



Determinants of Job Satisfaction Affected by Work Environment: An Academician Perspective from Non-Public Institutions

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ABSTRACT: The basic reason of the study is to investigate the impact of working condition on job satisfaction among faculty members of non-public academic institutions. An extensive literature review was conducted to study the previous research in the current context and research variables are extracted to develop a conceptual framework. Data were collected from 200 faculty members working in non-public institutions in the Agra-Mathura region of Uttar Pradesh. However, factor analysis was conducted to explore the various factors that influence the working environment and employees' satisfaction. Further, multiple regression test was used to validate the intensive relationship of the working environment on job satisfaction. Job satisfaction of the employees is increased by providing through good working environment. Highly satisfied employees are categorized as productive and competent employees for an organization and this is achieved through different constructs of work environment. The result of this study indicates that recognition, teamwork, salary policy and commitment towards non-public institutions had positive effect on job satisfaction whereas other factors played not much significant impact on the satisfaction parameters of the perspective academicians. This research would be helpful for the academic institutional holders by which they can understand the proximity of academicians towards their academics credibility and that last motivate them to perform their task in a productive manner.

Keywords: Job Satisfaction, Work Environment, Educational Institutions, Factor Analysis and Multiple Regression.

Abbreviations: Job Satisfaction (JS), Work Environment (WE), Kaiser Meyer Olkin (KMO), Factor Analysis (FA), Regression Analysis (RA).

I. INTRODUCTION

In the modern competitive advantage, it is required to maintain good rapport between employees and work environment in an organization because it directly affects the productivity of an organization to achieve continuous milestone that directly or indirectly decide the future outcome of that organization [9]. The performance and qualitative work of an organization exceedingly depend on the performance and satisfaction of employees. Various organizations fail to know the significance of workplace environment on employees' job satisfaction and face a lot of problems during their work [1]. Highly satisfied employees are the main asset of any organization. Employee satisfaction is based on a variety of factors, including the workplace and to achieve the quality of work, employees need a standard work environment that allows them to work effectively. However, physical and mental wellbeing are the two core elemental aspect of work environment in an organization and for the functioning organizational activities, these core elements are considered to be the main originating factor for the contentment of an organization for an employee. On the other hand, it creates a picture view of those employees who are directly satisfied in their specified manner and that serves the objectivity of an organizational objective [4]. Moreover, various factors like work environment, remuneration, fairness, promotion and training that influences job satisfaction

of academicians. Also, job satisfaction enhances the productivity of the employees and delivery of quality services to their client [5, 31]. Therefore, in the view of above, the primary objective of the study are: First, to investigate the factors which effect the work environment and job satisfaction and second, to test the relationship between work environment and job satisfaction among faculty members of non-public academic institutions. The present study has a scope for the Academicians and Researchers who want to explore the relationship of study variables in the future. This study can also be a useful contribution for the students to evaluate Work Environment on Job Satisfaction.

II. LITERATURE REVIEW: CONCEPTUAL RELATIONSHIP BETWEEN WORK ENVIRONMENT AND JOB SATISFACTION

An extensive work has been done in order to understand the proximity of relationship between work environment and job satisfaction of an employee in non public institutions, whereas to enhance the efficiency and productive of commitment of employees in an organization needs an exhaustive reasons where employees can understand the nature of working conditions that ultimately motivates him to work in that respective organization [23] and various factors that significant for work environments, these factors are personalization, social norms and signals, room composition and atmosphere, work-related

environment affordances, work area and furniture, and productivity strategies that affects the productivity and satisfaction and of the engineers [12]. On the other hand, work environment plays a key role in influencing employee satisfaction at work. In this case, employees are interested in a physical and relaxed workplace that will ultimately give them more positive satisfaction. The job includes all the distinctness of the work to be done.

The work environment includes physical working conditions and social working conditions [24]. Various factors related to the work environment, such as wages, work schedules, employee autonomy, organizational structure and communication between management and employees can affect job satisfaction [15]. However a good work environment has a significant impact on employee satisfaction at work. The authors also identified several factors, such as a good communication channel, clearly defined objectives, relationships with colleagues, and fair and superior compensation [22]. Employees are valued and feel empowered and empowered and others identified that if organization pay no attention to the workplace environment which exists within, it might result in an unfavorable indication of employee performance. Author also identified the various factors of workplace environment which includes job security, good relations, safety to employees, recognition and appreciation for fine performance and contribution in the decision making process [29]. Further, explained that the concept that employees understand the firm is deemed important. Organization believes that satisfied employees are more delightful [20]. Work environment and job satisfaction directly had a positive and significant effect on employee productivity and the effect of the physical work environment on employee work productivity was not mediated by employee job satisfaction [6].

Moreover, job satisfaction as; it is the progressive orientation of the individual towards the currently occupying role [33]. Job satisfaction is the integrated set of psychological, physiological and working environmental conditions that stimulate and sustaining the employees within an organization [10]. While on the other hand job satisfaction is the happiness or emotional disposition state that a person feels about their job [19]. Job satisfaction concerns the emotions associated with specific factors such as work environment, emoluments, growth and development opportunities, relationships with colleagues and management, work schedules, etc. [30]. Job satisfaction of faculty members in the University affected by several factors viz- general satisfaction, management satisfaction, other group satisfaction, colleagues, job satisfaction, work environment and salary satisfaction [14]. For better growth of any organization it is very essential that employees of that organization must be satisfied with their job profile [23]. The fact that supervision and compensation have a positive and positive relationship with the level of employee satisfaction at work, while other factors, such as the intention of colleagues and the intention to leave, do not have a significant effect on job satisfaction [2]. The work environment has a strong influence on employee performance. They discovered the key factors in the workplace of employees that affect their performance and satisfaction. Authors also explained that it is

necessary for an organization to organize workshops for employees at regular times, in order to increase the productivity of employees of any organization [18]. Various factors, such as employee working conditions and internal and external locating factors, were found to require employees to leave their jobs, which proved by this study that the work environment was highly influential directly or indirectly on job satisfaction. The work environment has a significant impact on employee satisfaction, but boredom, stress and workload all contribute to increased job dissatisfaction, while the excellent work environment (health and safety, workplace entertainment, food and recreation) increases the level of job satisfaction [25]. Some factors like overtime, stress, workload, fatigue are some parameters which enhance job dissatisfaction. Alternatively, health and safety facility, refreshment and recreation facility, good working condition at the work- place help to enhance the degree of job satisfaction [11]. There was no impact between workplace and job satisfaction of employees who worked under normal workplace conditions on the other hand there was very high impact between workplace and job satisfaction of employees who worked under difficult workplace conditions [7]. A study which highlighted the concern of respective faculty members who were not given due attention by the management and the interpersonal relationship and supervision and recognition are the core elemental aspect of work environment factors which are generally found in the basic level of organizational hierarchy [8]. Therefore this study seems to be quite fruitful where the impact of different constructs prevailing in the organization to identify their relationship and this study is none other than that.

A study proved that relationship between reproductive and child health providers profoundly influenced by the different elements of workplace environment [21]. However in our proposed study, workplace environment significantly identify the relationship between work environment and job satisfaction among different academicians. Therefore it can be clearly understood that domain may vary but the constructs of work environment are of paramount in nature, so this study would create profound impact during the course of implementation of different factors of work environment. Several factor that affect the level of job satisfaction of employees. The results indicate that employees are not satisfied with the amount of salaries paid by management. Employees have family problems and their socioeconomic status has not improved, so women do not receive the same treatment as men in the labor market [26].

Work environment as a previous cause of organizational commitment and job satisfaction. Authors also discovered that the work environment had an optimistic impact on the organizational commitment and job satisfaction of the employees, that they felt safe, secure and comfortable with the organization and that the employees were satisfied of their work they want to play an additional role for the organization [22]. There is a positive relationship between job satisfaction and job characteristics [3]. Another study found that the physical work environment has a significant influence on employee job satisfaction [32]. This is in accordance with the results of a study which stated that the work environment, especially the physical work

environment has a significant influence on employee satisfaction. This means that lighting, temperature and the presence of conditioning plants can provide comfort and job satisfaction for their employees [13]. The Study of the results indicated that salary, job training, supervision, working conditions, team work, accountability, career progress, recognition and job clarity have positive correlation with teachers' job satisfaction [17].

On the basis of above review of literature, it is found that various studies have been conducted in order to achieve the desired objective in an organization. Many authors have done a remarkable job by identifying the core elemental relationship and profound impact between work environment and job satisfaction. A very few studies have been conducted in the non-public institutions of Agra-Mathura region of Uttar Pradesh where the identification of different elements of work environment on specification of job satisfaction among academicians. It is being supported from the above literature review that no organization can sustain its competitive advantage until and unless a proper segmentation of work profile is maintained. In the last few years it was seen in various HR Conclaves where different HR managers highlighted the significant aspect of working style of employees with respective to work environment. Finally it can be concluded that this study is really a need of the hour for the Agra-Mathura region of Uttar Pradesh which is considered as an educational and tourist hub for our country. This study would serve as filler for those employers' who do not considered work environment to be of primitive in nature. Lastly this study would solve the current problem of job satisfaction among academicians in private educational sector.

Therefore, this study will test the relationship between work environment and job satisfaction among faculty members of non-public academic institutions. On the basis of above stated researchers, the hypothesis below is developed to analyze the relationship between the studied variables:

– **H1:** There is a positive relationship between work environment and job satisfaction among academicians of non-public institutions.

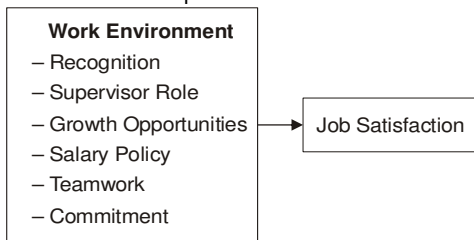


Fig. 1. Conceptual Framework of the Study.

III. METHODOLOGY AND DATA ANALYSIS

This is a survey based study where the data of 200 academicians from non-public higher education institutes were collected specifically from Agra-Mathura region of Uttar Pradesh. Convenience sampling technique was used as our targeted respondents were those academicians who gave their consent for participation in this survey. A Standardized questionnaire for work environment and job satisfaction developed by [27, 28] were adopted and modified to collect the data. Questionnaire was developed on the basis of 5 point Likert scale and 250 questionnaires were distributed, only 200 respondents carefully completed all the requisite information, therefore we have considered 200 respondent for data analysis. SPSS 20.0 was used for calculating, factor analysis, reliability test and multiple regression which clearly identified the impact of work environment on job satisfaction. To identify the sample adequacy, the Kaiser KMO and Bartlett's Test of Sphericity and Cronbach's Alpha was applied to check the reliability of studied variables was used with the help of SPSS Software. The appropriateness of factor analysis is examined by the KMO that measure the sampling adequacy on the other hand; Multiple Regression test was applied to find out the impact of work environment on job satisfaction in the perspective of academicians teaching in non-public institutions.

IV. RESULTS AND DISCUSSIONS

Description of Demographic Profile: Getting good number of response for the study about 250 questionnaires was distributed and of which 216 were returned back. But after rejecting 16 questionnaires because they were incomplete, 200 were taken into consideration with satisfactory response rate of was 80 % for further processing and analysis. The sample size of the respondent was 200 which were selected from various academicians of different private educational institutions in Agra- Mathura Region (U.P) of Northern India.

For better understanding of our sample first demographic analysis have been done. Detailed investigation of demographics which comprised of Gender, Age and Income, have been precisely shown in Table 1.

Gender profile of our sample shows the fair distribution with 56 % of Male respondents and 44% of Female respondents. In terms of age distribution of the sample, highest number of respondents belongs to 25 to 30 years with 46%, 30 to 35 years with 28%, followed by Up to 25 years with 12%, 35 to 40 years with 2% and last Above 40 years of age with 2%.

Table 1: Demographic Profile of Respondents.

Demographic Variable	Category	Frequency	Percent (%)
Gender	Male	112	56
	Female	88	44
Age (Years)	Up to 25	24	12
	25 to 30	92	46
	30 to 35	56	28
	35 to 40	24	12
	Above 40	4	2
Income (Annual)	Less than 5 Lac	108	54
	5 Lac to 10 Lac	80	40
	More than 10 Lac	12	6

Annual Income of the respondents of this study shows that a majority of respondents falls in Less than 5 Lac with 54 %, followed by respondents having 5 Lac to 10 Lac with 40 % and last More than 10 Lac of Annual Income with 6 %.

“Reliability Test”: Cronbach's Alpha was used to verify the reliability of the study. The test was performed with the SPSS software. The reliability tests of the measures of the studied variable are detailed below:

Table 2: Showing Reliability Analysis result of studied variables (JS and WE).

S. No.	Variables	Cronbach's Alpha Reliability	Number of Items
1.	Work Environment	0.739	18
2.	Job Satisfaction	0.749	5

In the above data the reliability value is more than 0.7, so it is measured as a reliable. The cronbach Alpha value of work environment is 0.739 and job satisfaction value is 0.749 so it is reliable for collecting data.

Factor Analysis: EFA “Exploratory Factor Analysis” was used to calculate the underlying factor structure of a set of data or a construct when one has obtained calculation on a number of variables and want to identify the number and nature of underlying factors.

It helps to observe the interrelationships among the items of a scale that are used to reveal the clusters of items that have enough common variation to justify their grouping together as a factor. This process condenses a group of items in to a smaller set of composite factors with a minimum loss of information. The Varimax Rotation with KMO and Bartlett's Test was applied to sampling adequacy for the all studied variables.

Table 3: KMO and Bartlett's Test of Sphericity and Adequacy for studied variables “JS and WE”.

S. No.	Variable Name	KMO	Chi Square	Sig.
1.	Work Environment	0.639	509.921	0.000
2.	Job Satisfaction	0.641	1498.421	0.000

The appropriateness of factor analysis is examined by the KMO that measure the sampling adequacy. The high value (between 0.5 and 1.0) indicates that factor analysis is appropriate. Here work environment and job satisfaction have 0.639 and 0.641, so it is appropriate for an analysis of factor analysis.

To verify that the hypotheses of the variables are not corrected in the population, Bartlett's sphericity test is used. It has been tested in a Chi square whose values is 509.921 and 1498.421, significant at 0.000 percent level of significance showing that the data has low Sphericity and is therefore suitable for factor analysis. Various information about factors are given below:

Table 4: Factor Loading for Work Environment.

S. No.	Factor Name	Eigen Value	% of Variance Explained	Item Converged	Item Loading
1.	Recognition	2.042	10.189	2. Members of my department valued my contributions.	0.785
				1. Recognition or praise being received for doing good work satisfies me.	0.831
				3. Whenever I do something extraordinary, I always get appropriate recognition in my department.	0.521
2.	Supervisor Role	2.389	10.91	8. Within the organization my department collaborates effectively with other departments.	0.489
				11. Co-workers are effectively communicated by my supervisor.	0.512
				4. How my task is an alignment with the mission of my department.	0.739
				15. For the Organization, my supervisor is an effective decision-maker.	0.666
3.	Growth Opportunities	1.93	9.83	7. On my performance, I get a constructive feedback by my supervisor.	0.732
				9. My department offers the training that I need to grow in my job.	0.821
				5. I have received the necessary training to do my job well.	0.739
4.	Salary Policy	1.819	9.029	12. I have had opportunities at work to learn and grow in the past year	0.716
				17. Is performance inversely related with my salary?	0.568
				13. Against my performance I get fair payment and I am satisfied.	0.787
5.	Teamwork	1.745	8.536	14. My decision to stay in organization, salary rate is a significant factor.	0.757
				10. My co-workers consistently treated me with respect.	0.689
6.	Commitment	1.409	7.008	6. I work as a team with my colleagues.	0.832
				16. I am highly committed to my organization.	0.745
				18. I feel highly attached to my organization.	0.723

“Factor Analysis of Job Satisfaction”: Factor analysis converged on 1 factor. Information about factors, factor name variable number, variable convergence and their eigen value are given in Table 5. The general relationship between the independent work environment variable and the dependent satisfaction dependent variable indicates that the R squared was 0.573. The regression table shows the R, R squared and R squared adjusted for the model, as well as the standard error of the estimate. The table shows that the R square of 57.73 percent of the variation in job satisfaction as a dependent variable was explained significantly by the work environment as an independent variable.

The model that has recognition, supervisor role, growth opportunities, salary policy, teamwork and commitment to the work environment as an independent variable and job satisfaction as a dependent variable is well adjusted, as shown in F. The F statistic is the square half divided by the square half residual. Also, ANOVA table was used to test the quality of fit for the model, which gave 21.529 as a significant F value at a significance level of 1 percent,

indicating that the model fits well. The result of the coefficient indicates that recognition, salary policy, teamwork and commitment have a significant positive effect on job satisfaction [17], since the t-value is significant at the 5% level of significance. The coefficient shows the coefficients for each model tested. Note that all models are statistically significant with a p-value less than 0.05 ($p < 0.05$). The importance of this predictor variable has a contribution in the outcome variable with the exception of supervisor role and growth Opportunities. Job satisfaction concerns the emotions associated with specific factors such as work environment, growth and development opportunities, relationships with colleagues [30].

Hence, the alternative hypothesis that there is a positive relationship between work environment and job satisfaction is accepted and indicating significant effect of work environment on job satisfaction in the respective constructs which are the core elemental part of work environment.

Table 5: Factor Loading for Job Satisfaction.

S. No.	Factor Name	Eigen Value	% of Variance Explained	Item Converged	Item Loading
1.	Job Satisfaction	4.038	31.065	2. Job is enjoyable.	0.709
				4. Good Communication seems in the organization.	0.686
				1. Do well on the job stand a fair chance of promoted.	0.606
				3. Benefits received are as good from other organizations offer.	0.542
				5. Too much to do at work.	0.692

“Results of Multiple Regression of Work Environment on Job Satisfaction”

Table 6: Results of Multiple Regression Analysis.

Independent Variables (Work Environment)	Dependent Variable (Job Satisfaction)		
	β value	t- Statistics	p-value
Recognition	0.339	4.23	.000
Supervisor Role	-0.059	-0.812	0.361
Growth Opportunities	-0.111	-1.512	0.109
Salary Policy	0.316	4.419	.000
Teamwork	0.202	2.699	0.006
Commitment	0.248	3.183	0.002
R-Square (R^2)	0.573		
Adjusted R^2	0.569		
F-value	21.529		
Durbin-Watson Statistics	1.849		

V. CONCLUSION AND FUTURE SCOPE OF THE STUDY

Highly satisfied employees are categorized as productive and competent employees for an organization and this is achieved through different constructs of work environment. Job satisfaction of the employees is increased by providing through good working environment [16]. In the present study an effort has been made to identify the impact of various factors like recognition, salary policy, role of supervisors and commitment play dominant role in the determination of contented employees.

However each and every employee wants them to be acknowledged through monetary and non-monetary terms.

Collaborative effort also has a significant impact on the job satisfaction of academicians because it is a group exercise where every role is put forth to achieve the goal of an effective teaching. This could be proved through commitment of academicians for an organization and students. Therefore, this study has highlighted all the above said factors to be of prime importance which influences not only job satisfaction but also commitment towards organization to achieve greatest milestone in the future. Academic Implication of the study refers to the scope for the Academicians, Researchers and Students who want to explore the relationship of study variables in the future. This study can also be a useful

contribution for the students to evaluate Work Environment on Job Satisfaction.

References of the study can also be helpful for the students for their research. Academic Implications of the study refers to the scope for the students. Researchers can use the factors identified in the study in future to further explore the relationship of these variables. Present study will help to other researcher in future to identify the factors of job satisfaction and factors which finally result in higher employee Performance.

VI. LIMITATIONS OF THE STUDY

This study has been done in a very narrow prospective by taking respondents from Mathura - Agra region of Uttar Pradesh only and the sample size is only 200 respondents. So it is suggested to take large sample size so that more appropriate result can be obtained. This study has been done by getting response only from Mathura - Agra (U.P.) may not be represent the whole country academic employees perception, in India, because India is country which has different Culture and Tradition with very vast difference among the employees living cost. So it is essential to generalize the results of study across different contexts sample must be collected from other cities also. The study was conducted in Non-Public Institutions only. Hence, it can be suggested to the researcher in future period of time a large number of Institution in both private and public can be taken to evaluate the relationship between the study variables.

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Conflict of Interest. The authors of this research declare that they have no conflicts of interest.

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