizations and institutions are passing through challenges due to the fact of the working environment. For better job satisfaction working environment is considered as the prime factor to be considered by the employers. To keep the steady upward growth of the institutions it is mandatory to keep the efficiency, effectiveness, productivity of the employees by providing different facilities. And, working environment is the most crucial demand of the employees. Therefore, providing better working environment is also the prime concern of the organizations or institutions to maintain the steady workforce for the business to run. The objectives of this study are to understand the impact of working environment on job satisfaction by the quantitative and qualitative analysis of contributing characters. Data collections were done through a well-constructed questionnaire. The contributing populations were from two organizations named Department of Agricultural Extension and Bangladesh Rural Electrification Board. The sampling was done specifically from the one of the districts in Bangladesh. The study showed significant impacts of working environment on job satisfaction. As, without providing better facilities organizations can't run properly, whereas- working environment is the prime concerning issue of the employee. Therefore, this study concluded as for the better job satisfaction working environment needs to be focused.**

***Index Terms* — Working Environment, Job Satisfaction, Agricultural Extension, Rural Electrification.**

I. Introduction

The working environment is the prime concerning issue to run an organization. But many organizations fail to understand the importance of the working environment and thus suffer a lot to keep up with the production in a steady upward manner. These types of organizations are considered as internally weak [1]. As employees are the contributor to a successful organization, therefore, meeting up with the required services from the employees providing proper working environment is mandatory. A better working environment ensures perfect output of the result. Organizations need to ensure better environment for the employees to keep them away from the situations which hinder productivity. And, enables the employees to work on their full potential. Therefore, this study was conducted with the objectives to understand the impact of working environment on job satisfaction.

A. Job Satisfaction

Job satisfaction mainly is a mental attribute. It depends on the employees and varies from person to person. Basically, it represents the emotional consequences that enable employees to perform at the organizations [2]. In other words, job satisfaction is the attributed compactness of physiological, psychological, and environmental states to perform the designated role [3]. It is considered that, if employees are not satisfied with the rights, working environment, behaviors of coworkers, and supervisors in decision making then they detached from the organizations [4]. Here, Clark [4] also stated that the dissatisfied employees are being jobless and the organizations need to recruit new employees which made the organization cost again for the same task. But the situations will prevail as the working condition is not up to the mark. Therefore, the organizations need to make sure about the environment of performance for the employees to get better output from them by setting the proper standard of their rights, working environment, and behavior of coworkers and supervisors.

B. Working Environment

The working environment has two dimensions. The first one is the physical condition of the working place and the second one is the social condition [5]. Results have shown that the worst scenario comes from those organizations that give less importance to the working environment [6]. And, working environment complies with the job security, employee's safety, appreciation of the performance, motivating facilities, and maintaining good understanding among the coworkers and supervisors. He described as the employee's attachment with the organizations strengthen by receiving proper importance from the organization. Although, factors like wage rate, flexible working period, involving employees in decision making also play a vital role for better working environment [7]. Now a days, both employees and supervisors face critical situations if one of them is not responsive to the other and it happens when the supervisor doesn't give proper assessment or employees do not share ideas [8]. And, a proactive management system gives a better working environment rather than of reactive management system. Attaining the goal of an organization depends much on the understanding between employees and supervisors whereas the smooth flow of information plays a vital role to run the organization [9]. The above discussion made this study focus on the objectives to discover the impacts based on the relationship between the working environment and job satisfaction.

II. Conceptual Framework

A large amount of studies has already been made to grasp the role of the working environment. Over time it gains more importance to study the impact of different levels of working environment with job satisfaction. The study implies that organization productivity depends largely on the physical condition of the working environment [10]. While appreciation gives employees to level up their efficiency [11]. Research reveals that appreciation always provides

Published on December 11, 2020.
Rafia Hasan Taheri, Bangladesh Rural Electrification Board, Bangladesh. (corresponding e-mail: ht.rafia@gmail.com)
Md. Shipon Miah, Department of Agricultural Extension, Bangladesh. (e-mail: m.shipon.dae@gmail.com)
Md. Kamaruzzan, Nanjing Agricultural University, Jiangsu, China. (e-mail: kamaru@njau.edu.cn).

good outcomes than physical condition because physical condition never dissatisfied employees [12]. They found appreciation develops the employees for long-term motivation while the physical condition of the working environment can't ensure job satisfaction. But it only improves the dissatisfaction condition to not dissatisfaction wherein the absence of better physical condition of the working environment increase the dissatisfaction of the employees. It describes that employee's productivity needs to be increased by given proper importance to the working environment concerning the employee's demand [13]. And, it also improvised that better understanding among coworkers and supervisors plays a prominent role in job satisfaction than that of wage rates and suggested to improve the management skill to ensure the overall performances of employees as for the better outcome of the organization.

From the discussion, it is clear that the working environment is the independent variable whereas job satisfaction is the dependent variable. Therefore, job safety, employee security, better understanding among coworkers and supervisors, working hours, and wage rate could be the parameters to study the working environment and its impact on job satisfaction. All the parameters were categorized into a physical (satisfaction level on office decoration, desk position, and sanitation and other physical condition), social (satisfaction level on the relationship with coworker, and relationship with the supervisor), secured (satisfaction level on job security, and employee safety), and financial (satisfaction level on wage rate, motivational facilities, appreciation, and logistic support) component of the working environment. This is why this study was made to test the relationship between the working environment and job satisfaction. The hypothesis which is developed to analyze the relationship between the variables is mentioned as H_1. And, *H_1: working environment impacts job satisfaction.*

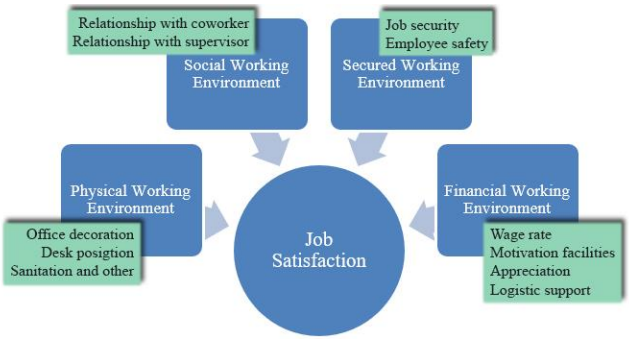

Fig. 1. Conceptual Framework.

III. Methodology

A. Population and Sample Size

The population for the study was made from the manpower of one the district (Moulvibazar district) of the Department of Agricultural Extension (DAE), and Bangladesh Rural Electrification Board (BREB). The data were collected through a well-constructed self-administered questionnaire and 50 respondents were chosen randomly from each sector to provide the information. As it is well known that this type of questionnaire is most suitable for the data collection [14]. Therefore, the study was followed by this method. Employees having experience more than three years only regarded as the appropriate respondents.

B. Data Analysis

A set of 15 questions were adapted for the questionnaire to collect the data concerning the parameter need to be studied for the independent variables. Five-point Likert Scale was used to collect the data ranging from full satisfied (1), satisfied (2), partially satisfied (3), poorly satisfied (4), and no comment (5). And, other ranges were fully agreed (1), partially agreed (2), no comment (3), partially disagreed (4), and fully disagreed (5). The study suggests (based on the hypothesis) to perform the regression analysis to find the actual interpretation of relation. Correlation analysis needs to be done to find the relationship among all the components. The collected data were then analyzed with the software named statistical package for social sciences (SPSS) version 25.

IV. Results

The opinion from the selected sample as the parameters of study is showed in tables to understand the impacts of the working environment concerning job satisfaction. From the descriptive statistics, the result represents 68% (34) male employees and 32% (16) female employees of BREB, whereas 82% (41) male employees and 18% (9) female employees from DAE (Table 1). Which, in total represents 75% male and 25% female participants for this study.

TABLE I: Descriptive Statistics Table

	Frequency	Percent	Valid Percent	Cumulative Percent
BREB				
Gender				
Male	34	68	68	68
Female	16	32	32	100
DAE				
Gender				
Male	41	82	82	82
Female	9	18	18	100

As the study was to find the relationship between the working environment and job satisfaction. Therefore, to understand the reliability of data for the implemented questionnaire reliability statistics table was made. Although, 15 questions were made finally 11 questions along with the job satisfaction level were analyzed. And, based on the standardized items for both organizations the result shows the consistent value for the working environment (Table 2). As the data shows consistency concerning the experienced (3 years minimum) employees with the proportion of 75% male and 25% female participants from both organizations, therefore, we accept the alternative hypothesis as- *working environment impacts job satisfaction*.

TABLE II: Reliability Statistics Table

	No of Items	Cronbach's Alpha Based on Standardized Items	Cronbach's Alpha
BREB			
Working Environment	11	.207	.274
DAE			
Working Environment	11	.361	.381

The factors loading reveals that in the case of BREB's employee job satisfaction, the social working environment, and secured working environment are associated strongly with the primary component, while the financial working environment to the secondary component. On the other hand, DAE's factors loading shows that a secured working environment and financial working environment are strongly associated with the primary component, while the physical working environment to the secondary component (Table 3). As the Cronbach Alpha represents the consistency of data collection, therefore the data represents important information between the relationship between job satisfaction and working environment.

TABLE III: ROTATED COMPONENT MATRIX FOR WORKING ENVIRONMENT AND JOB SATISFACTION

	Primary Component	Secondary Component
BREB		
Physical Working Environment		-.689
Social Working Environment	.837	
Secured Working Environment	.823	
Financial Working Environment		.762
DAE		
Physical Working Environment		.796
Social Working Environment		-.598
Secured Working Environment	.832	
Financial Working Environment	.747	

Note: Principal component analysis following varimax with Kaiser normalization.

To reveal the relationship of job satisfaction and working environment correlation analysis were done. Result shows that job satisfaction is significantly related to physical working environment ($r_1 = 0.423$, $p < 0.05$), social working environment ($r_2 = 0.692$, $p < 0.05$) and secured working environment ($r_3 = 0.596$, $p < 0.05$) for BREB employees and the relation is positive (Table 4). Whereas, for DAE the relation is positive and significant not only for physical working environment ($r_1 = 0.627$, $p < 0.05$), social working environment ($r_2 = 0.301$, $p < 0.05$) and secured working environment ($r_3 = 0.376$, $p < 0.05$) but also for financial working environment ($r_4 = 0.393$, $p < 0.05$).

TABLE IV: CORRELATION MATRIX FOR WORKING ENVIRONMENT AND JOB SATISFACTION

	Job Satisfaction	Physical	Social	Security	Financial
BREB					
Job Satisfaction	1				
Physical	.423**	1			
Social	.692**	-.037	1		
Security	.596**	.064	.379**	1	
Financial	.007	-.099	.071	-.119	1
DAE					
Job Satisfaction	1				
Physical	.627**	1			
Social	.301*	-.069	1		
Security	.376**	.065	.023	1	
Financial	.393**	-.109	.109	.282*	1

Note: ** and * represent the significance of correlation at 0.01 and 0.05 level (2-tailed), respectively.

To understand and specify the impact of the working environment (physical working environment, social working environment, secured working environment, financial working environment) regression analysis was done. The result reveals the significant impact of working environment on job satisfaction (Table 5). In BREB, it shows the values of R, β_0 and t are 0.888, -2.330, and -2.979, respectively with $p < 0.05$. Whereas, in DAE the values are 0.862, -2.754 and -4.074, respectively with $p < 0.05$.

The R values 0.888 (BREB) and 0.862 represent a positive linear relationship of the working environment on job satisfaction. Again, 0.788 (BREB) and 0.743 (DAE) variations in job satisfaction concerning the working environment were revealed by the justification of R^2. The statistically significant F values 41.84 (BREB) and 32.554 (DAE) with $p < 0.05$, and being the statistically significant t values -2.979 (BREB) and -4.074 (DAE) the null hypothesis will be rejected. Therefore, the construction of the regression equation can be formulated for two organizations as below.

For BREB,

$$Y_1 = \beta_{10} + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + \beta_{14}X_{14} + E_1 \quad (1)$$

For DAE,

$$Y_2 = \beta_{20} + \beta_{21}X_{21} + \beta_{22}X_{22} + \beta_{23}X_{23} + \beta_{24}X_{24} + E_2 \quad (2)$$

where,
Y_1 = Job Satisfaction in BREB, X_{11} = Physical Working Environment in BREB, X_{12} = Social Working Environment in BREB, X_{13} = Secured Working Environment in BREB, X_{14} = Financial Working Environment in BREB, E_1 = Standard Error for BREB, Y_2 = Job Satisfaction in DAE, X_{21} = Physical Working Environment in DAE, X_{22} = Social Working Environment in DAE, X_{23} = Secured Working Environment in DAE, X_{24} = Financial Working Environment in DAE, and E_2 = Standard Error for DAE.

As X_{14} and X_{23} are not significant therefore the equations can be mentioned as follow.

$$Y_1 = \beta_{10} + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + E_1 \quad (3)$$

$$Y_2 = \beta_{20} + \beta_{21}X_{21} + \beta_{22}X_{22} + \beta_{24}X_{24} + E_2 \quad (4)$$

So, the expression in the equation is as follows.

$$Y_1 = -2.33 + 0.426X_{11} + 0.568X_{12} + 0.36X_{13} + 0.782 \quad (5)$$

$$Y_2 = -2.754 + 0.674X_{21} + 0.302X_{22} + 0.372X_{24} + 0.676 \quad (6)$$

Job Satisfaction in BREB = 0.426 (Physical Working Environment in BREB) + 0.568 (Social Working Environment in BREB) + 0.36 (Secured Working Environment in BREB) – 1.548 (7)

Job Satisfaction in DAE = 0.674 (Physical Working Environment in DAE) + 0.302 (Social Working Environment in DAE) + 0.372 (Financial Working Environment in DAE) – 2.078 (8)

TABLE V: REGRESSION ANALYSIS ON THE WORKING ENVIRONMENT

	Job Satisfaction	Physical	Social
BREB			
(Constant)	-2.330	.782	-
Physical Working Environment	.164	.027	.426
Social Working Environment	.268	.035	.568
Secured Working Environment	.175	.037	.360
Financial Working Environment	.033	.044	.052
DAE			
(Constant)	-2.754	.676	-
Physical Working Environment	.192	.022	.674
Social Working Environment	.197	.050	.302
Secured Working Environment	.173	.062	.221
Financial Working Environment	.167	.036	.372

Note: Here, job satisfaction is the dependent variable. R^2 and F value were 0.788 and 41.84, respectively for BREB, whereas 0.743 and 42.554, respectively for DAE, and all cases $p < 0.05$

V. DISCUSSION

The results of this research showed a significant relationship between the working environment and job satisfaction. The employees from these two organizations expressed their opinion as to job satisfaction depends on the working environment. To attain the goal with the perspective of the organization's vision and mission ensuring a better working environment is an obligatory concept. As the employees becoming more and more concerned about their facilities like wage rate, working hours, incentive, security, logistics, social interactions etc. therefore this study was made to understand the working environment as a label of the physical, social, secured, and financial working environment. And, thus to understand the primary and secondary component to provide a better working environment for the employees' job satisfaction.

This research implies concerning the factors loading that the employees from the BREB considers the social working environment and secured working environment as their prime factors need to be given importance concerning job satisfaction, whereas the employees from the DAE think secured working environment and financial working environment need to be given importance on the same perspective. This finding agrees with the result concerning the social and financial working environment [15]. As the statement, the working environment depends mostly on friendship and recognition [16]. Therefore, to gain the most of the employees' performance, both of the organizations need to improvise the facilities for its employees.

The correlation matrix of this study reveals that, in BREB job satisfaction is statistically significant with the physical, social, and secured working environment. Whereas in DAE job satisfaction is statistically significant in the physical, social, secured, and financial working environment. Therefore, it simply implies that both organizations need to be improved the working environment for the employees. This concept is stated as a supportive working environment that determines job satisfaction [17].

The regression analysis reveals that job satisfaction strongly depends on the working environment. This finding completely supports the statement- job satisfaction influences mostly by the working environment [18]. The present study, therefore, reveals the insight to understand the components and its determinant for better job satisfaction concerning the working environment. Specifically, for these two organizations, the employees from BREB agree on the improvement of the working environment concerning the physical, social, and security of the environment, whereas the employees from the DAE agree on the physical, social and financial condition of the environment. These results also support the statement as positive relationships harmonize employee's job satisfaction and facilities they got [19].

Considering the electronic era, now employees seek a more comfortable working environment. This is not just for the requirement, as it is the demand for highly qualified employees. The findings of the present study reflect that if no changes were made the level of job satisfaction among the employees of these two organizations will be in the diminishing trend. Therefore, proper initiatives need to be taken into action for the assurance of the employees better working environment as well as to gain the most from the employees. Because a well, adaptive, and comfortable working environment makes the employee committed to their efficiency and productivity.

VI. CONCLUSION

Job satisfaction depends on the working environment. By providing the most the facilities with the working environment it is possible to make the goal of an organization accomplished. The study was made to understand the impact of the working environment with the objective of the insight component. From the result employees from both of the organizations agrees on the positive impact of the working environment on job satisfaction. At the same time, they mentioned the insights of the component for a better working environment. Although, this study was made in a small range population and without categorized the employee types it gives a transparent view of employees about the working environment and label of expectations. As the study suggests BREB needs to patronize the working environment concerning physical, social, and security aspects, while DAE needs it to be done concerning the fact of physical, social, and financial aspects. But to conclude in a specific solution further research need to be done considering the types of employees in all the districts of the country.

ACKNOWLEDGMENT

No potentials financial supports were made from anybody/any organizations except the time of the participants. The authors would like to express heartiest gratitude to all the participants for their cooperation during data collection through the questionnaire. Also, would like to thank the reviewers and editors of this manuscript for the constructive support.

REFERENCES

[1] Aiken, L., Clarke, S., Sloane, D. (2002). Hospital staffing, organizational support and quality of care: cross-national findings. *International Journal for Quality in Health Care*, 50(5), 87-94.
[2] Vroom, V. H. (1995). *Work and Motivation*. Jossey-Bass Publishers, San Francisco. pp. 331.
[3] Hoppok, R., Spielgler, S. (1938). Job Satisfaction. *Occupations: The Vocational Guidance Journal*, 16(7), 636-643.
[4] Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4(4), 341-372.
[5] Skalli, A., Theodossiou, I., Vasileiou, E. (2008). Jobs as Lancaster Goods: Facets of Job Satisfaction and Overall Job Satisfaction. *The Journal of Socio-Economics*, 37(5), 1906–1920.
[6] Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes and consequences.* Sage Publications. CA. pp. 96.
[7] Lane, K., Esser, J., Holte, B., Anne, M. M. (2010). A study of nurse faculty job satisfaction in community colleges in Florida. *Teaching and Learning in Nursing*, 5(1), 16-26.
[8] Arnetz, B. (1999). Staff perception of the impact of health care transformation on quality of care. *International Journal for Quality in Health Care*, 11(4), 345-51.
[9] Petterson, I. (1998). Psychological stressors and well-being in health-care workers: the impact of an intervention program. *Social Science and Medicine*, 47(11), 1763–72.
[10] Buhai, S., Cottini, E., Nielseny, N. (2008). The Impact of Workplace Conditions on Firm Performance. *Discussion Paper*, Tinbergen Institute, 08-077/3. DOI: http://dx.doi.org/10.2139/ssrn.1262698.
[11] Baah, K., Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor Theory in Assessing and Understanding Employee Motivation at Work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
[12] Herzberg, F., Mausne, B., Snyderman, B. (2011). *The Motivation to Work*. Transaction Publishers. New Jersey. pp. 180.
[13] Chandrasekar, K. (2011). Workplace Environment and Its Impact Organizational Performance in Public Sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
[14] Werner, G., Eleanor, C. (1993). *Developing and using questionnaires*. Retrieved from http://archive.gao.gov/t2pbat4/150366.pdf.
[15] Repetti, R. L., Cosmams, K. A. (1991). The Quality of the Social Environment at Work and Job Satisfaction. *Journal of Applied Social Psychology*, 21(10), 840-854.
[16] Brown, D., Mclntosh, S. (2003). Job satisfaction in the low wage service sector. *Applied Economics*, 35(10), 1241-1254.
[17] Ramli, A. H. (2017). Organizational commitment and Employee Performance at Distributor Company. *Business and Entrepreneurial (BER)*, 17(1), 17-30.
[18] Parvin, M., Kabir, N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, 1, 113-123.
[19] Kinzl, J.F., Knotzer, H., Traweger, C., Lederer, W., Heidegger, T., Benzer, A. (2005). Influence of working conditions on job satisfaction in anaesthetists. *British Journal of Anaesthesia*, 94(2), 211-215.