

A Comparative Study of Work Environment and Job Satisfaction of Employees

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ABSTRACT

The present study is directed to know the relevance of work environment of employees in relation with the job satisfaction. One of the biggest challenges in today's scenario is to satisfy the employee so as to achieve good success and remain in competition. The objective of the paper is to analyse the impact of working environment on employee's job satisfaction. The study employed a quantitative methodology. The study was carried out in the private sectors of Chandigarh on a sample of 100 adults (50 Males + 50 Females) from two private companies which were randomly selected. The tools used in investigation were Dr. B.C. Muthayya and Rudoit H Moosand Paul N Inset. The finding revealed irrespective of caste and religion and no significant difference existed between the mean score of males and females regarding job satisfaction. It was also found that highly significant difference existed between the two samples with regard to involvement, autonomy and significant difference existed between supervisor support and physical comfort. Findings also showed positive correlations with work environment and job satisfaction.

Key Words : Work environment, Job satisfaction

INTRODUCTION

Work environment is used to describe the surrounding conditions in which an employee operates. Basically it is composed of many factors, which when come together form the environment of an organization. These factors are involvement, Co worker cohesion, autonomy, task orientation, work pressure and supervisor support. All these factors together have an impact on the performance of an employee. Therefore, in order to gain better results from the employees, it becomes very essential that they should be provided with proper work environment factors. Good work characteristics includes how the job is carried out and completed, involving the task, activities, control on ones job activities, sense of achievement, independence and intrinsic value of task. Employees want healthy workplace environment where they can work in harmony with their team members and their supervisors (Heath, 2006). Mikkelsen and Gundersen (2001) states, that the most

harmful consequences of a dangerous work environment are stress, fatigue and other such health issues. The last decade has seen an increase in the stress related illness. With the increase in time constraints, workload, job demands and strict deadlines stress has also increased

Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect job satisfaction (Lane, Esser, Holte, and Anne, 2010). Arnetz (1999) 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.

Job satisfaction is any blend of mental, physiological, and natural circumstances that bring about a man honestly to say I am satisfied by my job (Hoppock, 1935). It is an orientation of emotions that employee possess towards

role they are performing at the work place. Job satisfaction is characterized as “it is the distinction between the measure of prizes workers get and the sum they trust they ought to get” (Robbins and Judge, 2003). According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. It is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve. Locke (1976) proposed that job satisfaction among the workers can be achieved by empowering and permitting people enough obligation to develop their mental level rationally; work contentment is a pleasant or encouraging expressive state inside work skills.

Objectives:

- To study the work environment of employees.
- To study the job satisfaction of employees.
- To find out gender difference, if any, in work environment and job satisfaction.
- To find out inter correlations among the variables.

METHODOLOGY

A comprehensive study was conducted in the selected Private Companies of Chandigarh (UT). A list of all Private Companies of Chandigarh was obtained. From this list, 1 Private Company was selected randomly. The selected company was Chandigarh. From each selected company, 50 Males and 50 Females were selected randomly irrespective of their caste, creed, economic status and ordinal position.

Psychological tool used:

Work environment scale:

The Work Environment Scale was created by Rudolf Moos. The present study investigated to measure the social environment of all types of work settings. It comprises ten subscales or dimensions, which are divided into three sets: the Relationship Dimensions, the Personal

Growth or Goal Orientation dimensions, and the System Maintenance and System Change dimensions. The Work Environment Scale can be used to describe workplace social environments, contrast employees’ and managers’ views of their work groups, and compare actual and preferred work environments.

Job satisfaction scale:

It has been operationally measured by using Job Satisfaction Scale developed by Dr. B.C.Muthayya (1973) which tells us about certain feelings about job. It investigated to measure the satisfaction of employee towards their job.

Statistical analysis:

The data was analyzed. To find out the difference in mean scores of various variables in males and females, t-test was used. Karl Pearson’s Coefficient of Correlation was applied to find out inter correlation among various variables of the study. Regression was used to know the impact factor among the variables.

RESULTS AND DISCUSSION

No significant difference existed between the mean score of males and females regarding job satisfaction (Table 1).

A glance over Table 2 indicates high significant difference existed between the mean scores of males and females with regard to involvement ($t= 1.73$, $p<0.01$), autonomy ($t= .219^{**}$, $p<0.01$) while significant differences existed between with regard to supervisor support ($t= .902$, $p<0.05$) and physical comfort ($t=1.791^*$, $p<0.05$). Females as compare to males were found to have more of involvement in work, supervisor support and autonomy and physical comfort.

The present results showing higher involvement, autonomy, supervisor support and physical comfort more in females than males are in the lines of Schroffel (1999). 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

Table 1: Significance of Mean Difference between Scores of Males and Females						(N=100)	
Component	Sex	N	Mean	Std. Deviation	t-value	p-value	
Job Satisfaction Scale	Male	50	22.96	6.95	.207	.836	
	Female	50	22.68	6.57			

Table 2 : Significance of Mean Difference between Scores of Males and Females (N=100)

Components	Sex	N	Mean	Std. Deviation	t-value
Involvement	Male	50	4.88	1.44	1.373**
	Female	50	5.24	1.17	
Coworker Cohesion	Male	50	4.58	1.58	.947
	Female	50	4.86	1.37	
Supervisor Support	Male	50	5.06	1.73	.124*
	Female	50	5.10	1.49	
Autonomy	Male	50	5.26	1.45	1.237**
	Female	50	5.62	1.46	
Task Orientation	Male	50	5.10	1.89	.320
	Female	50	4.98	1.86	
Work Pressure	Male	50	4.38	1.71	.559
	Female	50	4.56	1.50	
Clarity	Male	50	4.86	1.47	.066
	Female	50	4.88	1.55	
Managerial Control	Male	50	4.92	1.89	1.099
	Female	50	5.32	1.74	
Innovation	Male	50	5.00	1.53	1.058
	Female	50	5.38	2.03	
Physical Comfort	Male	50	4.70	1.78	1.791*
	Female	50	5.30	1.57	
Work Environment Scale	Male	50	48.74	9.51	1.308*
	Female	50	51.24	9.59	

*Significance at 0.05 level

** Significance at 0.01 level

good and effective supervision, employees’ satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high.

Females as compare to males perceived more emphasis on positive involvement and independence as compare to males. Significant difference between boys and girls were found with regard to supervisor support, and physical comfort.

Inter - correlation among Various Variables of the Study:

In order to find out the inter- correlations among various variables of the study of total sample, Karl Pearson’s Coefficient of Correlations was used and the coefficient have been furnished in Table 3.

The present result also shows significant positive correlation between innovation and supervisor support. It also highlights more positive the work environment of employees, more the job satisfaction of employees will be.

It also revealed that significant negative correlation with task orientation and work pressure. The more the work pressure and task involvement of employees the more dissatisfaction will be their job life.

With regard to negative correlations between job satisfaction and work environment, the obtained results are in the lines with the findings of The Personal Growth or Goal Orientation dimensions look at how environments may encourage certain goals and procure change. Most specifically in the workplace the dimension reviews an employee’s autonomy, task orientation and work pressures (Salkind, 2007).

The justification for the present result could be given

Table 3 : Inter correlation among various variables

Work Environment	Job Satisfaction Scale
Involvement	.227*
Coworker Cohesion	.055
Supervisor Support	.169*
Autonomy	-.005
Task Orientation	-.005
Work Pressure	-.022*
Clarity	-.144
Managerial Control	-.091
Innovation	-.243*
Physical Comfort	-.203*
Work Environment Scale	-.193

*Significance at 0.05 level

** Significance at 0.01 level

in light of the fact that the more the role of supervisor and healthy work environment the more will be the satisfaction of employees, whereas the more work pressure the less will be the job satisfaction.

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. 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 private company 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

Suggestion and Recommendation:

- Organisation should adapt virtuous strategies for overcome with the problem related to fatigue and boredom.
- Organisation should divide the work equally for

workload or else appoint more employees. As workload stimulus stress, so company has to take some action.

- Attitude towards the subordinate and colleagues should smooth and positive for effective results.

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