

Effective Work Environment: The Foremost Arbitrator to Persuade Job Satisfaction Using NIPM-WE Model

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Abstract

The dynamic nature of working environment leads to many confronts in the organizations. The major confront that organizations want to focus is the satisfaction of their employees as well as to cope up with changing environment. In order to reach the efficiency and effectiveness, organization should provide very good working environment which in turn emphasis the employees to work towards their goal. The research paper reveals the impact of work environment towards job satisfaction of employees working in manufacturing industry. A valid sample of 239 respondents was selected from different categories of job profile from the manufacturing industry and the collected data were analyzed by using the SPSS through correlation and regression analysis. The findings revealed that there is a close association as well as impact of Job Satisfaction with Work Environment. The manufacturing industry necessitates its focus on the reshuffle of roles and the responsibility of individual employee's which in turn helps to attain the competitive advantage without forfeiting the basic objective.

Key Words: Job Satisfaction, Work Environment, Organizational Culture

1. Introduction:

Job Satisfaction is imperative for the efficiency and effectiveness of organizations for long-term in any Organization. Job satisfaction is regarding to one's feeling or state of mind regarding nature of their work. To emphasis the opportunities and to continuously enhance the human resource management process job

satisfaction plays a vital role. Job satisfaction represents one of the most complex areas when it comes to managing their employees. The failure of identification of working importance of an organization leads to employee job dissatisfaction which in turn the organization may not be able to outshine itself while comparing with their competitors (**Aiken, Clarke, & Sloane, 2002**). To ensure the quality of the work put forth by the organization, performance criteria to be accomplished by the employee. To accomplish the expected standards good working environment is require, so that it will help the employee to perform up to their full prospective.

1.1. Job Satisfaction

Farhan Saputra & M Rizky Mahaputra (2022) conducted a human resource literature study titled "Effect of Job Satisfaction, Employee Loyalty and Employee Commitment on Leadership Style" with an aim to build a research hypothesis on the influence between variables which will be used in further research, within the scope of Human Resource Management. The researchers adopted the library research method. The results of the review showed that Job Satisfaction had an effect on Leadership Style followed by Employee Loyalty had an effect on Leadership Style and lastly Employee Commitment had a significant effect on Leadership Style.

Sven Winkelhaus Eric H. Grosse & Christoph H. Glock (2022) in the article "Job satisfaction: An explorative study on work characteristics changes of employees in Intralogistics 4.0" carried out a research work with an aim to examine the influences of the

transition toward Intralogistics 4.0 on work characteristics of intralogistics employees. A qualitative, explorative methodology was employed to examine the perception of work characteristics that impact job outcomes such as job satisfaction, motivation, and performance at different Intralogistics 4.0 maturity levels. The results indicated that the development toward Intralogistics 4.0 - implemented workplaces does not have a simple or predefined impact on humans; instead, the individual design is relevant and can improve the workplaces with more opportunities for satisfying and motivating jobs.

Kevin A. Hoff et al (2020) conducted a research study on the title "Interest fit and job satisfaction: A systematic review and meta-analysis" with the aim of performing a comprehensive meta-analysis on interest fit and job satisfaction. The results revealed a statistically significant, positive relation between interest fit and overall job satisfaction that was slightly lower than expected and suggested a need to re-conceptualize the importance of vocational interests.

Davidescu A et al. (2020) in the research work "Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees" showed that sustainable HRM is seen as an extension of strategic human resources, presenting a new approach to human resource management. The study aimed at investigating the link between employee development and worktime and workspace flexibility as relevant characteristics of sustainable HRM, job satisfaction and job performance among Romanian employees in order to identify how to redesign HRM in the face of "future work" challenges. The results revealed that these new types of workspaces were highly appreciated by employees, generating a growing interest among them and analysis of logistic regression analysis pointed out the role of functional flexibility, working time, and workspace flexibility along with the flexibility composite indicator in increasing the level of job satisfaction in employees.

According to **Hoppok & Spielgler (1938)** Job Satisfaction is defined as the integrated set of psychological, physiological and environmental

conditions that encourage employees to admit that they are satisfied or happy with their jobs. Majority of the research studies showed that the major impact of job satisfaction rest on employee's perception towards work nature and financial compensation. Previous research study also states that the job satisfaction influences the motivation of the worker in an organization. The business performance in an organization increases by increase in the level of motivation. The key factors contributed towards employee job satisfaction include pay, promotion, fairness and working condition **Rashid Saeed et al., (2014)**. The research study reveals that salary occupies the first rank in job satisfaction in contrast other determinants which is influencing job satisfaction **Gurusamy & Mahendran (2013)**. There is a significant relationship with respect to nature of employee's job and job satisfaction in Tourism Industry **Rumman (2011)** and Organization Climate shows impact towards Job satisfaction **Adeniji (2011)**. The research evidence shows that pay, promotion opportunities, rewards, relation with boss and coworkers shows positive effect towards job satisfaction **Yasir Kamal and Fawad Hanif (2009)**.

Job satisfaction of employees shows high degree of relationship with company's policy and administration **Afroze (2008)**. Empirical research findings propose that job satisfaction is positively correlated with pension benefits, family conditions and the personal characteristics, number of hours worked; work environment and type of job **Isuo Ohashi (2005)**. The positive relationships exist between job satisfactions with organizational financial, market performance **Schneider (2003)**. High degree of work culture shows positive effect towards job satisfaction **Ali & Akhtar (1999)** and the impact of family tension towards job satisfaction level **Gohil (1999)**. Job satisfaction plays a major role in managerial or organizational effectiveness point, in any of the organization **Karl & Sutton (1998)** and the factors such as administrative support, leadership, a positive atmosphere and autonomy closely associated with higher job satisfaction. In a personality determinations of job satisfaction the researcher found that there is no

significant impact towards job satisfaction on the basis of demographic variables such as age and gender **Bhatt (1987)**. The major five key attributes in a job includes ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers **Yankelovich Partners (1998)**. The factors such as company policies, administration, relationships with supervisors, compensation and the negative impact of work on their personal lives leads to job dissatisfaction among the employees **Cardona (1996)**. There exists significant correlation between job satisfaction and work culture **Rajendran (1987)**. The increase in job satisfaction among the employees indicate trend of decreasing anxiety among them **Jawa (1971)**. The nature of work and supervision adequacy is associated with job satisfaction **Lodahl & Kejner (1965)**. The job satisfaction shows positive relationship with the factors such as salary, management, working condition, welfare facilities and union management relations, there is no significant relationship with job nature and coworkers **Rajgopal (1965)**. Job satisfaction increases with increase in experience of the demographic profile of an individual employee **Prasad (1964)**.

1.1.2. Work Environment

Junoš Lukan, Larissa Bolliger et al (2022) in the article "Work environment risk factors causing day-to-day stress in occupational settings: a systematic review" did a research study with the objective to identify work environment risk factors causing day-to-day stress. The researchers assessed stress exposures as work environment risk factors and stress outcomes, measured via self-perceived questionnaires and physiological stress detection via Ecological Momentary Assessment (EMA) or similar methods carried out in real-world work environments followed by correlational analyses. The findings showed the most commonly measured work environment risk factor was work intensity, while stress was most often framed as an effective response.

Rui Yang, Vicente García Díaz, Ching-Hsien Hsu (2021) in the article "Use of emotional intelligence to promote innovation among employees in the work

environment through qualitative and quantitative analysis" analyzed different mediating effect factors on relationship among EI and creativity with the help of Qualitative analysis in terms of the meta-analysis of correlations. Findings demonstrated a significant impact on creativity & behavioral factors from EI. Proposed partnerships seemed to be reduced by personal achievement.

Yuan Badrianto & Muhamad Ekhsan (2020) carried out a research work titled "Effect of Work Environment and Job Satisfaction on Employee Performance in Pt. Nesinak Industries" with the objective to find out whether there is an influence of the work environment and job satisfaction variables on employee performance at PT. Nesinak Industries. The researchers uses quantitative methods and collected and analyzed data with the help of multiple linear regression analysis method. The findings showed that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously.

Yunianto Agung Nugroho et al (2020) performed a research work titled "Transformational Leadership and Employees' Performance: The Mediating Role of Motivation and work Environment" with objective to measure the effect of a transformational leadership and on employees 'performance in an Indonesian manufacturer through motivation and work environment as mediating variables. Data were collected by using simple random sampling and were processed by using SEM with Smart PLS 3.0. The findings revealed that transformational leadership has a positive and significant effect on employees performance both directly and indirectly through a mediating effect of motivation and work environment.

The summation of employee's feeling such as Job-nature, Management policy, Social Relations and Personal adjustment encompass Job Satisfaction **Pestonejee (1979)**. There is an adverse consequence on employee's performance if the organization disregards the work environment **Spector (1997)**. The researcher includes safety to employees, job security,

and interpersonal relation with co-workers, good appraisal, motivation and participation in decision making as variables of work environment. The higher level of employee commitment and engagement will be there if the employees realize the importance given to them by the organization. The employees hesitate to share the innovative idea with their supervisor because of their harsh behavior **Arnetz (1999)**. The appropriate attention towards interpersonal relationships, recognition from supervisor increases the job satisfaction levels among the faculty members of colleges **Castillo & Cano (2004)**.

Ruman (2011) in his research found that there is statistical significant and correlation exists between the employee's nature of job and interpersonal relationship **Uddin et al., (2005)**. The factors such as employee relations, salary and supervision influence the job satisfaction **Saeed et al., (2014)**. **Afroze (2008)** found in his research that management policy, administration and salary act as a major contributor towards employee job satisfaction.

2. Background and Hypotheses

As analyzed in the literature review number of quantitative studies have studied the impact of variables as pay, promotion opportunities, rewards, relation with boss ,coworkers, pension benefits, family conditions and the personal characteristics, number of hours worked; work environment and type of job with job satisfaction. But to the best, this particular research determined the impact of variables of Work Environment such as Nature of Work, Inter personal Relationship, Pay and allowances, Management Policies which are affecting the job satisfaction among the employees.

3. Proposed Conceptual - NIPM-WE Model for Job Satisfaction

The objective is to determine the effect of working environment towards employee job satisfaction. To analyze the individual impact of working environment factors such as nature of work, interpersonal relationship, pay & allowance and management policies towards job satisfaction. Based on the review

of literature and conceptual framework the following hypothesis has been formulated to investigate the impact of independent variable work environment towards dependant variable job satisfaction. The researcher derived the following hypothesis based on the in-depth analysis of the review of literature.

3.1. Conceptual Framework

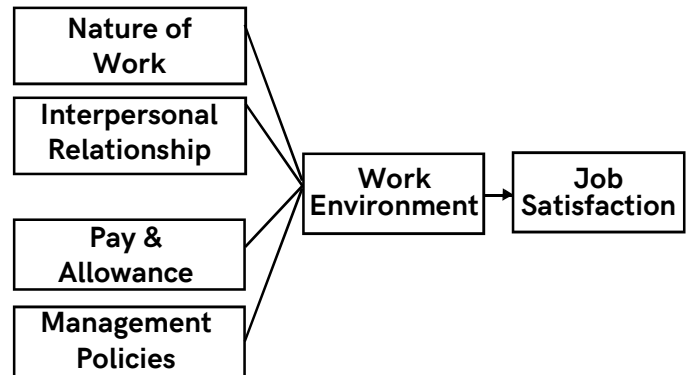


Fig.No.01. Proposed Research Model - NIPM-WE Model for Job Satisfaction

3.2 Hypothesis Testing:

- **Hypothesis Testing (H₀₁)** : There is a strong positive correlation between environment variables and job satisfaction
- **Hypothesis Testing (H₀₂)** : There is a significant impact of work environment variables towards job satisfaction.

4. Research Methodology

The participants of study were employees of manufacturing industry. A pilot test study was conducted in order to ensure that the participants were able to understand the question. Based on the pilot test study and employee comments about questions, changes were made in order to increase the accuracy of survey by removing certain questions which were confusing the respondents. The questionnaires were checked manually and the missing data points were updated. The incomplete questionnaire was discarded.

To test the hypotheses and to draw meaningful inferences bivariate as well as multivariate techniques such as correlation and regression is applied. To check the collected data purification, reliability and validity,

the collected data is analyzed with the help of SPSS. The reliability of the data was analyzed by using Cronbach's α test.

The output of the report shows that Cronbach's α and composite reliability exceeded the threshold value of 0.6 (Malhotra; 2004), which shows good internal consistency among the different variable. The validity of the questionnaire was done by getting valuable inputs from research experts, academicians, corporate HR and eminent scholars.

5. Results and Discussions:

The primary data collected was analyzed and computed through Statistical Package for Social Sciences (SPSS) Software and also those analysis are interpreted accordingly as follows.

5.1. Relationship between Work Environment Variables and Job Satisfaction

Relationship between Work Environment Variables & Job Satisfaction		Job Satisfaction	Nature of Work	Interpersonal Relationship	Pay & Allowances	Management Policies
Job Satisfaction	Pearson Correlation	1	.741**	.831**	.850**	.822**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	239	239	239	239	239
Nature of Work	Pearson Correlation	.741**	1	.524**	.475**	.596**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	239	239	239	239	239
Interpersonal Relationship	Pearson Correlation	.831**	.524**	1	.667**	.556**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	239	239	239	239	239
Pay & Allowances	Pearson Correlation	.850**	.475**	.667**	1	.626**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	239	239	239	239	239
Management Policies	Pearson Correlation	.822**	.596**	.556**	.626**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	239	239	239	239	239

** . Correlation is significant at the 0.01 level (2-tailed).

Table.No. 1: Relationship between Work Environment Variables and Job Satisfaction

To identify the strong association and degree of relationship between the job satisfaction and work environment Pearson correlation analysis was applied. The value of (r) nearer to +1 indicates the stronger relationship between the dependent and independent variables and vice-versa. The table 1 indicates the results of Pearson Correlation and reveals that there is high degree of positive correlation between the job satisfaction and work environment. There exists positive correlation between job satisfaction (JS) and the work environment variables Nature of Work (NW), Interpersonal Relationship (IR), Pay & Allowances (PA) and Management Policies (MP) with a correlation value of 0.741**,0.831**,0.850** and 0.822** at 0.000 significant level. Thus the null hypothesis is rejected and alternate hypothesis is accepted.

Table.No. 2 : Validating the Model Fit

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 ^a	.953	.952	.0488

a. Predictors: (Constant), Nature of Work, Interpersonal Relationship, Pay & Allowances, Management Policies

Table.No.03: Model Fit

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.388	4	1.347	565.658	.000 ^b
	Residual	.264	111	.002		
	Total	5.653	115			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Nature of Work, Interpersonal Relationship, Pay & Allowances, Management Policies.

To compute the impact of work environment variables towards employee job satisfaction regression analysis is carried out. The R value of linear regression model summary is 0.976 which indicates 97.6% of positive relationships exist between job satisfaction (dependant variable) and the work environment (independent variable). The R2 value 0.953 indicates that around 95% of the total variation in the dependent variable job satisfaction can be explained by the independent variable work environment. The value of R2 will increase if any other independent variable is added to the existing variable.

Table.No. 4 : Model Fit

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.260	.062		4.194	.000
	Management Policies	.201	.020	.271	10.047	.000
	Pay & Allowances	.240	.017	.360	14.041	.000
	Interpersonal Relationship	.244	.019	.326	13.106	.000
	Nature of Work	.233	.022	.286	10.664	.000

a. Dependent Variable: Job Satisfaction

The value R (0.976) which is closer to the value 1 indicates that there exist higher positive relationship between job satisfaction and work environment. The significance value from Anova table is lesser than 0.0 and hence the regression model is statistically significant and predicts the job satisfaction. The regression analysis output revealed the impact of the work environment determinants (independent variable) towards the job satisfaction (dependant variable). From the table the predicted regression model can be given in regression equation as follows:

$$\text{Regression Equation} = Y (\text{JS}) = 0.260 + 0.201(X_1) + 0.240(X_2) + 0.244(X_3) + 0.233(X_4)$$

Where,

JS = Job Satisfaction,

X₁ = Management Policies,

X₂ = Pay & Allowances

X₃ = Interpersonal Relationship,

X₄ = Nature of Work

From the above regression equation it is justified that increase in the value of the various work environment determinants such as nature of work, interpersonal relationship, pay & allowance and management policies will have an impact towards the job satisfaction. The table value of the output shows significant in terms of work environment variables such as nature of work, interpersonal relationship, pay & allowance and management policies.

The regression analysis shows that there is high degree of positive correlation as well as impact between job satisfaction and work environment. To maximize the organization output as well as quality of the product delivered, organization should provide a conducive as well as friendly environment which will enforce the employees to deliver their best. The research output projects that employees concern towards job satisfaction increases on the basis of the work environment variables such as nature of work, interpersonal relationship, pay & allowance and management policies.

6. Conclusions, Limitations and Future Research

Good work environment leads to increase in productivity as well as attainment of organizational objective. There is tremendous benefit in providing good work environment. The study reveals that work environment is positively related to job satisfaction. The job satisfaction leads to employee commitment, employee commitment leads to employee loyalty, employee loyalty leads to employee retention which in turn this process leads to overall growth of organization eventually stakeholders as well as organization will be mutually benefited.

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