

## The Impact of Workplace Quality on Job Satisfaction of the Faculty in Higher Educational Institutions of Nepal

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**ABSTRACT:** In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for an organization is to satisfy its faculty to cope up with the ever changing and evolving environment and to achieve success and remain in competition. To increase efficiency, effectiveness and productivity of faculty, the organization must satisfy the needs of its faculty by providing good working conditions. The objective of this paper was to analyze the impact of working environment on faculty job satisfaction. This study employed a quantitative approach of research methodology. Data were collected through a self-administered survey questionnaire. The target population of this study were working faculty in educational institutes of State five and six. Purposive sampling method was used to select the higher educational institutions and simple random sampling technique was applied for selection of respondent. The responses were collected from 400 faculty. The result shows a positive relationship between work place quality and faculty job satisfaction. Therefore, this study concludes that the organization need to realize the importance of good working environment for maximizing the level of job satisfaction.

**KEY TERMINOLOGY:** Employee (Faculty), Work Environment and Job Satisfaction

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### I. INTRODUCTION

Job satisfaction describes how much an employee likes or dislikes his/her jobs. It is a sense of comfort and positive experience of an employee towards their jobs due to the causes of workplace environment (Bakotic & Babic, 2013). Job satisfaction affect employee work behavior, organizational performance and effectiveness of organizational activities. The job satisfaction of a faculty depends on various factors out of them working environment is one. The important working environment determinants that affect the faculty job satisfaction are climate, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke, gender and age of the worker, fatigue, monotony, unfavorable posture during work, duration of the work shift, work schedule, working time, work pace, excessive strain etc. (Bakotic & Babic, 2013). Workplace environment studies have found, employees are satisfied with reference to specific workspace features such as proper lighting, ventilation, access to natural light and acoustic environment, appropriate furniture and buildings etc., (Humphries, 2005) and such environment lead to increase the performance and employee productivity. The quality of workplace environment has direct effect on the human sense and it helps to change interpersonal interactions and productivity. It is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing in every organization. Workers are living in a growing economy and have almost limitless job opportunities. The influencing power of employee in the business has been increasing (Ajala, 2012). Thus, this study attempts to explore the impact of quality of work place on employee job performance.

### II. REVIEW OF LITERATURE

The location of the work, where the employee performs his/her duties and daily activities, such as office or site of construction included in workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of work. Employee can perform their job better if they have good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be (Javed, 2014).

The importance of workplace environment has increasing due to its nature and its impact to the society. In the modern era, management of workforce has become more difficult because employees are highly qualified and aware of their rights while working in an organization. Therefore, it is imperative that the organizations identify the needs of their employees and satisfy them to ensure effective accomplishment of its goals and

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objectives. Good working environment increases employee loyalty, level of commitment, efficiency & effectiveness, productivity, and develops a sense of ownership among employees which ultimately increases organizational effectiveness as well as reduces prohibit cost emerging as a result of dissatisfied employees (Raziq & Bakhsh, 2014).

An empirical study of job satisfaction by (Spector, 1997) observed that most organizations have ignored the working environment within their organization, as a result an adverse effect has been identified 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. The researcher further elaborated that once employees realize that the firm has considered their importance, they will have high level of commitment and a sense of ownership for their organization.

The study "relationship between working conditions and job satisfaction" by (Bakotic & Babic, 2013) found that the workers who work under difficult and risky working conditions, then it becomes the source of dissatisfaction. To improve satisfaction of employees working under difficult working conditions, it is necessary 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.

The study of (Chandasekhar, 2011) revealed that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. The findings of the study also focus human to human interactions and relations that play more dominant role in the overall job satisfaction. In addition to this, management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

The results of the study (Raziq & Bakhsh, 2014) have shown a positive relationship between working environment and job satisfaction. The employees working in all three sectors (that are banking, university and telecommunication) have agreed that working environment plays a vital role in attaining job satisfaction. As the competition, has increased and business environment is dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment. Employees are becoming concerned about the working environment which includes working hours, job safety and security, relationship with co-worker, esteem needs and top management as mentioned in this study.

The favorable work place environment such as, clean and hazardless working environment inspires the employee in performing their duty effectively and efficiently. The study (Javed, 2014) revealed that work place environment has a positive relation with job satisfaction and it contributes 16% to increase the job satisfaction level among the respondents. Similarly, the study (Taiwo, 2009) revealed that to increase the productivity by managing workplace environment such as, noise control, contaminants and hazard control, enhancing friendly and encouraging human environment, job fit, work environment modeling, creating qualitative work life concepts and making physical working conditions favorable. The researcher concluded that an effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and satisfaction.

Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking frame or be creative without much interruption (Mubex, 20110).

In contrast the unfavorable work environment such as noise is one of the leading causes of employees' distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress. The empirical study (Bruce, 2008) showed that workplace distractions cut employee productivity by 40%, and increase errors by 27%. Similarly, another study (Moloney, 2011) revealed that the natural light and air ventilation increase the productivity by 3-18%.

Employee satisfaction is closely related to productivity and successes of any organizations. Employee satisfaction has a positive persuade on organizational performance. Employee satisfaction plays a considerable role in enhancing operational performance of organizations and quality of goods and services. Therefore, job satisfaction of faculty members in the campuses is also very important factors. More satisfied faculty can serve better and the result of organizational performance also will increase.

### **III. RESEARCH METHODOLOGY**

Primary and secondary data has been used in this study. The study has applied quantitative research method and philosophically it is based on positivism philosophy. The population of this study were faculty members from constituent, community and private higher educational institutions under Tribuvan University located at state no. five and six. Using purposive sampling method, eleven educational institutions (Campuses)

were selected for the study. In this study, 400 faculty members' responses were collected using survey questionnaire from these campuses. Likert scale with five point 1 as very low and 5 very high was used. Environmental factors were used as an independent variable and job satisfaction variable were taken as a dependent variable. Mean, standard deviation, t- test and ANOVA statistical tool were used to analyze the data.

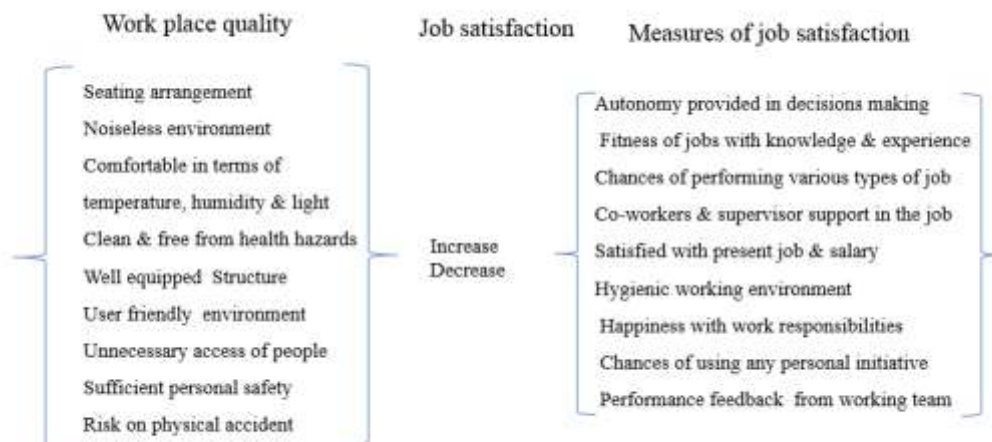
**Theoretical Framework**

Herzberg proposed a theory in which he differentiated between factors of satisfaction and factors of dissatisfaction at work, known as "Two Factor Theory". He revealed the factors that caused satisfaction and dissatisfaction (Motivators and Hygiene factors) among employees. Motivators involved recognition, advancement, growth etc. i.e. the factors that caused intrinsic satisfaction. Hygiene factors involved working environment, company policy, supervisor support etc. i.e. the factors that were associated with job dissatisfaction when they were not present, but their presence does not make employees much satisfied (Khan & Mansoor, 2013). Herzberg argued that the extrinsic aspects of work (the hygiene factors) could not provide a source of motivation for people but could, if 'bad', provide a source of dissatisfaction and thus de-motivate employee. In a situation in which there were 'good' hygiene factors, the employee would be in a state of 'no dissatisfaction'. Thus, to motivate workers towards higher productivity "while it is important to ensure that the hygiene factors are correct, the manager must manipulate the motivators by attending to job-content issues (Sengupta, 2010).

The main variable of this study is work quality environment and its impact on job satisfaction of the employee. The proposition of this study is the higher the quality of work place environment produces the higher level of job satisfaction. Thus, this study follows the Herzberg two factor theory.

**Conceptual Framework**

This study has selected the work place quality as an independent variable. The work place quality is measured using the variable such as seating arrangement in the campus, impact of noise, comfortable of light and humidity, cleanliness, well equipped furniture and user friendly environment of the campus and its impact on job satisfaction. The positive environment increase the job satisfaction and negative or lower level of facility on these variables reduce the job satisfaction of the faculty of higher educational institutions of Nepal. Similarly, the job satisfaction is measured using the variable such as autonomy provided in decisions making, fitness of jobs with knowledge and experience, chances of performing various types of job, co-workers and supervisor support in the job, satisfied with present job and salary, hygienic working environment, happiness with work responsibilities, chances of using any personal initiative and performance feedback from working team. Working environment variable has been taken as an independent variable and job satisfaction has been taken as a dependent variable. The relationship between the variable (conceptual framework) has been presented in the figure 1.



**Figure 1:** Conceptual framework of the study

**Research Objective**

To analyses the impact of work place quality on employee job satisfaction.

**Research Hypothesis**

H<sub>0</sub>:1 There is no significant difference between the hypothesized mean and quality of work environment variables.

H<sub>0</sub>:2 There is no significant difference between work place quality and job satisfaction of the faculty.

**Analysis And Interpretations**

The data were collected using structured questionnaire on working environment of the faculty working in constituent, community and private campuses. The information was collected to observe the current physical environment of the faculty members in their working places. The five point Likert scale was used for collection of data.

Data were analyzed using descriptive as well as inferential statistics. Mean and standard deviation were used to analyze the concentration of the data. Similarly, one sample t – test was used to analyze the individual variable of independent and dependent variable. Then at last one way ANOVA (Analysis of variance) was used to test the hypothesis.

**Reliability Test**

The reliability test was done using Cronch Batch Alpha test. The result was found .811 of 11 items. It shows the internal consistency of data was very strong. A Cronbach alpha of .60 is acceptable but .70 and above are even better (Cronbach, 1951). In literature, the widely accepted social science cut off is .70 or higher. This is because, at .70, the standard error of measurement is over half (.55) of the standard deviation (Cronbach, 1951). The bigger the Cronbach alpha, the more consistent the data is in predicting the underlying factor.

**Table 1:** Cronch Batch Alpha test of job satisfaction variable

Cronbach's Alpha	Number of Items
.811	11

Source: Survey data 2017

**Quality Of Work Environment**

Employee is an essential component in the process of achieving the mission and vision of an organization. Employees should meet the performance criteria set by the organization that ensure the quality of their work(Raziq & Bakhsh, 2014). 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. Thus, the work environment play an important role to satisfy the faculty. In this study, ten different variables that related to work environment were selected to measure the job satisfaction of the faculty.

**Table 2:** Descriptive statistics of work quality environment variables

Variables	Mean	Std. Deviation
Seating arrangement	2.88	0.67
Noiseless environment	3.09	0.82
Comfortable in terms of temperature, humidity &light	2.63	0.85
Low risk on physical accident	3.18	0.86
Clean & clear from health hazard	2.62	0.89
Sufficient personal safety measures	3.13	0.77
Requires a lot of physical efforts	3.27	0.82
Unnecessary excess of people	3.27	1.06
Well- equipped structure	2.54	0.96
User friendly environment	2.19	1.04

Source: Survey data 2017

The analysis presented in Table 2, shows that the mean value and standard deviation of independent variables. The feelings of quality work place observed by the faculty in the campuses were measured using mean. The result shows the feelings of the faculty is found on moderate level mean value on noiseless environment, possibility of physical accident, sufficient personal safety measures, physical efforts and unnecessary excess of people.Likewise, the mean value is lower than moderate level on user friendly environment, well equipped structure, Cleanliness environment, seating arrangement and comfort in terms of light and humidity.

**Table 3:** One sample t-test of the quality of work environment variables

Variable	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Seating arrangement	-3.658	399	.000	-.123	-.188	-.057
Noiseless environment	2.259	399	.024	.092	.012	.173
Comfort in terms of temperature, light & humidity	-8.752	399	.000	-.370	-.453	-.287
Low risk on physical accident	4.147	399	.000	.178	.093	.262
Clean & clear from health hazard	-8.537	399	.000	-.380	-.468	-.292
Sufficient personal safety	3.372	399	.001	.130	.054	.206
Requires alot of physical efforts	6.554	399	.000	.270	.189	.351
Unnecessary excess of people	4.980	399	.000	.265	.160	.370
Well - equipped structure	-9.614	399	.000	-.460	-.554	-.366
User friendly environment	-15.482	399	.000	-.808	-.910	-.705

Source: Survey data 2017

Table 3 presents the test statistics such as t-value of two tail test, degree of freedom, and significance value at 95% confidence level. The hypothesized test value was taken 3 (population mean). The t-value presented in table 3 shows almost in negative. It indicated that the test variable mean is lower than hypothesized mean. Similarly, the significance value of two tail test is less than 0.05 in all cases. Thus, the null hypothesis is rejected at 5% level of significant. Therefore, the conclusion is made that sample mean is significant difference with hypothesized mean. The conclusion of this study is that small improvement or improvement in these variable helps to increase the job satisfaction of the faculty members.

### Job Satisfaction

One of the most important goals of an organization is to maximize employee performance to accomplish organization goals. For this, the organization needs not only highly motivated but also satisfied and psychologically balanced employees to increase performance and productivity in the organization (Dugguh & Dennis, 2014). Simply stated, job satisfaction refers to the attributes and feelings of employee have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. The job satisfaction may be measured in single dimension or multiple dimension. In this study, eleven elements of job satisfaction have been taken as a job satisfaction dimensions.

**Table 4:** Descriptive statistics of job satisfaction variable

Variable	Mean	Std. Deviation
Autonomy given in decision making	3.413	0.938
Job fitness with the knowledge & experience	4.193	0.750
Chance of performing various types of job	3.020	0.664
Satisfaction level on support by coworkers & supervisor	3.688	0.775
Satisfaction on current job	3.805	1.077
Satisfaction on organization hygienic environment	3.778	0.880
Satisfaction on existing salary structure	2.738	0.781
Happiness on work responsibility	3.650	0.771
Regular interferences on the job	2.833	0.725
Satisfaction on using personal judgement in work	3.298	0.901
Satisfaction on performance feedback	3.775	1.021

Source: Survey data 2017

The result presented in Table 4 sample statistics such as mean and standard deviation of each test variables. The hypothesized mean value was assumed 3 (three). Most of the variable have more or less the mean value is on moderate range.

**Table 5:** One sample t-test of job satisfaction variables

Variable	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Autonomy given in decision making	8.797	399	.000	.413	.320	.505
Job fitness with the knowledge	31.818	399	.000	1.193	1.119	1.266
Chance of performing various types of job	.603	399	.547	.020	-.045	.085
Satisfaction on support by coworkers & supervisor	17.731	399	.000	.688	.611	.764
Satisfaction on current job	14.949	399	.000	.805	.699	.911
Satisfaction on organization hygienic	17.664	399	.000	.778	.691	.864
Satisfaction on existing salary structure	-6.721	399	.000	-.263	-.339	-.186
Happiness on work responsibility	16.868	399	.000	.650	.574	.726
Regular interferences in my job	-4.620	399	.000	-.168	-.239	-.096
Satisfaction on using personal judgement	6.607	399	.000	.298	.209	.386
Satisfaction on feedback on my performance	15.185	399	.000	.775	.675	.875

Source: Survey date 2017

Table 5 presents the test statistics such as t-value of two tail test, degree of freedom, and significance value at 95% confidence level. The hypothesized test value was taken 3 (population mean). The significance value of two tail test is less than 0.05 in all cases except of chance of performing of various jobs. Thus, the null hypothesis is rejected at 5% level of significant. Therefore, the conclusion is made that sample mean is significant difference with hypothesized mean. The conclusion is made from the study that small improvement or improvement in these variable helps to increase the job satisfaction of the faculty members.

**Table 6:** ANOVA of quality of work place variable and job satisfaction

Variable	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1943.081	22	88.322	3.266	.000
Within Groups	10195.857	377	27.045		
Total	12138.938	399			

Source: Survey data 2017

The summary result of one way ANOVA analysis presented in Table 6, the significant value of p is <.05 here. Hence, null hypothesis is rejected at 5% level of significance and the conclusion is made that there is significant difference between the quality of work place environment and job satisfaction of the faculty members. The conclusion of the analysis is increase the quality of workplace environment increase the job satisfaction and vice versa.

#### IV. LIMITATION AND DIRECTION FOR FURTHER RESEARCH

This study focuses only the physical work environment and job satisfaction of faculty members in higher educational institutions of Nepal. Further study could be broadening by adding the administrative staff, by adding other variable than work environment, and lower level of educational institutions and other universities of Nepal.

Similarly, by broadening the study area not only throughout Nepal along with but also other countries can be fruitful for further study. Likewise, the study was designed using cross sectional method and it could be broadening for further study using longitudinal study of the faculty members.

#### V. CONCLUSIONS

Working environment has a positive impact on job satisfaction of employees. Poor and unsafe workplace environment, result in significant losses for workers, their families, and national economy. 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. 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 increase in the quality of work place environment of the campuses will increase the job satisfaction of the faculty.

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