



Impact of working environment on job satisfaction in educational institutions

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Abstract

The research article tries to ascertain the association that exists between the individual variables such as educational qualifications, age, gender, marital status, salary, experience, post held and inhabited background and job satisfaction in the midst of first grade college employees in some First Grade colleges of North Karnataka region India. It also attempts to ascertain those individual factors which influence job satisfaction among employees in these Colleges. The study was conducted on 202 employees of both government and private –aided colleges ‘employees in North Karnataka. The study used both descriptive and inferential statistics such as frequency, mean and standard deviation, including Pearson product moment correlation coefficient and multiple regressions to examine the data. The results designate that there is a significant positive relationship between gender, fringe benefits and working conditions; and with job content, supervision, salary, opportunities for advancement, contingent awards, promotion and autonomy, it shows a significant relationship. Based on the findings, the study recommends that government and the managements of the institutes ought to offer much prominence to working environment and autonomy for enhanced job satisfaction amid their employees. Besides, a proportional study was also suggested on government and aided colleges’ employees to recognize their acumen in relation to their job satisfaction.

Keywords: working environment, job satisfaction

1. Introduction

Job satisfaction is the outcome of organizational maneuver and apparent job experience that reveals the complex nature of the interactions. Job satisfaction embodies combination of affirmative or downbeat feelings that workers have towards their work. An assortment of factors which influence job satisfaction are payment, working relationships, position and job security. Hygiene factors in themselves endorse job satisfaction and dish up first and foremost to prevent job dissatisfaction (Porter, 1963; Taskina, 2009; and Kaplan, 2009). Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement and growth. Spector (1997) referred to job satisfaction as “a cluster of evaluative feelings about the job” and identified nine facets of job satisfaction that are measured by job satisfaction: Pay: amount and fairness or equity of salary; Promotion: opportunities and fairness of promotions; Supervision: fairness and competence at managerial tasks by one’s supervisor; Benefits: insurance, vacation and other fringe benefits; Contingent rewards: sense of respect, recognition and appreciation; Operating procedures: policies, procedures, rules, perceived red tape; Co-workers: perceived competence and pleasantness of one’s colleagues; Nature of work: enjoyment of the actual tasks themselves; and Communication: sharing of information within the organization. Job satisfaction is basically a worker’s sense of achievement and directly linked to productivity and personal wellbeing. It implies enthusiasm and happiness with one’s work. It is the key ingredient that leads to recognition, income, promotion and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Vroom (1964) stated

that job satisfaction is negatively related to discrepancy between what the worker needs and the extent to which those needs are met. Herzberg (1966) theorized that motivation factors intrinsic to the job are achievement, recognition for achievement, responsibility, growth for advancement, status, security and interpersonal relations with peers, which are perceived to be the major determinants of overall satisfaction. This study aims at exploring the relationship between Individual variables and job satisfaction. Government workers are serving in a inimitable environment, which is very unlike from those working in the private organizations, as government employees often find themselves working in a large, bureaucratic organization in which service-delivery standards tend to be prescribed by rigid rules and oriented towards standardized service and prevention of employee fraud (Lawler’ and Porter, 1967). Employees often foresee to spend their complete working lives in one organization. Pay increases and promotions are based on seniority or calculated by dearth of mistakes instead of high productivity or outstanding customer service. As a result, public sector jobs have a propensity to be droning and boring. What makes the matter worse is that most positions offer adequate pay, good benefits and high job security. So, it is' worthwhile to conduct a self-determining research to uncover the upshot of selected individual or personal variables on job satisfaction for public employees. Job satisfaction contributes to the economic development and improves the quality of service provided, which will lead to greater public satisfaction.

Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are

internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002) ^[1]. Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. The objective of this research paper is to analyse the impact of working environment on employee job satisfaction.

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) ^[2] argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization. Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employee job satisfaction.

2. Literature Review

Job satisfaction is one of the extensively conversed themes of employees' behaviors at work in public and private sectors and it depends on institutional set-up, amenities, earnings, work-family facilitation, standard of the employees and jobs with much opportunity to use one's skills and abilities (Chakraborty, 2004). Job dissatisfaction appears to be interconnected to their withdrawal behaviors, including lateness, unionization, grievances, drug abuse, family conflict, pronouncement to retire and jobs with little opportunity to use one's skills and abilities (Wayne and Fleeson, 2004).

In government organizations, factors which affect job satisfaction are salary, academic qualification, career prospects, supervision, management, working environment, culture and self-evaluation (Srivastava, 2005; and Bender and Heywood, 2006). The maximum satisfaction is derived from behavior and the minimum from pay and rewards, indicating high dissatisfaction with the pay and rewards packages provided to them (Sharma *et al.*, 2007; and Anseel and Lievens, 2007).

Demographically, significant dissimilarities have been found among race, age, pay, gender, educational level, experience, and school location with inherent and general job satisfaction. Job satisfaction has significant relationship with ability utilization, activity, authority, colleagues, co-worker, creativity, moral values, recognition, responsibility, social service, social status, advancement, school policies and practices, supervision human relations, supervision technical, opportunities for promotion and working conditions (Ghazi, 2007). A stronger relationship exists between satisfaction with supervision and contextual performance compared to task performance (Clark and Tamara, 2008). The necessity of considering job satisfaction and job performance relationship, as well as the importance of matching predictors and criterion terms of their levels of specificity is required (Bell and Edwards, 2008). A significant correlation between levels of burnout and job satisfaction was found, particularly in respect of emotional exhaustion and depersonalization, which were shown too correlated with low levels of job satisfaction (George *et al.*, 2008). Higher stress levels are related to lower performance whereas higher job satisfaction indicated higher performance (Gole and Shahu, 2008). Competence, mentor support, professional identity, and a sense of security are creating a base of endurance and satisfaction (Kjeldm *et al.*, 2008). Present working conditions, training facilities, physical facilities, manager effectiveness and distribution of courses have significant effect on job satisfaction (Taskina, 2009; and Bennet, 1997). The occupational stress does act as a partial determinant of job satisfaction (Ismail *et al.*, 2009). Job clarity, effective communication with management, a participatory management approach, organizational support of career development, opportunity for advancement, autonomy, workload, work/private life conflicts, pay, marital status, community satisfaction, and family friendly, policies are significant variables affecting job satisfaction (Kaplan *et al.*, 2009; and Pillai, 2009). The link between job satisfaction and performance may prove to be a spurious relationship; instead, both satisfaction and performance are the result of personality (Chopra, 2002). Lai *et al.* (2013) showed that there was a

significant relationship between salary, work environment, promotion and level of job satisfaction. However, there was no significant relationship between fairness and level of job satisfaction. Cordial relations build up a positive and favorable work environment and increase the employee's preference to come to workplace. Change in working environment and technology leads to frustration (Narayanan and Ahamed, 2015). Employee's punctuality, sufficient staff, experience, promotional opportunities, challenging and interesting, job rotation system, job enrichment and performance appraisal increase job satisfaction in public sector banks (Varghese and Malarmati, 2015).

Educational attainment has significant relationship with meaningful use of time at work, collegial relationship, work values, chances and opportunities and work independence. Salary and quality of tasks are performed are regarded as essential components of the overall satisfaction of faculty members (Myra *et al.*, 2015). Demographic factors such as age, academic rank, and degree have no significant impact on job satisfaction.

Achievement was the most and salary was least motivating factor which leads to job satisfaction in public organizations (Gebrekiro and Kebede, 2015). This study henceforth embarks on to inspect the association between individual variables and job satisfaction amid employees of selected first colleges in North Karnataka of India.

Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, & Nielseny, 2008) [7]. Herzberg *et al.* (1959) [11] developed motivational model for job satisfaction and through research he found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase. Baah and Amoako (2011) [3] described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygeine factor can only cause external happiness but they are not powerful

enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg *et al.*, 1959) [11]. Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisors' availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999). Another study by Catillo & Cano (2004) [7] on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise. Bakotic & Babic (2013) [5] found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

3. Objectives

The purpose of the present study is to examine the relationship between individual variables and magnitudes of job satisfaction. The following two objectives are formulate for the study.

1. To study the level of job satisfaction of among employees of first grade college employees of North Karnataka India.
2. To study the upshot of individual variables on job satisfaction determinant in both Government and private aided colleges of North Karnataka India.

4. Methodology

The study makes an effort at recognizing the relationship between individual variables and job satisfaction in selected first grade colleges of North Karnataka, India. Personal variables include: (1) age; (2) educational qualifications; (3) gender; (4) marital status; (5) salary; (6) experience; (7) position; and (8) inhabited background.

Table 1: Variables of job satisfaction under study are given in

Dimensions of Satisfaction	Description
Job Content (Karasek, 1985)	Taska of a job of employees. It includes intrinsic interest, variety, opportunity for learning – difficulty, amount and control over pace and method.
Supervision (Palomoetal., 2010)	Function of control which evaluates current action while in progress and attempts to assure that execution is taking place in accordance with plans and instructions. It includes supervisory style and influence, competence, human relations and administrative skills
Relationship with co-workers (Titus, 2000)	Relationship between respondents and their co-workers, including competence, helpfulness and friendliness.
Salary (Heneman and Schwab, 1979 and 1985)	Monetary form of compensation paid at regular intervals to employees for services rendered. It includes amount and fairness or equity.
Fringe Benefits (Benjamin, 2010)	Benefits provided by the company to employees such as medical, insurance, pension, provident fund, annual leave, uniform and transportation.

Hypotheses

The following hypotheses have been formulated for the present study:

- H₀₁: Age does not affect the determinants of job satisfaction.
H₀₂: Educational qualification does not affect the determinants of job satisfaction.
H₀₃: Gender does not affect the determinants of job satisfaction.
H_M: Marital status does not affect the determinants of job satisfaction.
H₀₅: Salary does not affect the determinants of job satisfaction.
H₀₆: Experience does not affect the determinants of job satisfaction.
H₀₇: Post held does not affect the determinants of job satisfaction.
H₀₈: Residential background does not affect the determinants of job satisfaction.

Population

Employees working in fifteen selected first grade colleges. For the present study, the employees of these first grade colleges constituted the sampling frame.

Data

The present study investigates the individual variables that influence the job satisfaction of these first grade colleges in 10 districts Namely Hubli-

Dharwad, Bagalakot, Belagavi, Bellary Haveri, Gadag, Koppal, Bidar, Gulbarga and Vijayapur and five major cities Ilkal, Hospet, Ranebennur, Hagaribommana halli and Chikkodi of the same region of North Karnataka of Karnataka State. The sample for the study has been drawn from all employees through random sampling. For this purpose, a self-administered questionnaire was circulated among 200 employees by convenient sampling. But only 178 questionnaires, with 89% response rate, were found to be ingenuous for further scrutiny.

Sample Profile (N = 178)

Table 2 shows the distribution of the sample in terms of personal variables for employees. It shows that the sample consists of 106 males and 72 females; from age group 18-20 - 20, 20-40 - 121 and 40-60 - 41; 9 SSLSC (Secondary School Leaving Certificate or 10TH Standard) and PUC (Pre-University Course or 12th); 18 BA/B.Sc./; 151

M.Com/M.Sc./MA; and 81 married and 97 unmarried employees.

Table 2 further suggests that 92 members are having income level of below ^ 20,000, 60 employees rare having the income level above ^ 20,000 to ^ 40,000 and 50 employees fall above the income group of more than ^ 40,000. 91 respondents fall under less than 10 years of experience and 111 respondents are having 10 to 20 years of experience. Table 2 also suggests that 42 employees come under Grade-I, 75 employees come under Grade-II, 46 employees come under Grade-III, and 39 employees come under Grade-IV. There are 143 employees having rural background and 59 employees having urban background. It is clear that 114 employees live in joint family and 88 employees live in nuclear family.

Table 2: Distribution Samples

Personal variables	Description	Total
Sex	Male	137
	Female	65
Age	18-20	20
	20-40	103
	40-60	79
Educational Qualification	Matric, Plus Two	9
	BA / B.Sc / B.Com	132
	M.Sc / M.Com / MA	61
Marital Status	Married	74
	Unmarried	128

The Impact of Individual Variables on Job Satisfaction: A Study of First Grade College Employees of North Karnataka India.

Table 3

Personal variables	Description	Total
Salary (p/m)	Rs. 0 – Rs. 20,000	87
	Rs. 20,000 – Rs. 40,000	52
	Rs. 40,000 and above	39
Expenditure	0-10	86
	10-20	92
Position	Grade – I	31
	Grade – II	67
	Grade – III	42
	Grade – IV	38
Inhabited Background	Rural	121
	Urban	57
Type of Family	Joint Family	102
	Nuclear Family	76

For the accomplishment of the stated objectives, primary data has been collected from the employees through questionnaire and personal interview. From executives by administering them the questionnaires on determinants of job satisfaction. Inter-personal interactions and observations have also been utilized for cross-checking the questionnaires. The present investigation has been done by a self-designed questionnaire which covers all the 12 dimensions under study. The questionnaire has been rated on a five-point scale, i.e., 1. Strongly agree (SS), 2. Agree (S), 3. Neutral (N), 4. Disagree (D), 5. Strongly Disagree (SD).

5. Reliability of Questionnaire

For the present study, Cronbach’s alpha was calculated for each determinant separately by computing the questions used in data collection. The details of Cronbach’s alpha value for each determinant with the items involved are presented in Table 4.

The overall Cronbach’s alpha for the questionnaire used is 0.891, which is good for data collection purpose. The questionnaire has been rated on a five-point scale scored (1 x 72) as minimum score, (5 x as the highest score and 180 as the moderate score. Thus, those respondents whose performance is below the moderate score are to be treated as low performers and those individuals having greater score are to be treated as high performers. Total score on job satisfaction scale has been obtained by adding up the scores given by each item.

Table 4: Cronbach’s Alpha Values

Determinants	Cronbach’s Alpha	Items Involved
Job Content	0.709	6
Supervision	0.601	5
Relationship with Co – Worker	0.801	9
Salary	0.776	7
Fringe Benefits	0.690	6
Opportunities for Advancement	0.598	5
Contingent Award	0.652	5
Communication	0.521	6
Job Security	0.663	5
Promotion	0.576	6
Autonomy	0.631	6
Working Conditions	+0.643	7

Implications

The results of the present study offers recommendation to managers to make out the ways, how to dole out the work, which kind of work must be given to which level of employees, which determinants influence the performance of the employees most with their age or other variables under study. In order to give maximum satisfaction to employees working in first grade colleges the government and management ought to focus on working conditions and autonomy. The government and concerned management should also provide attention to association with co-workers, communication, fringe benefits, supervision, job security, promotion and job content. Working conditions and autonomy have a significant relationship with all the individual variables under consideration. Other significant variables also require adequate consideration. For future research, job satisfaction

may be scrutinized with other variables like organizational commitment, job involvement and organizational culture.

6. Conclusion

Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees. During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now firms have an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success. Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

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