

## THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEES JOB SATISFACTION: A CASE STUDY OF PRIVATE SCHOOLS IN PESHAWAR CITY

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### Abstract

This study is based on finding the impact of the working environment on the job satisfaction in case of the teachers of private schools in Peshawar city. The working environment includes all those factors that are present in work place and affecting the job satisfaction level of the employees. The sample population includes 200 employees that are working as teachers in private schools of Peshawar. The respondents are selected on convenient based technique. The primary data is collected through the questionnaire. Data is analyzed through the frequency and regression analysis. The result indicates that most of the respondents agreed that their working environment is effective, supportive and positive which helps in increasing their job satisfaction level. The regression analysis indicates that working environment has direct influence on the job satisfaction level. The results are significant and consistent with the previous studies.

**Keywords:** *Working Environment, Job Satisfaction, Compensation*

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### Background of Study

Working Environment is the place where the individual works according to his profession. Working environment does not only up to the place but it can also be the condition, environment where people perform their duties and earn for their life. The work place or working environment has directly influenced on the job performance and job satisfaction of the employees Birdsall, Ross, and Sabot (2013). Sometime work environment plays significant positive role in employees' performance while on the other hand some time the working environment are

negatively influencing the job performance of the employees.

The workplace environment includes all those factors that are present in the environment and surrounding of the employees where they work. Heath (2006) explained that the workplace environment includes the physical location as well as all those factors such as rules, policies, working relationships, resources, behavioral procedures are also the part of the workplace environment. Hence the workplace environment includes both tangible and intangible factors and all of

these factors are important. The competitiveness of any organization is based on the quality of the workplace and the environment that the organization provides to its employees.

To compete in the modern area, the organizations should focus on their workplace environment Pitaloka and Sofia (2014). Because the affective workplace environment can increase the job satisfaction level of the employees which leads to the high job performances of the employees (Labrague et al., 2022, Muhammad et al., 2021). Hence it is necessary to have quality workplace environment so that each employee should focus on his work and give his maximum output which ultimately helps in increasing the economic value for the organization.

The outcomes of the healthy workplace environment include productive and loyal employees, profits and economic values for the organization. The healthy work environment builds the long-term relationship with the employees. The job satisfaction is highly deemed on the workplace environment (Enwezor & Obi, 2022). The performance of the employees depends upon their ability, type of task, effort etc. All of these factors are directly associated with the working environment (Kurniawan & Andriani, 2022). All the successful organizations specially empathize on the quality working place because it brings high employee performance and that's the reason their employees are satisfied from their jobs.

### **Objectives of the Study**

The main objective of the study is to analyze the impact of the working environment on the job satisfaction in case

of private schools' teachers in Peshawar. The other objectives of the study are as follows:

- To know the private school teachers' job satisfaction level.
- To check the relationship of working environment and teachers' job satisfaction.
- To find out the factors that impact significantly on teachers' satisfaction.

### **Problem Statement**

There is a job satisfaction and motivation problem of teachers in private Schools of Peshawar due to work environment. The most important purpose of the research was to investigate the job satisfaction level of private schools' teachers of Peshawar, Pakistan and to know factors affecting the job satisfaction significantly.

### **Research Questions**

Based on the research objectives and problem statement, the research questions of the study are as follows:

1. Is there any effect of working environment on the job satisfaction?
2. How the job satisfaction varies due to work load?
3. How the working environment has affected the performance of teachers?

### **Significance of study**

People admitted the truth that the only way leading to every kind of state growth passes through the area of learning. No one can name even a single occupation where the role of education can be diluted. If education is considered as the backbone of growth in any country, the importance of teachers cannot be ignored as they have

been assigned the responsibility of educating the future generation. Teachers will be in the position to accomplish learning objectives if they feel satisfaction. Therefore, it is very important to study their different aspects of job satisfaction mainly related to work environment.

### **Scope of Study**

The research is aimed to highlight the issue of several studies have quoted the relationship of job satisfaction and quality of work life in business production based organizations. However, there are not many studies which have been carried out on working teachers in Private schools. Therefore, the researcher has undertaken to study the relationship between job satisfaction, and quality of work life including the demographic variables among teachers in privateschools. The study was confined on teachers working at the private schools.

### **Literature Review**

#### **Working Environment**

According to Buhai, Cottini, and Nielseny, (2015) the most important factor in any organization is work environment or internal climate of the organizations for its people. They studied the impact of working environment and internal climate of organizations on employee's productivity in different organizations. According to their analysis, they found that the productivity of the firm can be increased by the efficient and effective work environment and internal climate of work.

According to Baah and Amoako (2011), the motivation factors include different factors such as work nature, achievement sense from the work, responsibility,

advancement, recognition, personal growth opportunities. They explained that all of these factors help in giving the motivation to the employees about their work and organization. By positively influencing all these motivational factors to the respective employees, the organization can get maximum input from these employees and can lead to maximum output.

According to Sell and Cleal (2017), there is some sort or correlation exist among the job satisfaction and economic factors. Their analysis revealed that those organizations or work places which are far from cities or located in more hazardous areas have more job satisfaction of the employees because of high economic return while in case of cities, employees are less satisfied from their jobs because of low economic return. They further explain some factors that are associated with psychology and work environment such as social support, work place, rewards, working environment. So, the organizations need to improves all these factors so that their employees get more satisfaction from their job.

Schroffel (2013) explained some of the most important traits that are very necessary for the job. He explained that the in the time of need, the availability of supervisor, employees interlink, creative thinking, knowledge stimulate and employees communicate ability are considered as the most important and basic traits for any organization to keep the employees loyal and productive. It is up to the employers and management that how they used these traits. If they use all of these traits positively and efficiently that this will increases the employee's satisfaction level and vice versa.

Catillo and Cano (2014) examined the job satisfaction levels of the faculty at the university level. In their study they analyzed certain factors with the job satisfaction level and found that the factors such as interpersonal relationship, supervision, recognition, rewards, environment than this will increase the job satisfaction level of the faculty of college and university level in any institutions. The results are significant with the previous studies.

According to Bakotic and Babic (2013) there is one most important factor which is very much associated with the job satisfaction. They study the factor of working condition. They explained that the working condition is different for different employees but this has great influenced on the job satisfaction. According to them some workers, works in a very different and difficult working condition and their job satisfaction level is different from the others. Their analysis revealed that the all the workers who feels that their working condition is difficult for them has low level of job satisfaction. So, the management need to understand the working condition factor and should take necessary steps to improve the working condition of the employees.

### **Job Satisfaction**

According to Tariq (2016), in the telecom sector, the job satisfaction is associated with different variables. he explained that factors such as salary, workload, stress at work place, conflicts, family matters have significantly bad impact on the on satisfaction and this leads to job dissatisfaction as well. This dissatisfaction

leads to the poorer performance of the organization overall.

Researchers such as Chandrasekar (2014) and Ishrat et al., (2021) narrates that the work environment play significant role in enhancing the performance of the employees. If the organizations need more economical values and profits, than they must understand the importance of the workplace environment role in the organization. The decent and productive work environment helps in increasing the capabilities of the employees to give their maximum output to the organization. He also narrates that the job satisfaction can be achieved by the effective human to human relationship. Some of the factors which can enhanced the job satisfaction level are time, management skills and energy.

According to Castilla (2015) the job satisfaction is the scope for the employees to which they think that their job is positively or negatively associated. He explained the phenomena that the job satisfaction is the measure of the extent to which the employees react to their job scenarios. The job satisfaction is associated with the work a person is performing. Thus, they sum up that the job satisfaction is workers feelings about his job. The job satisfaction can be increased through various factors such as rewards, social organizational and physical characteristics such as work environment, correlation with other employees, management etc.

Heywood (2017) explained that the job satisfaction helps the employees to be more loyal, trustworthy, reliable towards the organization or firm. He further explained that the job satisfaction helps in

long term employers'employee's relationship. If the employees are satisfied from their job than they are more loyal and will build long term relationship with the organization. Whenever there is much workload on the organization, then the management need to understand the importance of the job satisfaction of the employees because this will help in retaining the employees to the organization.

Bashir, (2015) explained that the performance of the employees are results of the ability, effort, perception of task. The job performance is associated with the job satisfaction level. The job satisfaction means when the employees are satisfied with their jobs. They feel happiness, self-motivated and satisfied in whatever they are doing. Job satisfaction is positive feelings and perceptions about the job one's have.

Parasuraman, (2009) explained some of the important reasons that why the job satisfaction is necessary for the employees and the employers. He explained that the main reason for which the job satisfaction is necessary is that the satisfied workers are the key assets for the organization. If the employees are satisfied from their work, then this will create more proactive employees output leading to profits and higher economic value. The other reason is that it is the responsibility of the management of the organization to provide healthy, proactive and pleasing work place or environment which is feasible for their employees.

Armstrong (2010), explained that the work environment is very important to understand for the management and employers because the employees have to

spend their most important part of their lives. According to his analysis, he found that the work place environment has direct and positive correlation with the job satisfaction level of the employees and their behavior. Some other factors which added value to the job satisfaction are pay, work itself, employees supports and supervision, relationship with co-workers, advancement opportunities.

According to Ahmad (2010), each and every aspect of the working environment of the workplace plays the role in the job satisfaction of the employees. In most of the highly sophisticated and multinational organizations, work environment is friendly and helps the employees to support their work. The work place of these organizations helps the employees to put their maximum effort for their organization. The employees of these organizations considered that the work environment is supportive for them, hence it can reward them by putting their efforts to their work.

Hameed and Amjad (2009) explained that impact of the workplace environment on the job satisfaction level of the private organizations. In their survey of the 31 private school employees, they found that those schools or private organizations that provides more comfortable office with motivative designs helps in getting more satisfaction from their employees and their employees are more loyal, punctual and dedicated to their work. This also leads to employee's loyalty to the organization and as a result the long-term relationship with the employees and organizations are seen.

### **Job Satisfaction & Working Environment**

Specter (2011) and Muhammad et al., (2020) explained the attributes of the good work place. He explained that there are different factors which make the work environment more beneficial for the employees. These attributes include the growth opportunities, competitive wages, safety, development, trusting relationship between employee and management. These all factors enhanced the traits of the working environment in any organization. He further explained that all those organizations which do not concentrate on these attributes will lose the employees performance because of not meeting with the employee's expectations. Some other factors that he mentioned in his study are employee safety, job security, coworkers' relationship etc.

Pitaloka and Sofia (2014), explained the impact of some variables on the job satisfaction level of the employees. They explained that the factors such as workload, time of work has also affected the job satisfaction level. Their study indicates that if the workload is beyond the capacity of the employees than they got health issues such as laziness, weakness and anxiety which ultimately leads to the dissatisfaction to the job and turnover ratio increases. The turnover of the employees is mostly due to the job satisfactions. Those organizations where there is more turnover, there is less job satisfaction recorded while those organizations where there is low turnover ratio, there is huge job satisfaction level of the employees has been recorded.

Dildar (2006), explained some of the important reasons that why the job

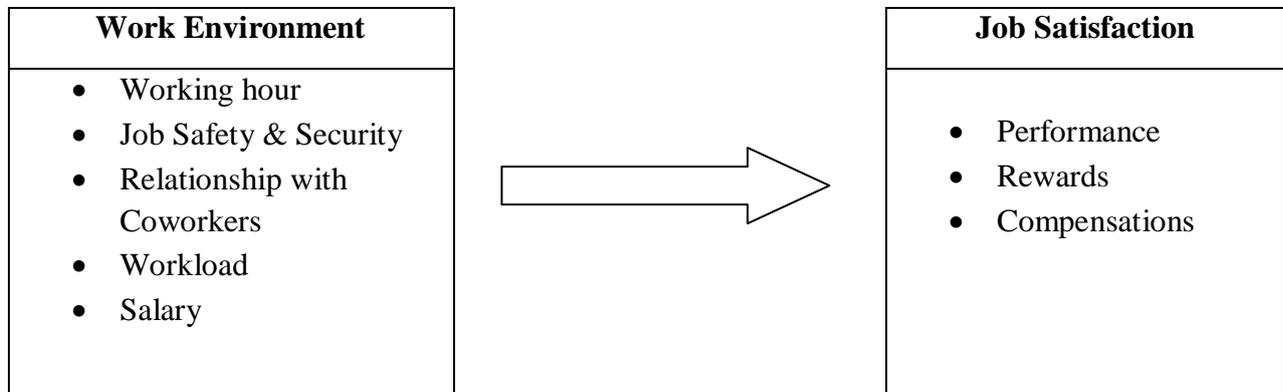
satisfaction is necessary for the employees and the employers. He explained that the main reason for which the job satisfaction is necessary is that the satisfied workers are the key assets for the organization. If the employees are satisfied from their work, then this will create more proactive employees output leading to profits and higher economic value. The other reason is that it is the responsibility of the management of the organization to provide healthy, proactive and pleasing work place or environment which is feasible for their employees.

According to Hafeez(2012), work environment plays significant role in enhancing the performance of the employees. If the organizations need more economical values and profits, than they must understand the importance of the workplace environment role in the organization. The decent and productive work environment helps in increasing the capabilities of the employees to give their maximum output to the organization. He also narrates that the job satisfaction can be achieved by the effective human to human relationship.

Ahmad (2010), explained that working condition is different for different employees but this has great influenced on the job satisfaction. According to them some workers, works in a very different and difficult working condition and their job satisfaction level is different from the others. Their analysis revealed that the all the workers who feels that their working condition is difficult for them has low level of job satisfaction. So, the management need to understand the working condition factor and should take

necessary steps to improve the working condition of the employees

**Theoretical Framework:**



Theoretical framework is based on dependent and independent variables. According to Armstrong (2010), the working environment has positively influenced the job satisfaction of the employees.

**Research Hypotheses:**

On the basis of the research variables and theoretical background following research alternate hypothesis are tested for this study:

H1- Effective Working environment has positive influenced on the job satisfaction.

H2- Working Hour, Job safety and relationship with coworkers has positive influenced on the performance of job.

H3- Salary and rewards increases level of job satisfaction.

**Research Methodology**

The main purpose of the study is to find out the impact of working environment on employee job satisfaction A case study of private school in district Peshawar.

**Nature of the study**

The study is descriptive, qualitative and analytical research and primarily relies on the extensive use of primary data.

**Data Sample**

This research relied on primary sources to achieve its objectives. The survey method was used in this study. The essence of deploying the survey method in this research was to make sure that the findings and results would be generalized. Data was collected from all relevant sources such as primary(questionnaires).

**Questionnaire**

The main research collection tool of the primary data was done through administering a survey questionnaire to the employees of Private schools. All of the questions asked in the study were closed-ended. Closed-ended questions were used because it allowed answers within a limited set and it was used essentially to gather factual data such as gender and age, as well as information on attitudes and opinions and the open-ended questions allowed for flexibility on the part of respondents. In study open-ended questions solicit subjective data, generate a wider variety of responses and better reflect the opinions of respondents since it is impossible to predict all forms of

opinions. Also, closed-ended questions make it easier to generate statistical analysis on a larger number of participants. This actually enables the researcher to have a high degree of control over the questionnaire.

### **Population**

Population of the study is teachers in private schools. The population of this research comprised all the employees of private schools. The population is set of all units that the research covers, or to which it can be generalized. The term “units” in this research is employees because it is not necessarily people who are being sampled—the researcher may want to sample from a universe of nations, regions, schools, etc.

### **Hypothesis Testing:**

The collected data is analyzed through the frequency and graphical analysis in the research hypothesis. The research hypothesis is being tested through the regression model which is simple linear regression in this study.

### **Sampling size**

The size of the sample is largely determined by calculating what could be achieved with the resources available during the limited duration of the study. Since sampling is a subset of the population of interest to the researcher, the sample for the study was 200 employees of private schools. Convenient sampling is used to select the respondents for this research. This made it possible to answer the research questions and achieve the objectives of the study.

The respondents are randomly selected from:

1. Jamal International Public School.
2. New Vision Education System.

3. Al-Muslim Public High School.
4. Frontier Public High School.
5. Ittehad Model School.
6. Pakhtunkhwa Model School.
7. Pakistan Public High School
8. Iqra Taleem Ul Quran School
9. Bin Haleem High School
10. The London International School
11. Al Hijra School System
12. The Horizon International School
13. The Islamic Model School
14. Allama Iqbal Public High School
15. The Honest Model School

### **Justification of the Variables:**

#### **Working Environment:**

It is the independent variable of the study because it is affecting the job satisfaction. Working Environment is the place where the individual works according to his profession. Working environment does not only up to the place but it can also be the condition, environment where people perform their duties and earn for their life. The work place or working environment has direct influence on the job performance and job satisfaction of the employees (Birdsall, Ross, and Sabot, 2013). Sometime work environment plays significant positive role in employee performance while on the other hand some time the working environment are negatively influencing the job performance of the employees (Erlangga, Sos, & Erlangga, 2021).

#### **Job Satisfaction:**

Job Satisfaction is the dependent variable because it has been affected by the working environment. The satisfaction level of job by any employee has been affected by various factors. Job satisfaction is a subjective term which varies from person to person. Job satisfaction is defined by Hoppock (2015) in such a way that it comes when

employee feel happiness, satisfied, self-motivated from his job. The level of job satisfaction is responsible for the

employee's long term relationship with the organization. There are many factors that can affects the job satisfaction level

**Data Analysis**

Table 1 *Gender*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	151	75.5	75.5	75.5
	Female	49	24.5	24.5	100.0
	Total	200	100.0	100.0	

The above table is about the Gender frequency of the respondents. According to frequency distribution table, 151 respondents are male while 49 respondents are females. In private schools in Peshawar mostly teachers are male.

Table 2 *Working Experience*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 Years	26	13.0	13.0	13.0
	6-10 Years	53	26.5	26.5	39.5
	11-15 Years	95	47.5	47.5	87.0
	More than 15 Years	26	13.0	13.0	100.0
	Total	200	100.0	100.0	

The above table is about the working experience of the respondents. according to the table 26 respondents have experience of 0 to 5 years. 53 respondents have experience of 6 to 10 years. 95 respondents have experience of 11 to 15 years and 26 respondents have experience of more than 15 years.

Table 3 *Academic Qualification*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FSc	13	6.5	6.5	6.5
	BSc	39	19.5	19.5	26.0
	MSc	109	54.5	54.5	80.5
	MS	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

The above table is about the academic qualification of the respondents. 13 respondents have done FSc. 39 respondents have done BSc. 109 respondents have done MSc and 39 respondents have done MS as their high qualification.

Table 4 *The general working environment is supportive & positive.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	17	8.5	8.5	8.5
	Disagree	21	10.5	10.5	19.0
	Neutral	27	13.5	13.5	32.5
	Agreed	93	46.5	46.5	79.0
	Strongly Agreed	42	21.0	21.0	100.0
	Total	200	100.0	100.0	

The above table is about the respondent's response for the "The general working environment is supportive & positive." 17 respondents strongly disagreed. 21 respondents disagreed from the statement. However, 27 respondents shown neutral response. 93 respondents agreed with the statement. While 42 respondents strongly agreed with the statement. The mostly teacher in the opinion that there working environment is supportive and positive.

Table 5 *Duties and Responsibilities are equally divided among co workers*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	6	3.0	3.0	3.0
	Disagreed	8	4.0	4.0	7.0
	Neutral	2	1.0	1.0	8.0
	Agreed	98	49.0	49.0	57.0
	Strongly Agreed	86	43.0	43.0	100.0
	Total	200	100.0	100.0	

The above table is about the respondent's response for the "Duties and Responsibilities are equally divided among coworkers" 6 respondents strongly disagreed. 8 respondents disagreed from the statement. However, 2 respondents show neutral response. 98 respondents agreed with the statement. While 86 respondents strongly agreed with the statement. It shows that more than 50% of the respondents agreed that duties and responsibilities are divided equally which maintain the equal workload for all teachers.

Table 6 *The attitude of management and supervisor is supportive.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	1	.5	.5	.5
	Disagreed	14	7.0	7.0	7.5
	Neutral	13	6.5	6.5	14.0
	Agreed	58	29.0	29.0	43.0
	Strongly Disagreed	114	57.0	57.0	100.0
	Total	200	100.0	100.0	

The above table is about the respondent’s response for the “The attitude of management and supervisor is supportive” Only 1 respondent strongly disagreed. 14 respondents disagreed from the statement. However, 13 respondents shows neutral response. 58 respondents agreed with the statement. While 114 respondents strongly agreed with the statement.

Table 7 *You are satisfied from your job due to work environment of the School or institute.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	13	6.5	6.5	6.5
	Disagreed	39	19.5	19.5	26.0
	Neutral	27	13.5	13.5	39.5
	Agreed	82	41.0	41.0	80.5
	Strongly Disagreed	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

The above table is about the respondent’s response for the “You are satisfied from your job due to work environment of the school or institute.” 13 respondents strongly disagreed. 39 respondents disagreed from the statement. However, 27 respondents show neutral response. 82 respondents agreed with the statement. While 39 respondents strongly agreed with the statement.

Table 8 *Workplace environment has influenced the job satisfaction level.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	26	13.0	13.0	13.0
	Disagreed	39	19.5	19.5	32.5
	Neutral	28	14.0	14.0	46.5

Agreed	81	40.5	40.5	87.0
Strongly Disagreed	26	13.0	13.0	100.0
Total	200	100.0	100.0	

The above table is about the respondent’s response for the “Workplace environment has influenced the job satisfaction level.” 26 respondents strongly disagreed. 39 respondents disagreed from the statement. However, 28 respondents show neutral response. 81 respondents agreed with the statement. While 26 respondents strongly agreed with the statement.

Table 9 *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 <sup>a</sup>	.468	.465	.0358

a. Predictors: (Constant), Working Environment

The above table is about the model summary of the regression analysis. the value of R indicates the magnitude of correlation. The value indicates that there is positive correlation among the variables. Value of R Square indicates that overall there is 46% impact of the independent variables on the dependent variables.

Table 10 *ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	59.050	1	59.050	174.171	.000 <sup>a</sup>
1 Residual	67.129	198	.339		
Total	126.180	199			

a. Predictors: (Constant), Working Environment

b. Dependent Variable: JobSatisfaction

The ANOVA test is used for finding the goodness of fit test. Here the P value is less than 5 percent. Which means that the model used to analyzed the test is good enough.

Table 4.11 *Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.027	.345		2.978	.003
	Working Environment	1.139	.086	.684	13.197	.000

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.027	.345		2.978	.003
	Working Environment	1.139	.086	.684	13.197	.000

a. Dependent Variable: Job Satisfaction

The above table is about the coefficient analysis of the regression model.

The p value of the independent variables is less than 5 percent hence it means that it is significant. The beta value for the working environment is positive which means that there is direct impact of working environment on the job satisfaction level. If the working environment is positive and supportive than this creates the job satisfaction.

### Conclusion

The results indicates that most of the people agreed that the working environment has affected the job satisfaction level. Most of the people also agreed that their working environment is supportive, the work is equally distributed among co-workers. The supervisor and management is also supportive. These are the reason that make the working environment good for them, hence most of the employees are satisfied from their job. The regression analysis indicates that there is positive and direct association of the working environment with the job satisfaction. That is if the working environment is supportive and positive than the job satisfaction level of the people increases and vice versa.

### Recommendations:

The findings suggest that the organizations should consider the role of working environment. In order to get the maximum output from the employees, the organizations should have healthy and effective work place environment. The workload should be equally distributed among coworkers. The supervisors need to focus on their effective communication. For the future researchers it is recommended that they should study with some new variables that are affecting the job satisfaction due to working environment.

### Limitations:

Due to limited resources and time, only 200 respondents are taken as sample study. Only school level teachers are selected in this study. the results of this study cannot be generalized for the whole city of Peshawar.

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