

To Study the Effect of Working Environment on Job Satisfaction: Evidence from Indian Working Female Employees

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Abstract: In today's world, organizations face numerous challenges due to the constantly changing environment. One significant challenge businesses face is ensuring employee satisfaction to adapt to the continuously evolving landscape and to attain success while remaining competitive. To enhance efficiency, effectiveness, productivity, and employee commitment, companies must meet their employees' needs by providing favorable working conditions. This paper aims to examine the influence of the work environment on employee job satisfaction. A quantitative research approach was employed for this study. Data was gathered using a self-administered survey questionnaire, adapted from a previously validated instrument. The target population includes educational institutions, the banking sector, and the software industry in the cities of Indore, Bhopal, Gwalior and Jabalpur. Simple random sampling was utilized to collect data from 100 employees. The results reveal a positive correlation between the working environment and employee job satisfaction. The study concludes with a few insights emphasizing that businesses should acknowledge the significance of a positive working environment to enhance job satisfaction levels. This research may benefit society by motivating individuals to engage more with their jobs and supporting their personal growth and development. Therefore, organizations must inspire their employees to exert effort toward achieving organizational goals and objectives. The objective of this research is impact of the working environment on the job satisfaction of female employees. The research result showed that positive significant relationship between the working environment of the organization and the job satisfaction of female employees. This study is helpful for management to revise their policies for better productivity and get job satisfaction from female employees

Keywords: Working environment, Job satisfaction

Introduction: Many businesses fail to understand the importance of the working environment for female job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002)¹. Female is an essential component in the process of achieving the mission and vision of a business. Female should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, Females need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential. The objective of this research paper is to analyze the impact of the working environment on Female job satisfaction. Some people obtain job satisfaction from knowing the company they are in is stable and not going anywhere. In some cases, rewards can take the shape of an opportunity to move up in the company. One aspect of job satisfaction that is not reward-related is job security.

In earlier days, women used to be quiet and passive in their attitude at their workplace since very few women stepped out of their homes to do jobs. On the other hand, women today are believed to have well utilized the optimum use of their intelligence and education to scale the heights of success, unlike their predecessors who didn't have access to such wide resources of education and proper awareness.

Working environment

Spector (1997)² noted that many companies overlook the importance of the work environment within their organization, which negatively impacts employee performance. He suggests that the work environment includes employee safety, job security, positive relationships with colleagues, acknowledgment of good performance, encouragement to excel, and involvement in the company's decision-making process.

Petterson (1998)³ contends that the interactions among employees in a company are vital for achieving the organization's goals. He also explains that information must be communicated effectively and promptly to ensure that business operations run seamlessly. When conflicts arise between colleagues, it becomes challenging to meet the organization's objectives.

Arnetz (1999)⁴ suggests that within organizations, it is common for employees to experience issues with their supervisors, who fail to provide the respect that workers deserve. Supervisors often exhibit harsh behaviors towards employees, making it difficult for them to comfortably share valuable and innovative ideas with their superiors. Additionally, he points out that upper management tends to restrict employees to their specific tasks instead of fostering a sense of responsibility by encouraging teamwork to achieve high performance.

Job Satisfaction:

According to Clark (1997)⁵, when employees feel dissatisfied with their assigned tasks, they become uncertain about various factors such as their rights, the safety of their working conditions, the cooperation of their co-workers, the respect they receive from their supervisor, and their involvement in the decision-making process; this ultimately leads them to feel disconnected from the organization.

Hoppok & Spielgler (1938)⁶, describe job satisfaction as a combination of psychological, physiological, and environmental factors that lead employees to express their contentment or happiness with their work. Additionally, the importance of employees in the workplace is highlighted, as multiple factors affect an individual within the organization.

According to Vroom (1964)⁷, job satisfaction refers to the emotional stance that employees hold concerning the roles they undertake in the workplace. Job satisfaction is a crucial factor for motivating employees and fostering improved performance. Over the years, numerous individuals have offered definitions of job satisfaction.

Objective of the study: The main objective of this study is to identify various aspects or variables that affect job satisfaction in the working environment for female employees. To develop the theoretical framework after literature review. To evaluate the effect of management conditions on job satisfaction. To investigate the personal, social, physical and psychological aspects of determining the job satisfaction

Problem Statement: Through this research paper we are trying to highlight the problems that female employees are facing in the organization. Some organizations unfairly treat female employees compared to male employees and discourage female employees to be part of decision- making process. Female employees have responsibilities at home, children and family so maintaining work life balance is a very crucial part thereby top management thinks that female employees easily panic and can't perform better than male employees. The purpose of this research paper solve these problems faced by female employees.

Research Questions:

1. Mental aspects significantly affect the job satisfaction of female employees.
2. Social aspects significantly affect the job satisfaction of female employees.
3. Psychological aspects significantly affect the job satisfaction of female employees.
4. Physical aspects significantly affect the job satisfaction of female employees.
5. Miscellaneous aspects significantly affect the job satisfaction of female employees.
6. Comparatively aspects significantly affect the job satisfaction of female employees

Significance of the study: This research helps to identify various aspects that will more prone for job satisfaction for female employees. The purpose of this paper is to investigate the connection between workplace conditions and different aspects of female employees and the job satisfaction of employees.

Scope of the study: The research is aimed to highlight the various issues faced by female employees and also face difficulty in maintain work-life balance. However, there are numerous studies on this topic but

Managerial Implications: The organizations can implement equal opportunities for both male and female employees, fair salaries, and equal chances to be part of deciding for organizational growth. This will help to females can perform better and more satisfied jobs as compared to male employees.

Review of Literature:

Herzberg et al. (1959)⁸ develop two-factor theory: Hygiene and motivational factors. Hygiene factors do not lead to satisfaction but can help in dissatisfaction to no dissatisfaction whereas motivational factors have long lasting impact on positive feelings about the job and also help to convert dissatisfaction to satisfaction. These factors are linked together and have an impact on job satisfaction.

Chandrasekhar (2011)⁹ suggests that organizations have much focus on the work environment to increase profitability. He argues that a relationship with a superior has greater significance for job satisfaction compared to monetary compensation.

Dawal and Taha (2006)¹⁰ stated that the physical work environment has been to significantly and positively influence job satisfaction. They emphasized that work experience, age, surrounding of the work have leads to greatly affecting job satisfaction. So that the working environment is one of the key factors that determine how satisfied an employee is with their job, and it affects how that employee perceives their job satisfaction.

Taheri et al. (2020)¹¹ find out in their research that enhancing job satisfaction is recognized as a key priority for employers when it comes to the working environment. To ensure the continuous growth of organizations, it is essential to maintain the efficiency, effectiveness, and productivity of employees by offering various facilities. Additionally, a positive working environment is one of the most important requirements for employees.

Zhenjing et al. (2022)¹², this research explored how the work environment influences employee task performance, considering the mediating effects of employee commitment and achievement orientation. The findings showed that a supportive work atmosphere could enhance employee performance. In the same way, a positive work environment also significantly boosted employee commitment and the drive to achieve.

Baah and Amoako (2011)¹³ indicated that various motivational elements (such as the type of work, the sense of accomplishment derived from their tasks, the acknowledgment received, the responsibilities assigned to them, and the chances for personal development and career progression) assist employees in recognizing their value about the esteem provided to them by the organization.

Jessica et al. (2023)¹⁴ stated that employees are a vital component of any organization. It is essential for a company to focus on both the physical and psychological needs of its employees to ensure optimal performance. Factors such as the work environment influence employee performance and overall job satisfaction. Through this research explore how the work environment and work-life balance impact job satisfaction among millennials, with stress serving as a mediating factor.

Rafi (2024)¹⁵ examines how the workplace environment affects job satisfaction and stress among employees in the Information Technology (IT) sector in India. By conducting an in-depth analysis of organizational culture, leadership styles, job design, and demographic factors, the research seeks to identify essential elements that impact employee well-being and the effectiveness of organizations. Organizational culture is revealed as a vital factor affecting both job satisfaction and stress levels, with a positive and nurturing culture associated with increased job satisfaction and reduced stress among employees.

Andarsari and Setiadi (2023)¹⁶ stated that the workplace consists of physical, psychological, and social environments. This research seeks to examine how the work environment influences employee loyalty, with job satisfaction serving as an intervening factor.

Yusntla et al. (2023)¹⁷ This research focuses on identifying ways to enhance employee performance and examines the extent to which the work environment affects employee performance via job satisfaction. The findings indicate that the work environment positively influences employee performance directly, while job satisfaction also has a direct positive impact on employee performance. Additionally, the work environment positively impacts job satisfaction, and it indirectly influences employee performance through job satisfaction.

Agbozo et al. (2017)¹⁸ The study aimed to determine how the physical and mental environment influences employee performance, to evaluate the overall job satisfaction of bank staff, and to investigate whether the physical, social, and psychological aspects of the work environment impact job satisfaction.

Erro-Graces & Ferreira (2019)¹⁹ stated that the conditions of the workplace environment significantly influence job satisfaction, similar to how contract terms like salary raises and duration affect it. Notably, the findings indicate that these results are not influenced by perceptions of health or safety hazards linked to poorer environmental conditions.

Mapoha (2024)²⁰ purposed a study to evaluate how the workplace environment influences job satisfaction among employees in Zambia. Employee job satisfaction is significantly affected by the workplace environment, with elements such as the physical workspace, organizational culture, and management practices playing vital roles. A supportive and positive work environment, which includes well-designed, comfortable, and secure physical spaces, leads to increased job satisfaction levels. The organizational culture, encompassing values, communication methods, and social interactions, also influences employees' perceptions of their jobs and their overall satisfaction. Additionally, effective management practices, including recognition, feedback, and chances for professional advancement, further boost job satisfaction by helping employees feel appreciated and motivated. On the other hand, a negative workplace environment can result in stress, dissatisfaction, and elevated turnover rates, underscoring the necessity of fostering favorable work conditions for employee well-being and productivity.

Research Methodology:

Population and sample size

In this study, we identified different aspects which will affect job satisfaction. The data is collected random basis from the working female employees in Indore through a survey questionnaire, we will collect 140 responses from the working female employees. This questionnaire was distributed by hand and via email. Out of 140 questionnaire,

we used only 100 responses due to non-appropriate responses. The main objective of this research is to get an opinion from a diverse group of female working employees that will help to generalize the result on a larger group of the population

Data Instrument and Data Analysis Technique

We used 4 point Likert scale to evaluate responses ranging from rarely true, sometimes true, almost true, and mostly true. The researcher analyzed through MS-Excel and representation through graphs.

Data Analysis and Interpretation:

Presentation of the questionnaire in the chart on the basis of different Aspects:

We have taken responses from 100 working female employees. Then we analysed which is given below.

1 Mental Aspects:

1.1 Are you completely satisfied with your job description?

Result: When respondent had to answer the question about satisfaction criteria of job description, then only 10% respondents said it is almost true but 55% respondents says sometime true

Table 1.1

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	20%	55%	10%	15%

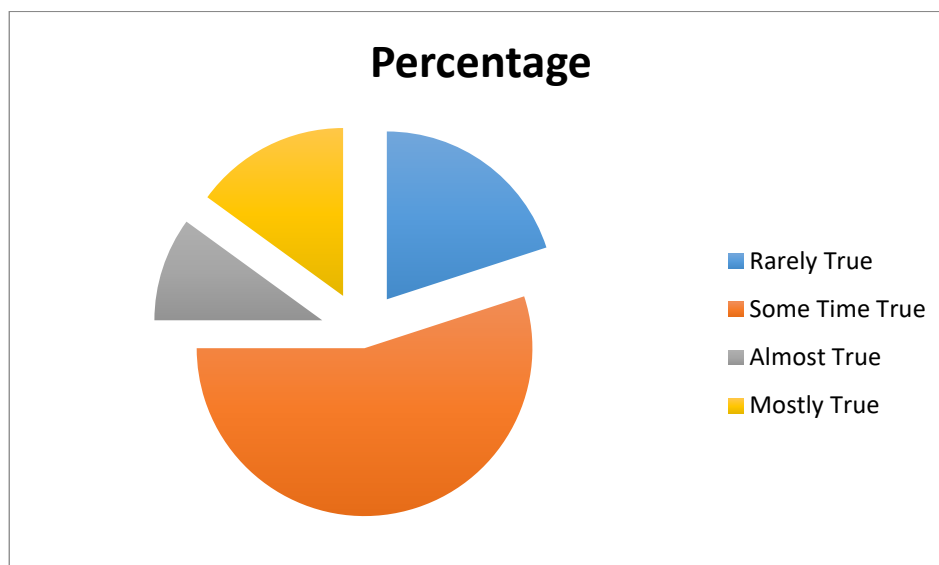


Figure 1.1

Interpretation:

The job description should indicate the scope and nature of the work including all important relationships. It should be clear regarding the work of the position,, duties etc. 10% females agree with mostly true because it might be possible that they are not aware of the job description.

1.2 Do you feel free to communicate your views openly and without fear to your seniors?

Result: according to research and personal observation, 35% of female employees think that it's almost true.

Table 1.2

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	30%	30%	35%	5%

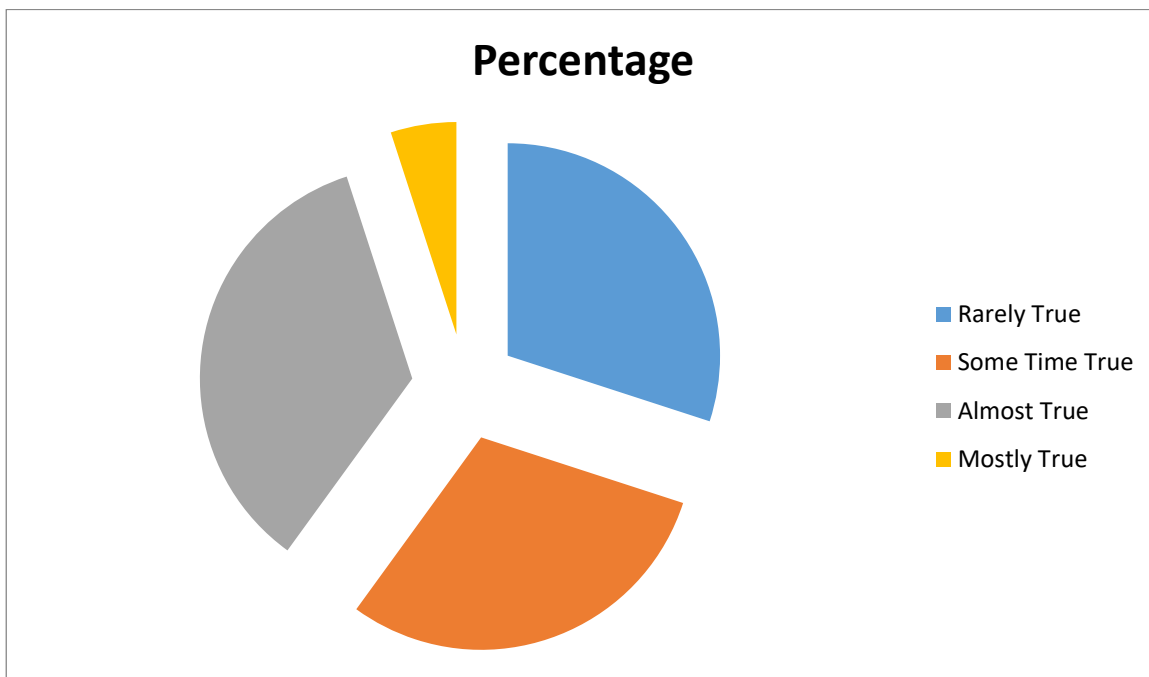


Figure 1.2

Interpretation:

Female employees do not communicate with their seniors because of the difference of posts or some time difference of gender, they feel hesitant to put forward their views.

1.3 You are satisfied with the conditions provided to you at the time of joining (orientation of training)

Result: On analyzing the situation it was found that 55% of female employees are satisfied with the orientation provided to them with regard to a given situation.

Table 1.3

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	20%	10%	55%	15%

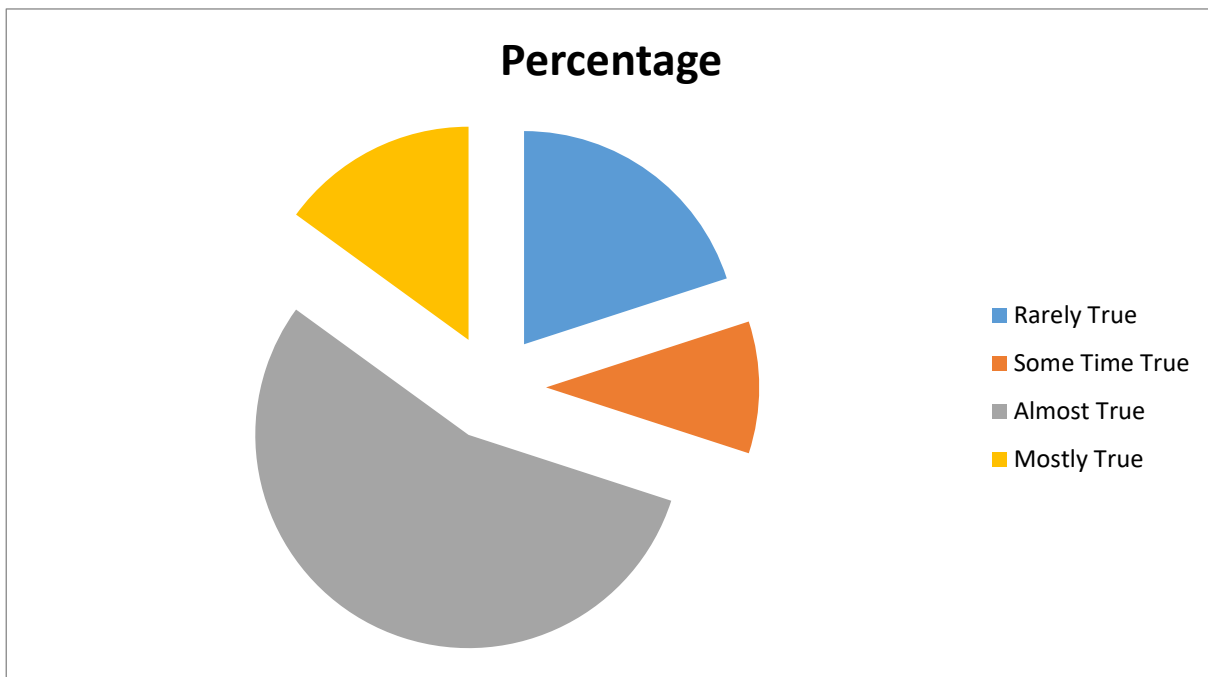


Figure 1.3

Interpretation:

Sometimes in the organization, the female employees think that in the starting they create an artificial environment for the female employees so that they set up their mind to permanently join the organization. Management though promotes the employees for their development and orientation. But after six months or a year, their focus is only on enhancing productivity.

1.4 You are satisfied with the employee welfare policies present in the organization?

Result: On analysis, of the above situation the study revealed that there are 45% of respondents say it's mostly true. Which is shown by the graph given above.

Table 1.4

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	20%	25%	45%

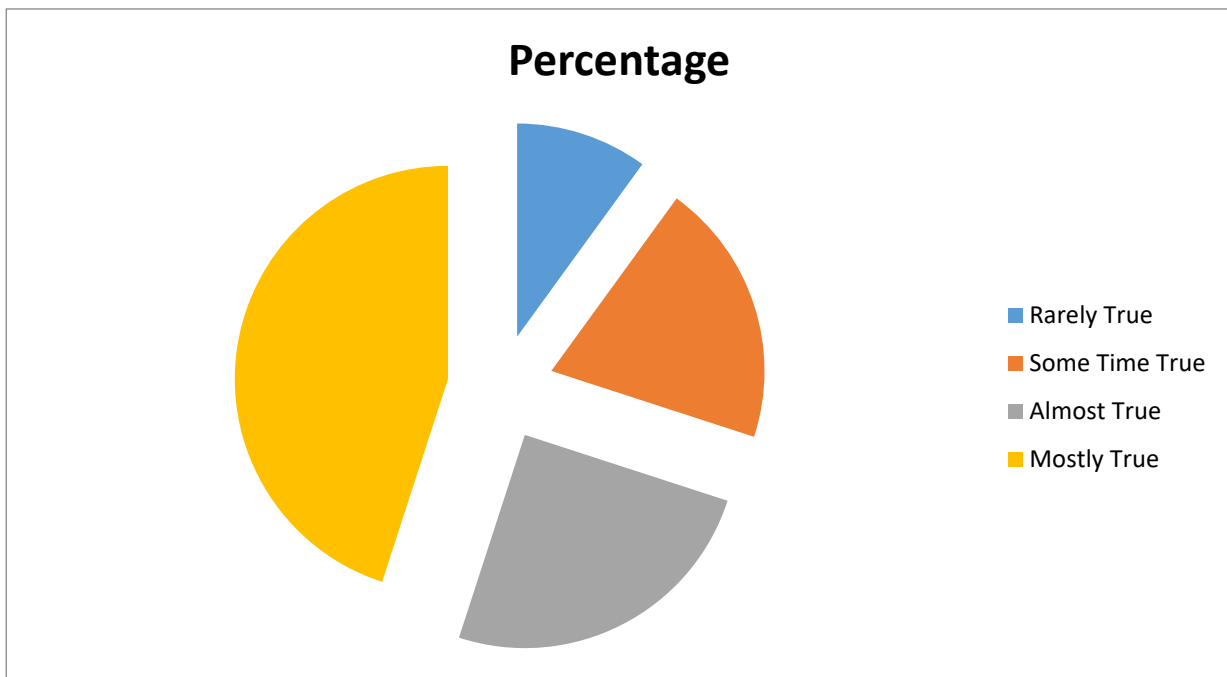


Figure 1.4

Interpretation:

Some organizations set up welfare policies with a view to providing all types of welfare facilities continuously and effectively to all employees fairly. When I personally observed different companies, I came to know that most of the female employees would be satisfied with these policies.

1.5 Do you feel you are dominated by the male candidate?

Result: Through this research, 50% of female employees say that they were dominated by male employees.

Table 1.5

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	50%	30%	10%	10%

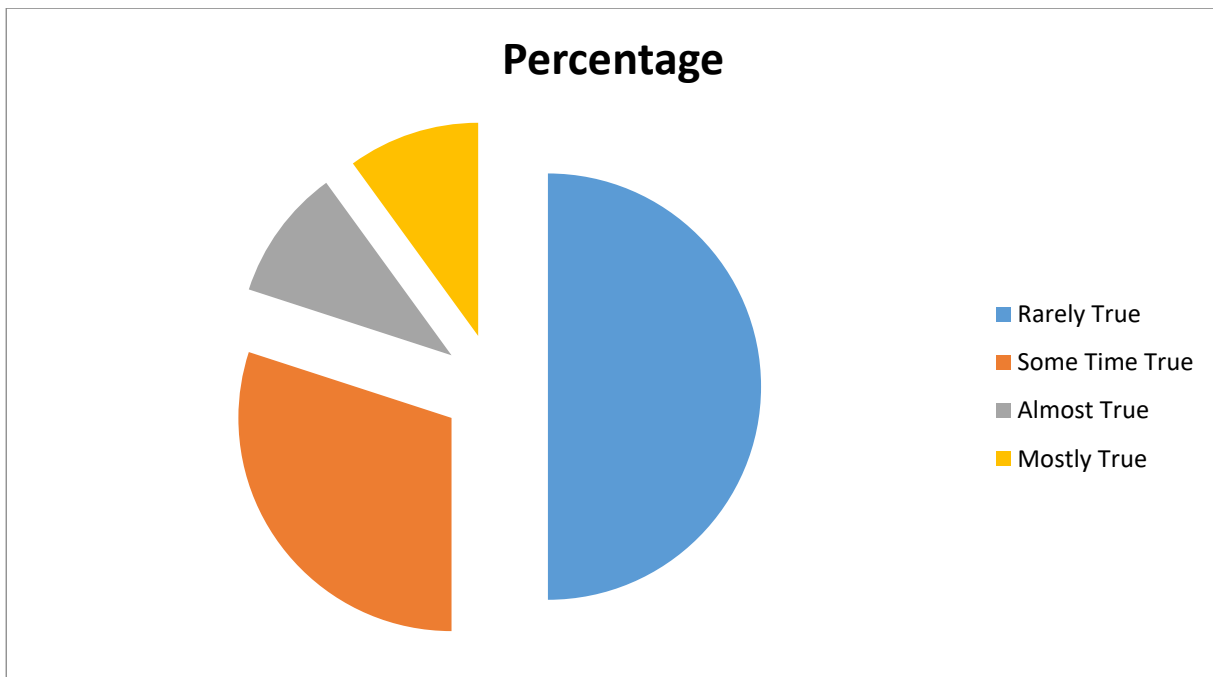


Figure 1.5

Interpretation:

In some situations, female feels dominated by male employees but it is not observed here.

The combination of mental aspects:

Table 1.6

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	20	55	10	15
2	30	30	35	5
3	20	10	55	15
4	10	20	25	45
5	50	30	10	10
Average %	25	29	27	18

Average table:-

Table 1.7

Rarely True	Some Time true	Almost True	Mostly True
50%	30%	10%	10%

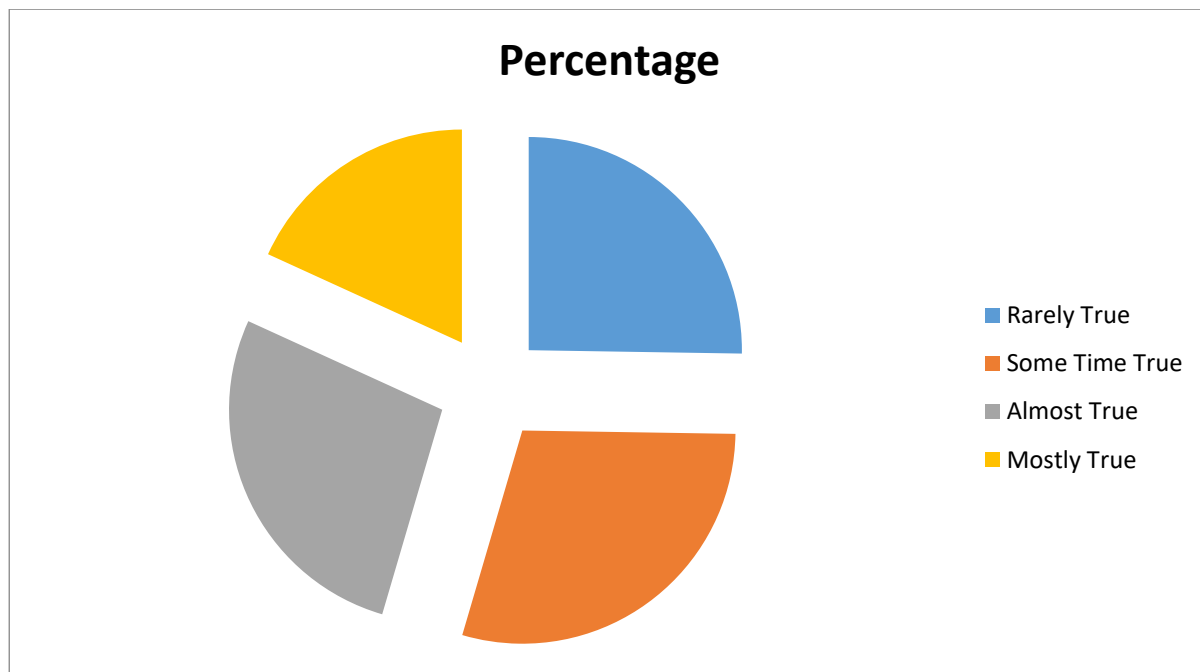


Figure 1.6

2. Social Aspects:

2.1 Are you in a Position to communicate freely well within your concern department?

Result: Through the research 35% of female employees were in a position to communicate freely well within their concerned department

Table 2.1

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	15%	20%	35%	30%

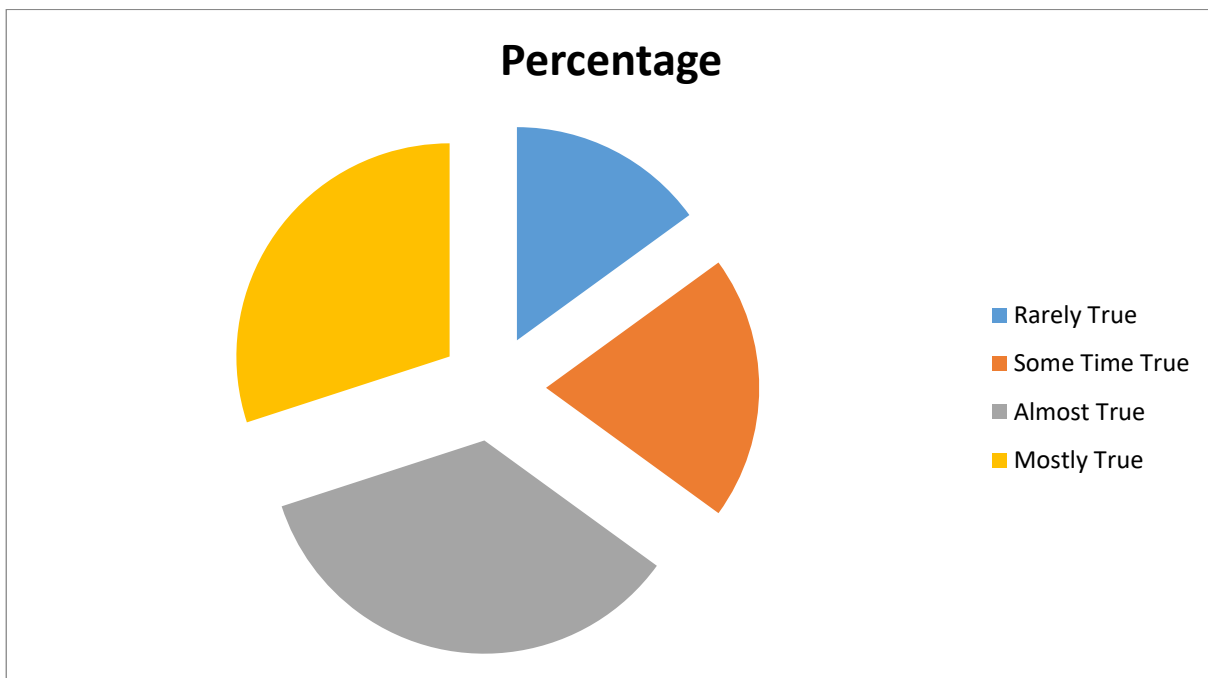


Figure 2.1

Interpretation:

Some females put some limitations on themselves. They do not socially interact with other employees. Some time because of their nature, or because of workload.

2.2 There is healthy competition amongst the staff members?

Result: 50% female employees agree with the statement

Table 2.2

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	20%	20%	50%

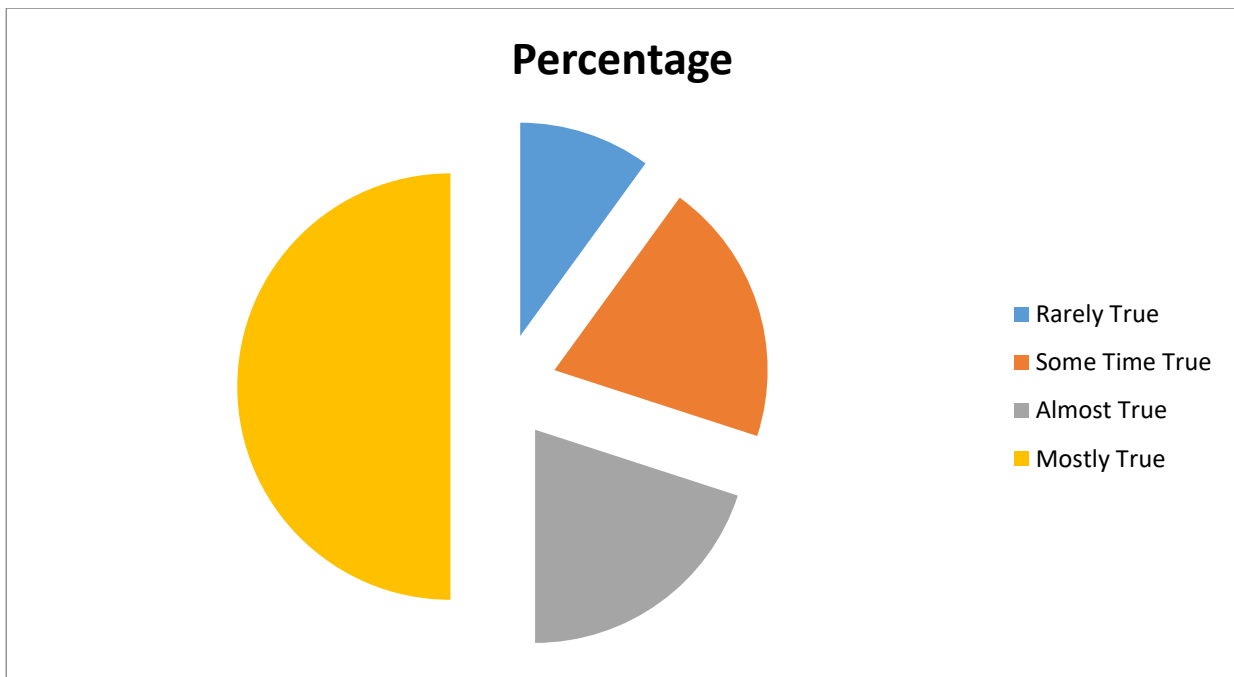


Figure 2.2

Interpretation:

In this research we found that staff members are working in a group without any gender bias hence female healthy employees feel that the working environment has competition and teamwork due to which productivity is growing.

2.3 Is your senior motivation yet in achieving the goals?

Result: The research findings state that 60% of female employees believe that seniors motivate them to achieve their goals.

Table 2.3

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	10%	20%	60%

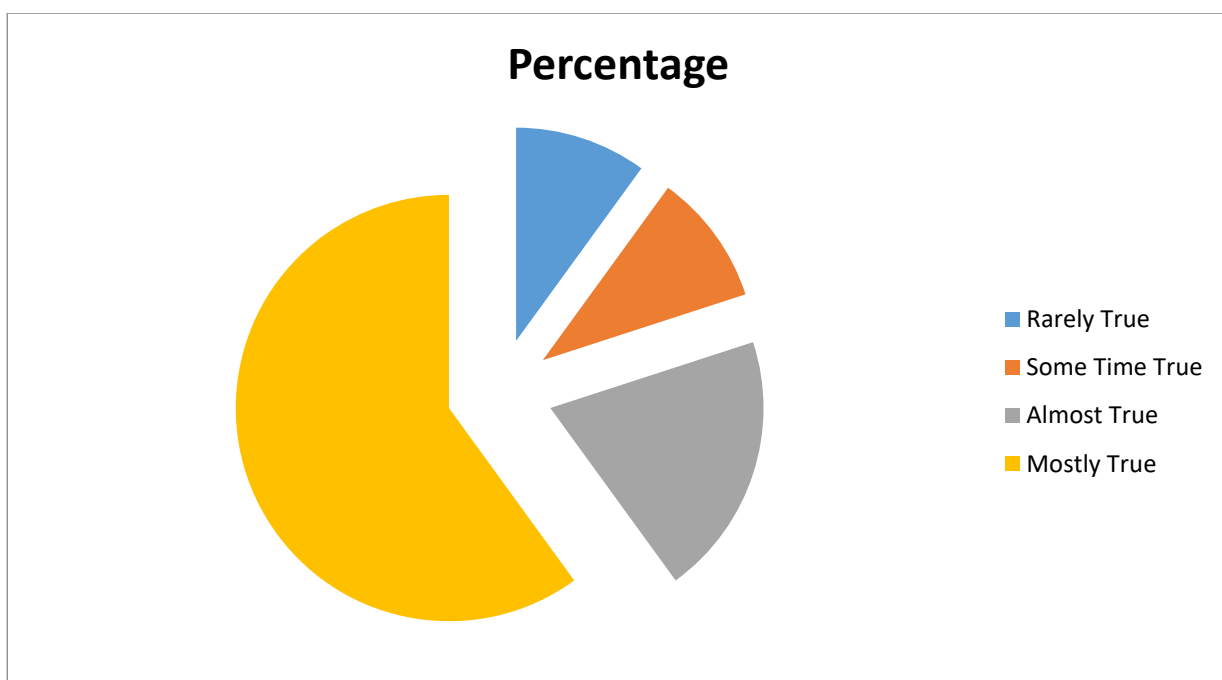


Figure 2.3

Interpretation

In any organization, it is necessary to employees have motivated employees. Sometimes seniors think that females have no capability for organizational work so female employees are not motivated. But we found that female employees are very happy with seniors' behavior towards them, thus such approaches help them to enhance productivity.

2.4 Are you satisfied with your salary structure?

Result: Through the research 40% of female employees were satisfied with salary structure.

Table 2.4

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	20%	40%	30%

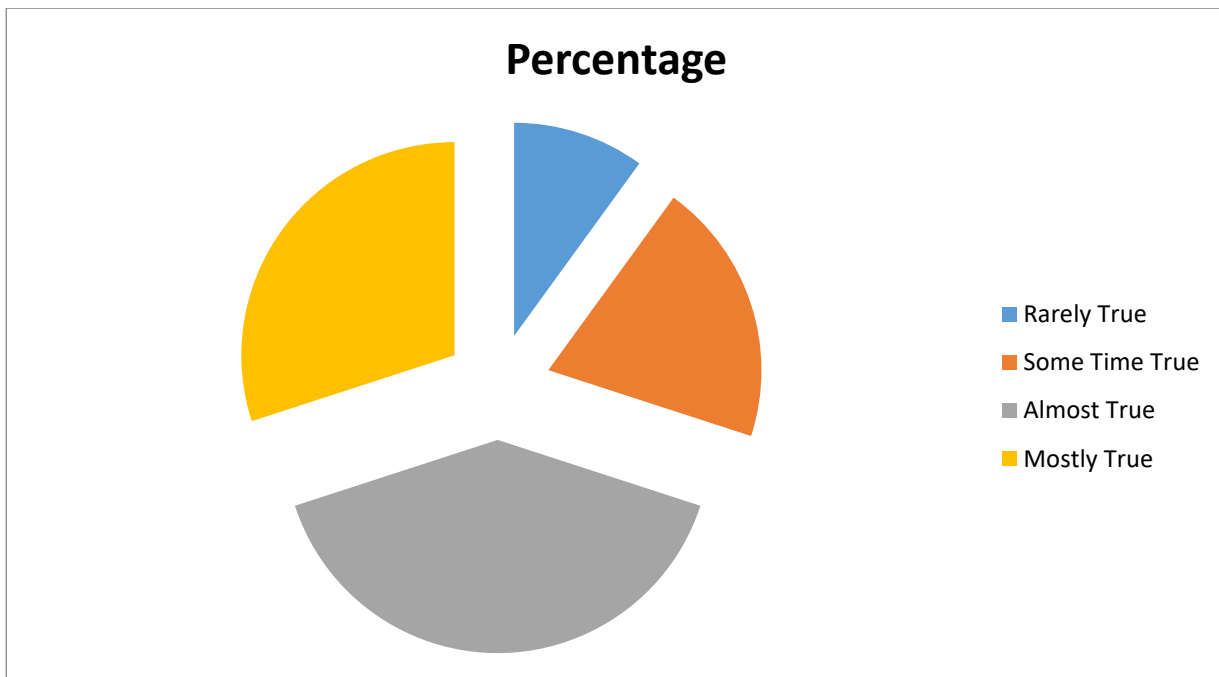


Figure 2.4

Interpretation:

Sometimes female employees might think that they work a lot than they get. They expect more salary.

2.5 Do you balance your professional and personal relationships?

Result: Findings focus that of 35% female employees feel that. They are able to maintain their personal and professional relations.

Table 2.5

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	20%	20%	35%	25%

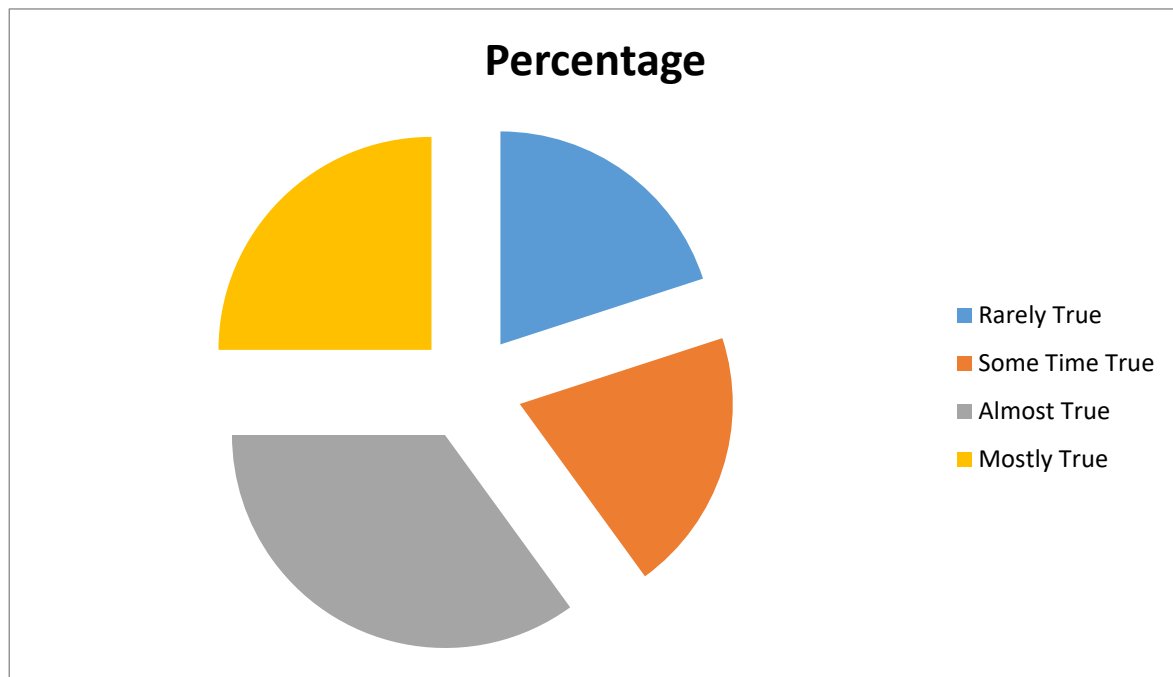


Figure 2.5

Interpretation:

Professional and personal relationships are difficult to manage at the same time. It is a major problem to balance both because they have to take care of their household work also. Hence sometimes it is difficult to manage the professional front, which affects the results & the productivity.

The combination of social aspects:

Table 2.6

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	15	20	35	30
2	10	20	20	50
3	10	10	20	60
4	10	20	40	30
5	20	20	35	25
Average %	13	18	30	39

Average table:-

Table 2.7

Rarely True	Some Time true	Almost True	Mostly True
13%	18%	30%	39%

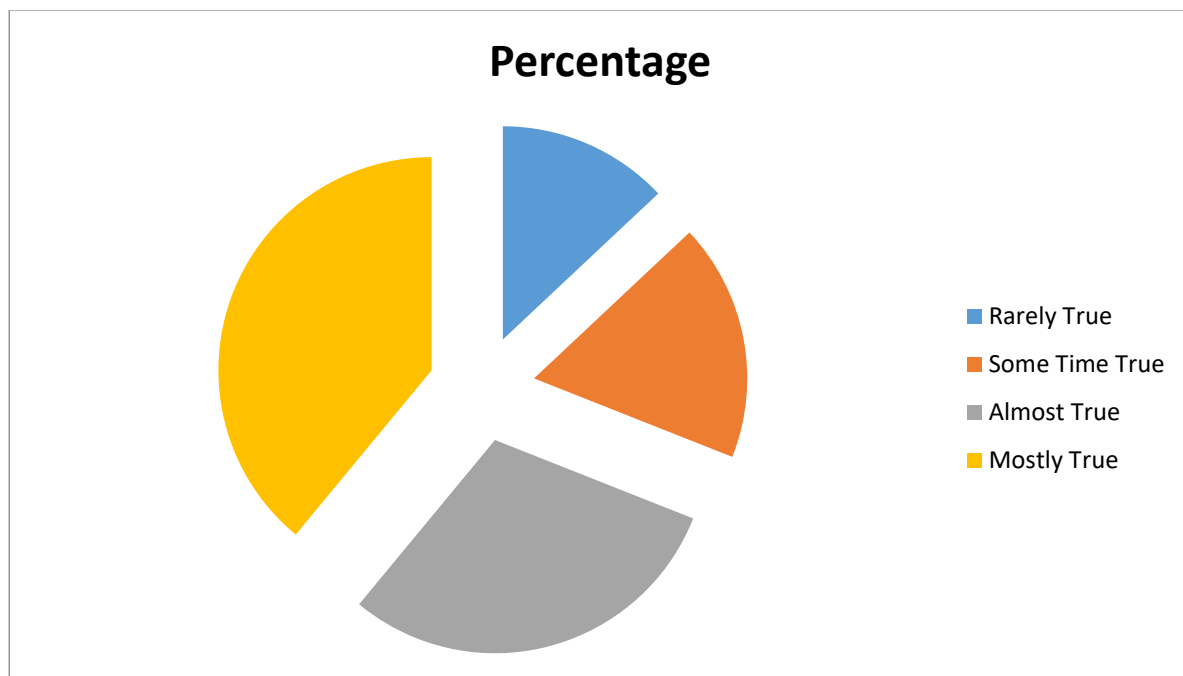


Figure 2.6

3. Psychological Aspects:

3.1 Management or seniority does not show any favouritism

Result:

Through the analysis 50% female employees think that management does not show favouritism.

Table 3.1

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	50%	20%	20%

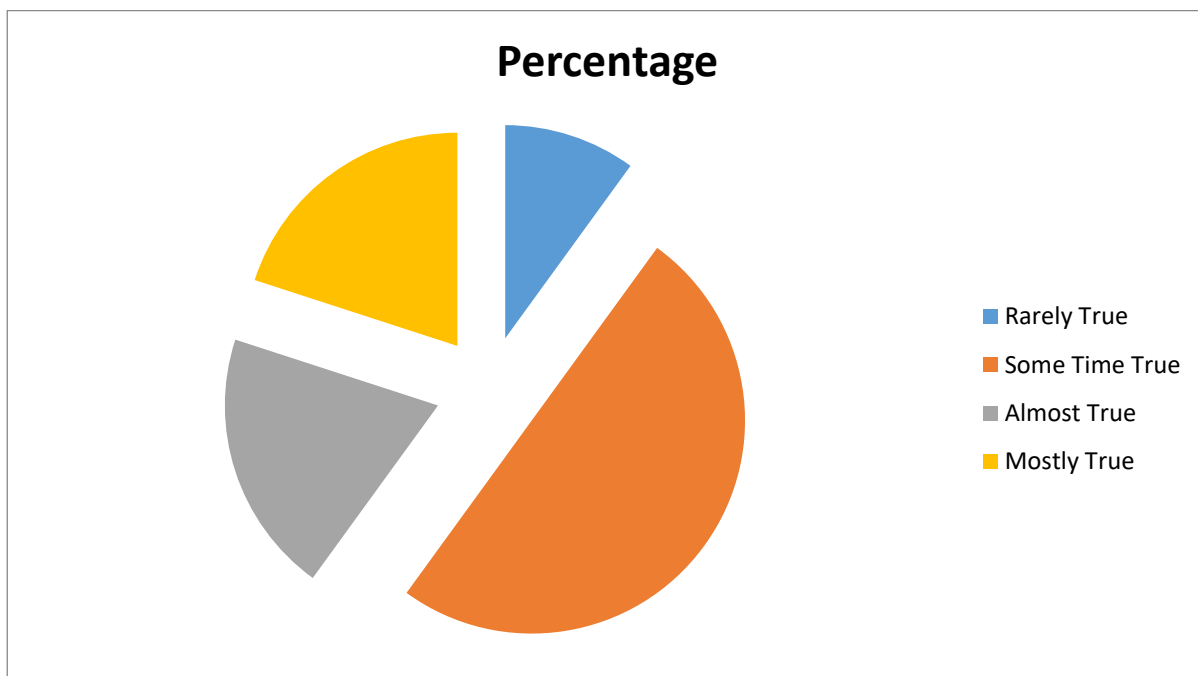


Figure 3.1

Interpretation:

According to research, management did not show any biased behavior. There is seniors are supportive in nature they motivate all their subordinates.

3.2 Do you receive feedback regarding your performance from your Management?

Result: Through this research, there are 40% of female employees receive feedback regarding their performance from their management.

Table 3.2

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	30%	20%	40%

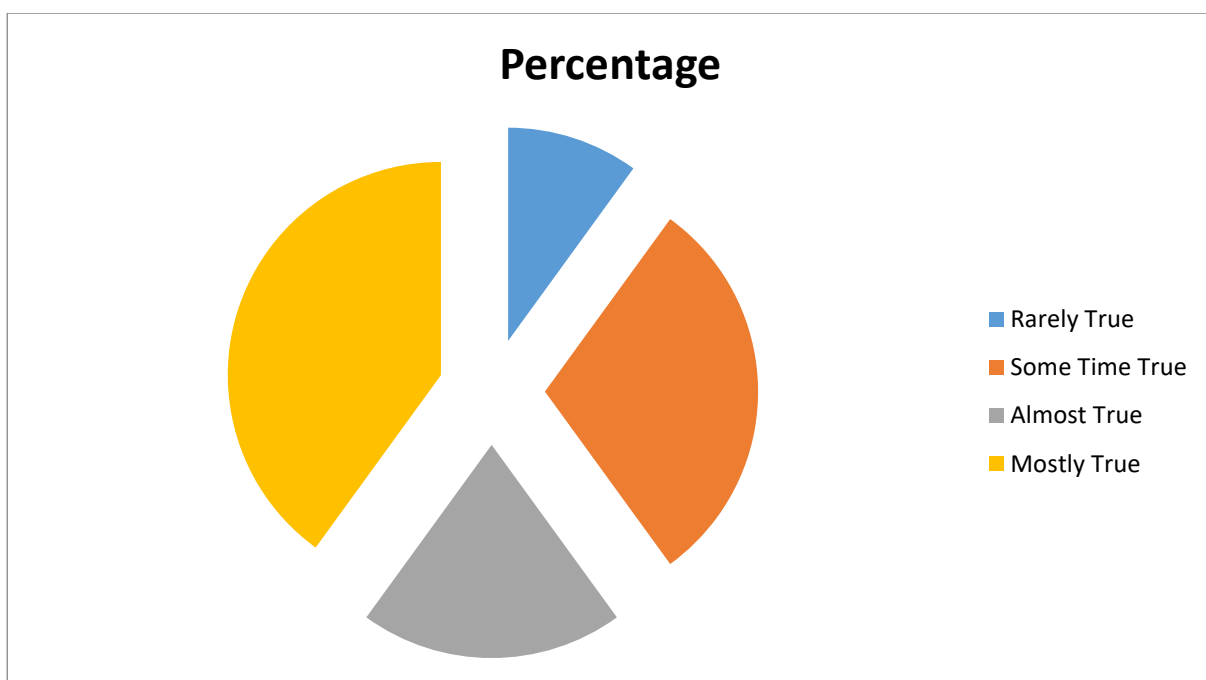


Figure 3.2

Interpretation:

It is necessary to improve provide feedback regarding their performance so that they can improve their selves.

3.3 Your seniors regularly appraise your performance.

Result: There are 30% of female employees satisfied with performance appraisal.

Table 3.3

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	30%	40%	20%	10%

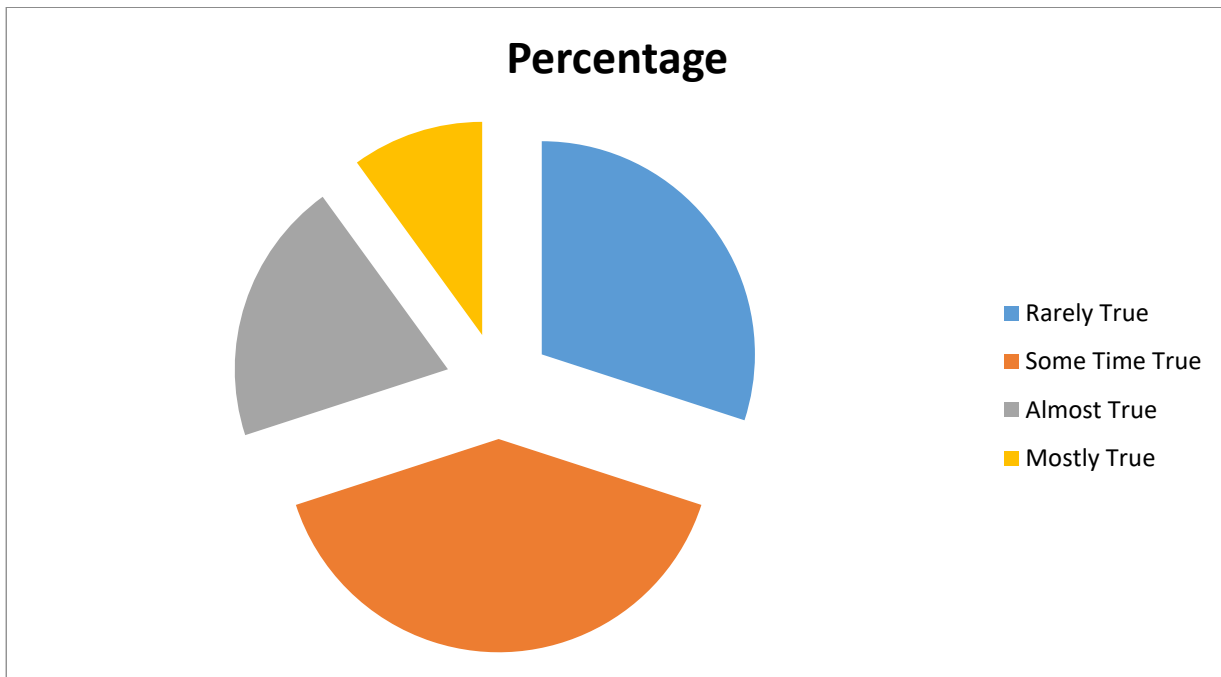


Figure 3.3

Interpretation:

According to observation in these organizations, seniors are regularly appraised of the performance of female employees.

3.4 Whether you suggest another female join the same organization?

Result: Through this research, there are 40% of female employees suggest other females join the same Organisation.

Table 3.4

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	30%	20%	40%

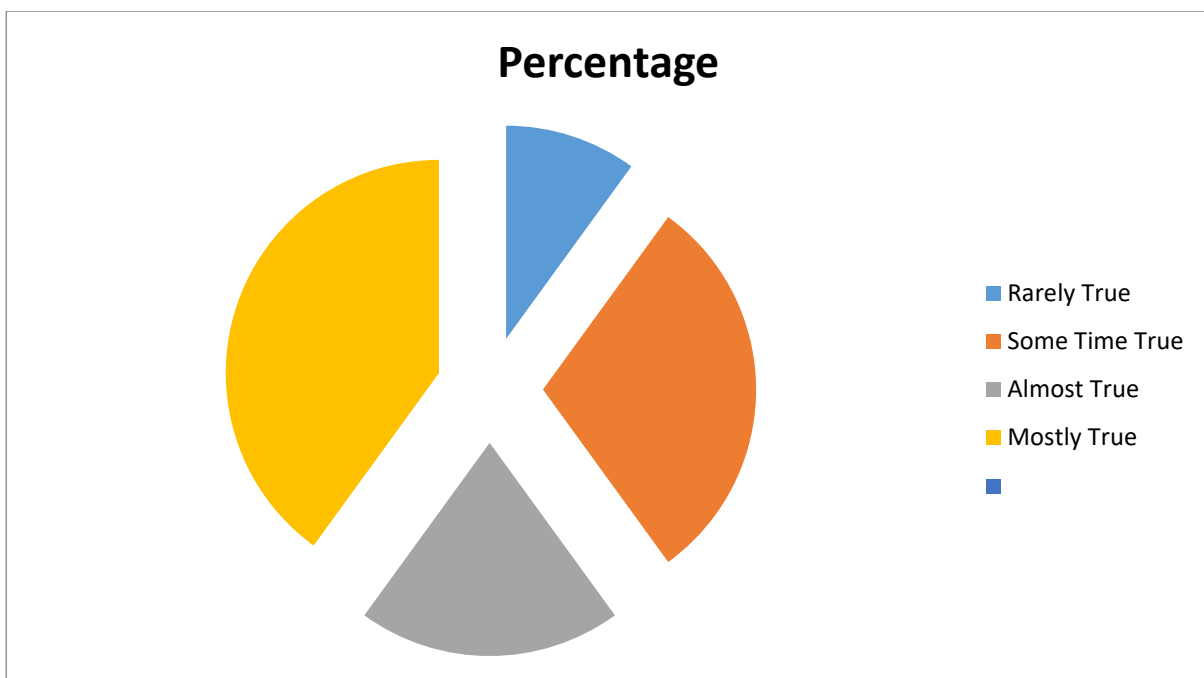


Figure 3.4

Interpretation

According to my observation in this research female employees would like to join the same organisation.

The combination of psychological Aspects:

Table 3.5

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10	50	20	20
2	10	30	20	40
3	30	40	20	10
4	10	30	20	40
Average %	15	37.5	20	27.5

Average table:-

Table 3.6

Rarely True	Some Time true	Almost True	Mostly True
15	37.5	20	27.5

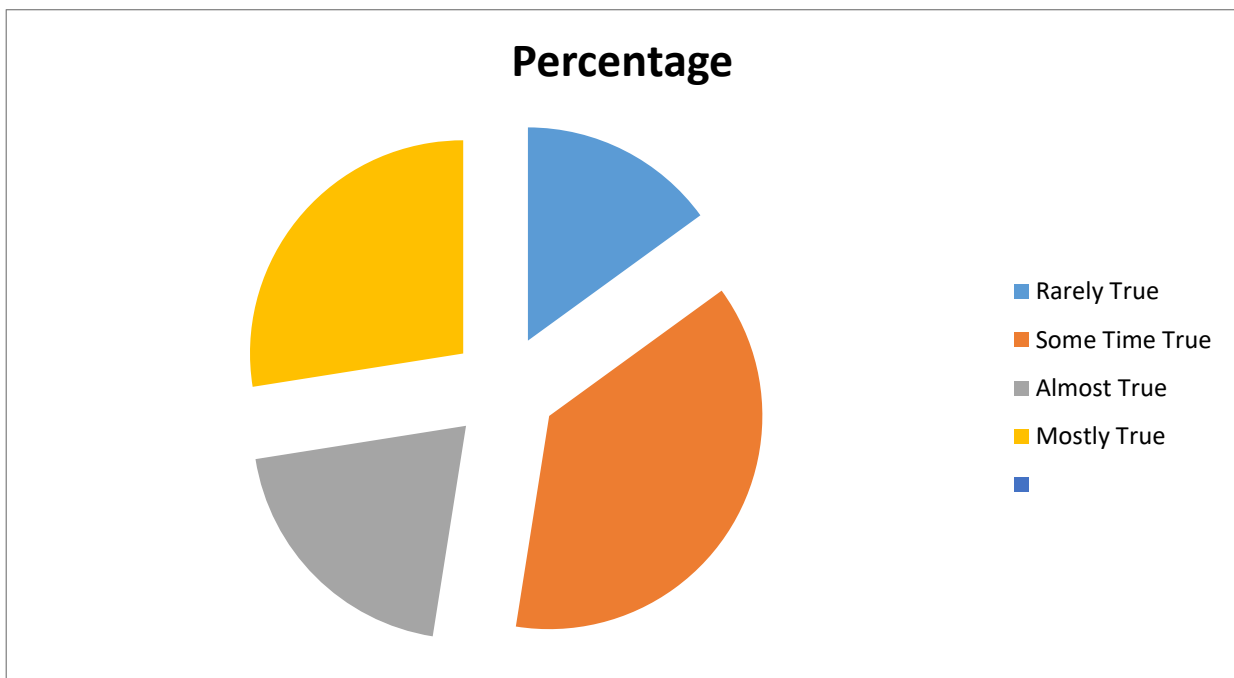


Figure 3.5

4. Physical Aspects:

4.1. Are you satisfied with the medical facilities and policies available in the organization?

Result:

According to my research, there are 50% of female employees satisfied with the medical facilities and policies available in the organization.

Table 4.1

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	15%	25%	50%

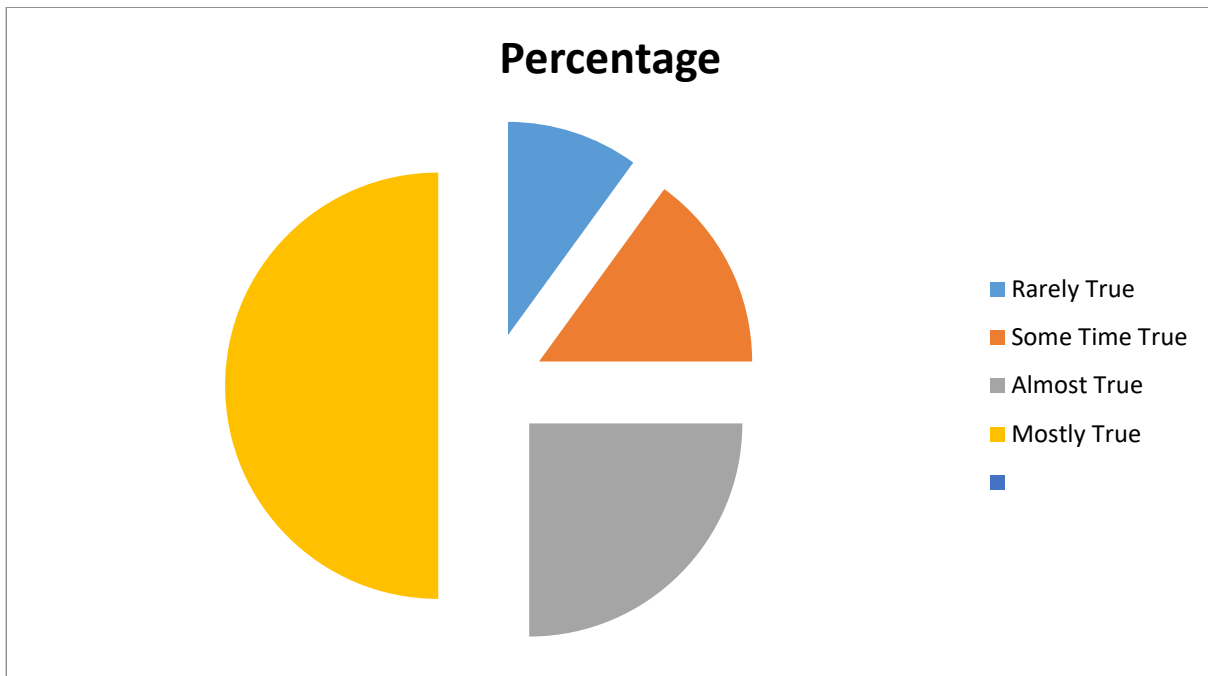


Figure 4.1

Interpretation:

According to observation, there are better medical facilities and policies available there for the employees.

4.2 Are you satisfied with the leave structure present in the organization?

Result:

According to my research, 40% of female employees were satisfied with the leave structure present in the organization.

Table 4.2

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	20%	30%	10%	40%

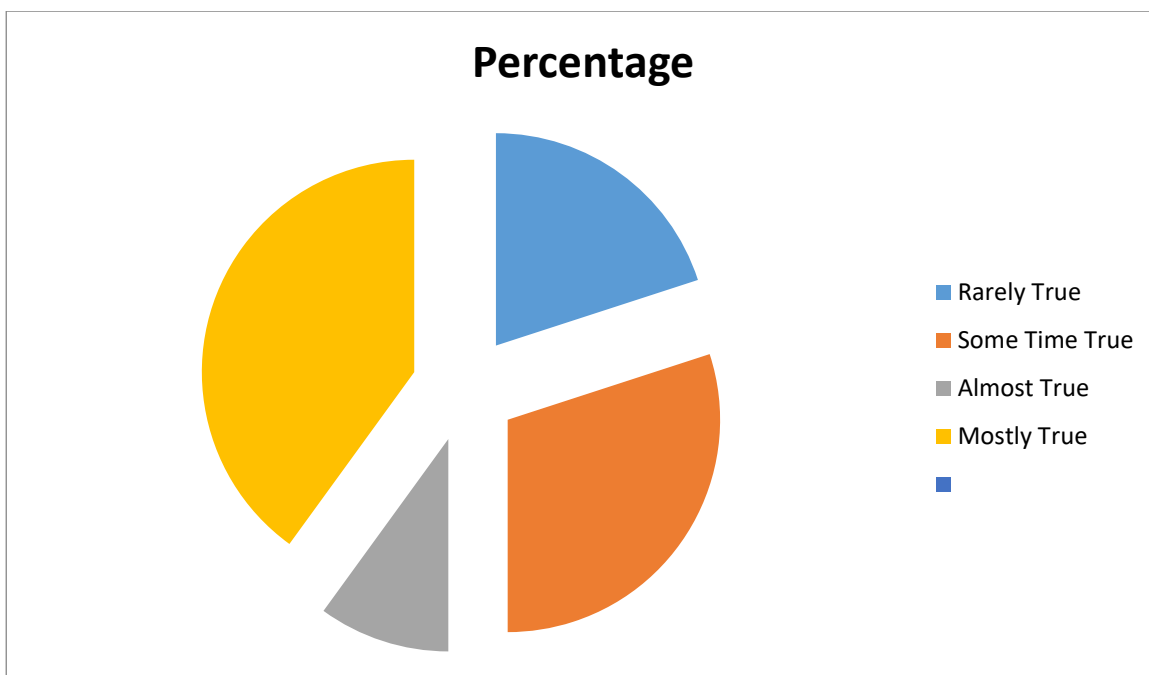


Figure 4.2

Interpretation:

Most of organization are very strict about leave structure according to my observation female employees are satisfied with the leave structure.

4.3 Are you satisfied with the training and development program for you in the organization?

Result: according to research there are 45% of female employees were satisfied with the training and development program in the organization.

Table 4.3

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	15%	30%	45%

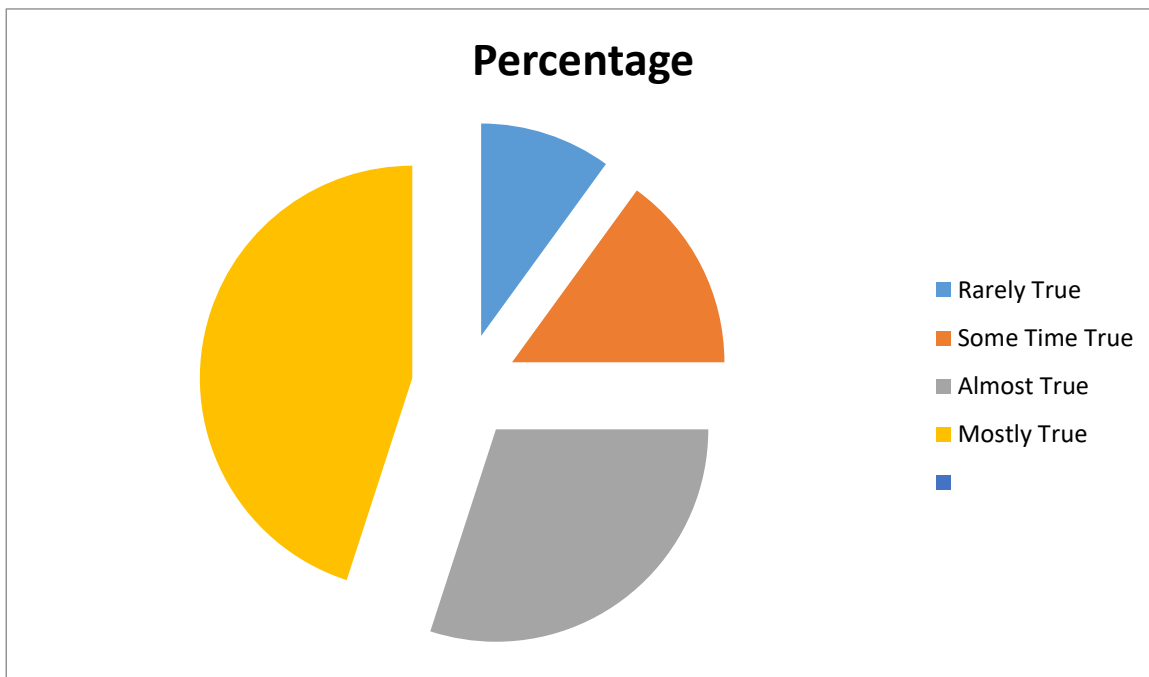


Figure 4.3

Interpretation:

In these organizations, employees are trained in their work because at the start there is very well training provided to employees.

4.4 Are you satisfied with your working hours?

Result:

There 40% of female employees were satisfied with their working hours.

Table 4.4

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	40%	10%	40%	10%

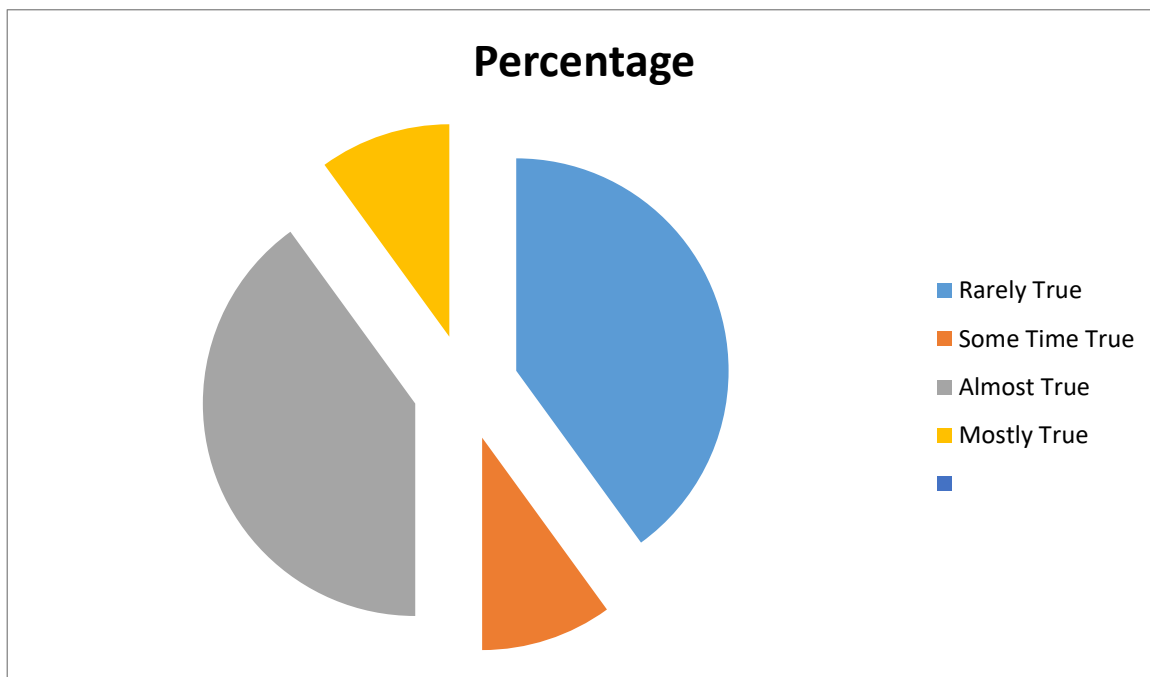


Figure 4.4

Interpretation:

There are working hours are not so lengthy. They get a break between working hours. So that can able to work in the organization.

Combination of physical aspects:

Table 4.5

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10	15	25	50
2	20	30	10	40
3	10	15	30	45
4	40	10	40	10
Average %	20	17.5	26.25	36.25

Average table:-

Table 4.6

Rarely True	Some Time true	Almost True	Mostly True
20	17.5	26.25	36.25

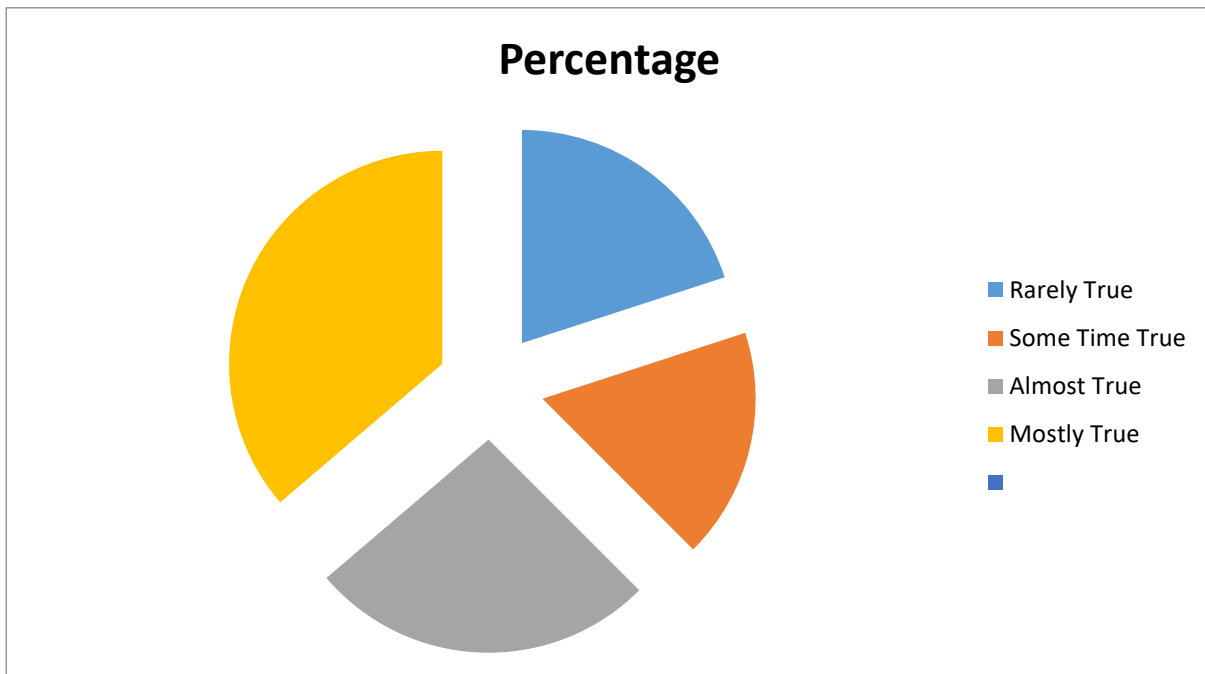


Figure 4.5

5. Miscellaneous:

5.1. Your senior welcomes your idea and suggestion?

Result: 50% of female employees say that their senior welcomes their idea and suggestions

Table 5.1

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	20%	20%	50%

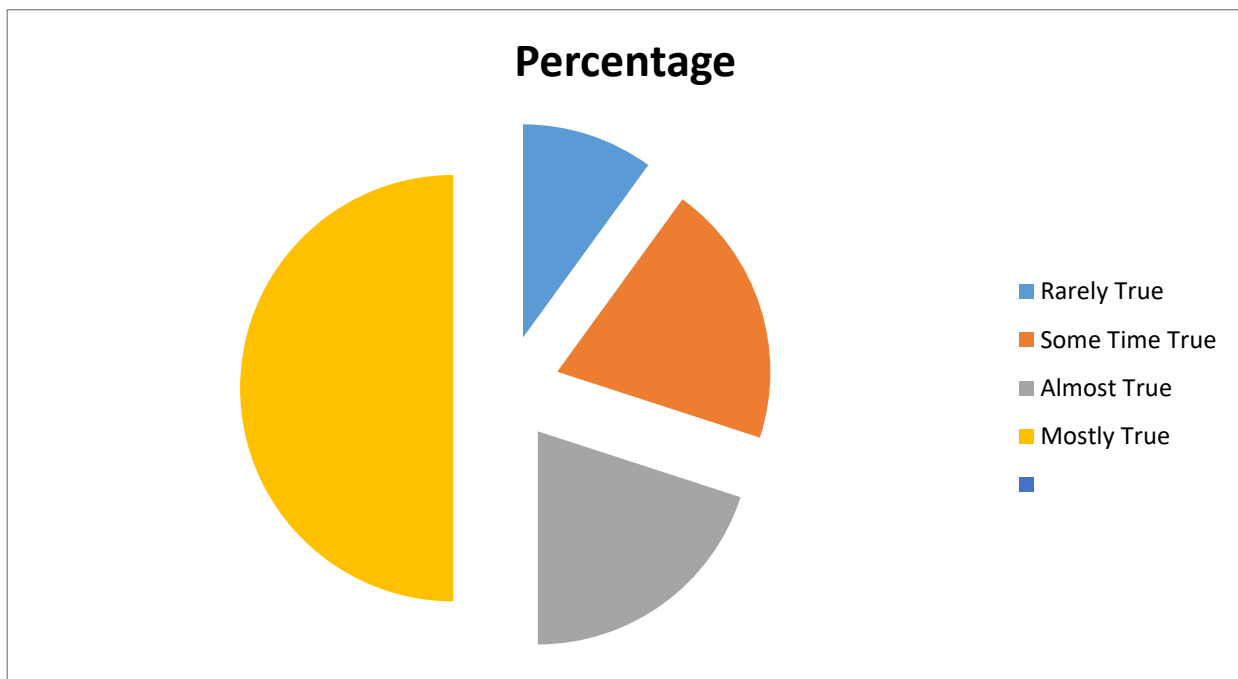


Figure 5.1

Interpretation:

There is no foundation to put their, suggestions senior, welcome their ideas. If they have a better suggestion then it can be implemented.

5.2 Are you satisfied with hygiene in your department?

Result: According to my research there are 70% of female employees were satisfied with hygiene in their department.

Table 5.2

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	5%	5%	20%	70%

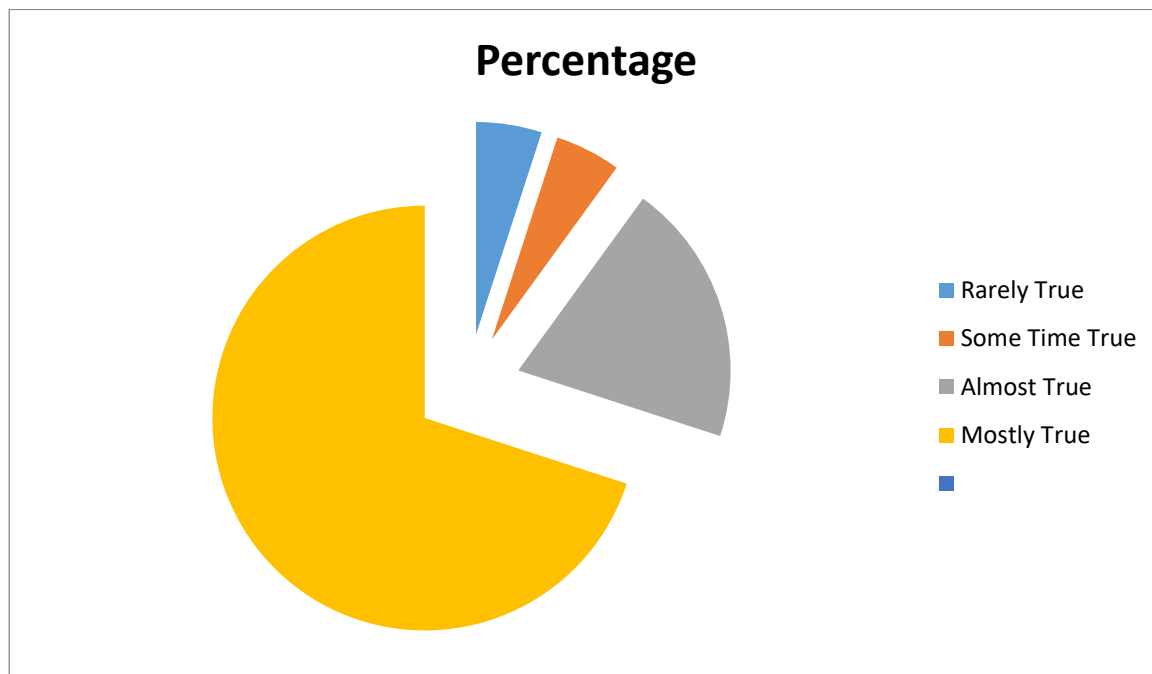


Figure 5.2

Interpretation:

The employees are satisfied with hygiene in their department.

5.3 Are you satisfied with general amenities in your department?

Result:

Through this research, 65% of female employees were satisfied with general amenities in their department.

Table 5.3

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10%	5%	20%	65%

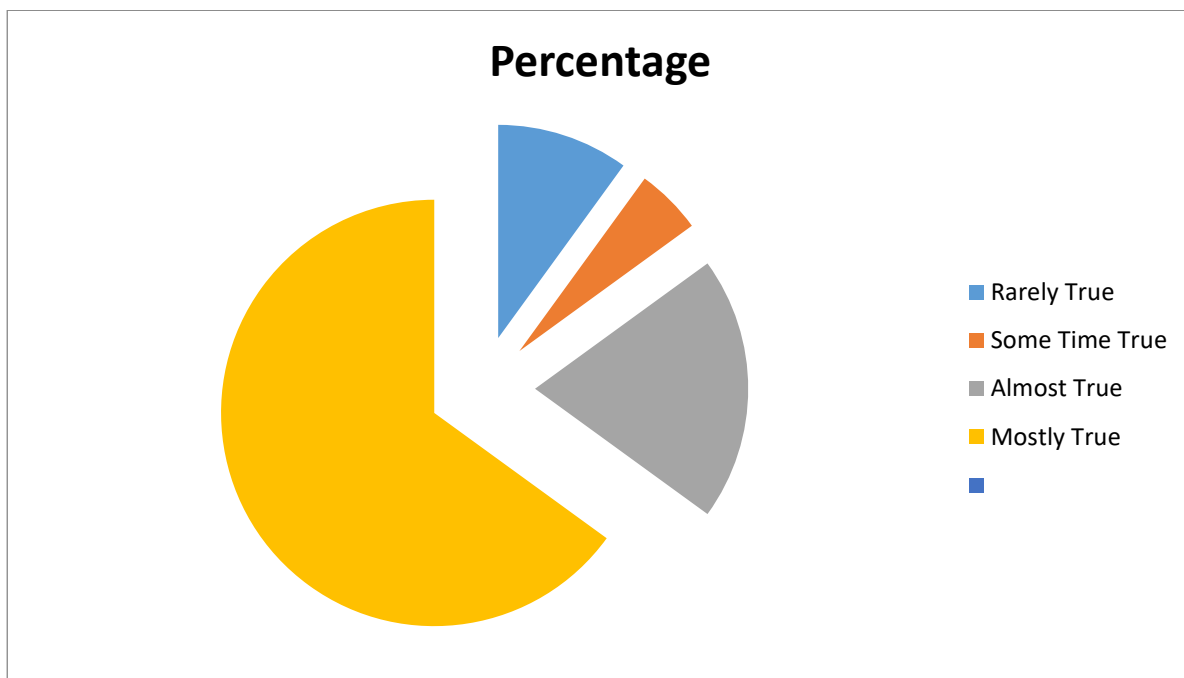


Figure 5.3

Interpretation:

According to this research female employees are satisfied with the general amenities in their department.

Combination of miscellaneous aspects:

Table 5.4

NO.	Rarely True	Some Time true	Almost True	Mostly True
1	10	20	20	50
2	5	5	20	70
3	10	5	20	65
4	10	5	20	65
Average %	8.4	10	20	61.6

Average table:-

Table 5.5

Rarely True	Some Time true	Almost True	Mostly True
8.4	10	20	61.6

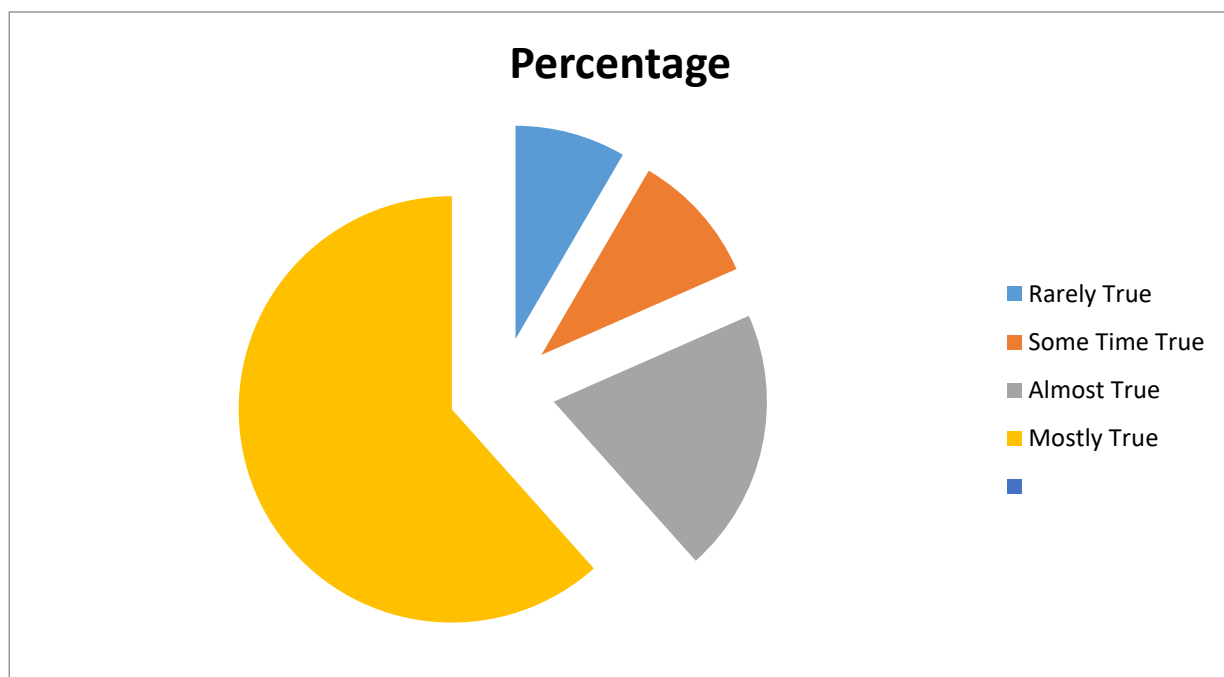


Figure 5.4

5. Comparative Study of all the above aspects

Table 5.5

Aspects	Rarely True	Some Time true	Almost True	Mostly True
Mental Aspects	26	29	27	18
Social Aspect	13	18	30	39
Psychological Aspect	15	37.5	20	27.5
Physical Aspect	20	17.5	26.25	36.25
Miscellaneous	8.4	10	20	61.6
Average %	16.48	22.4	22.65	36.47

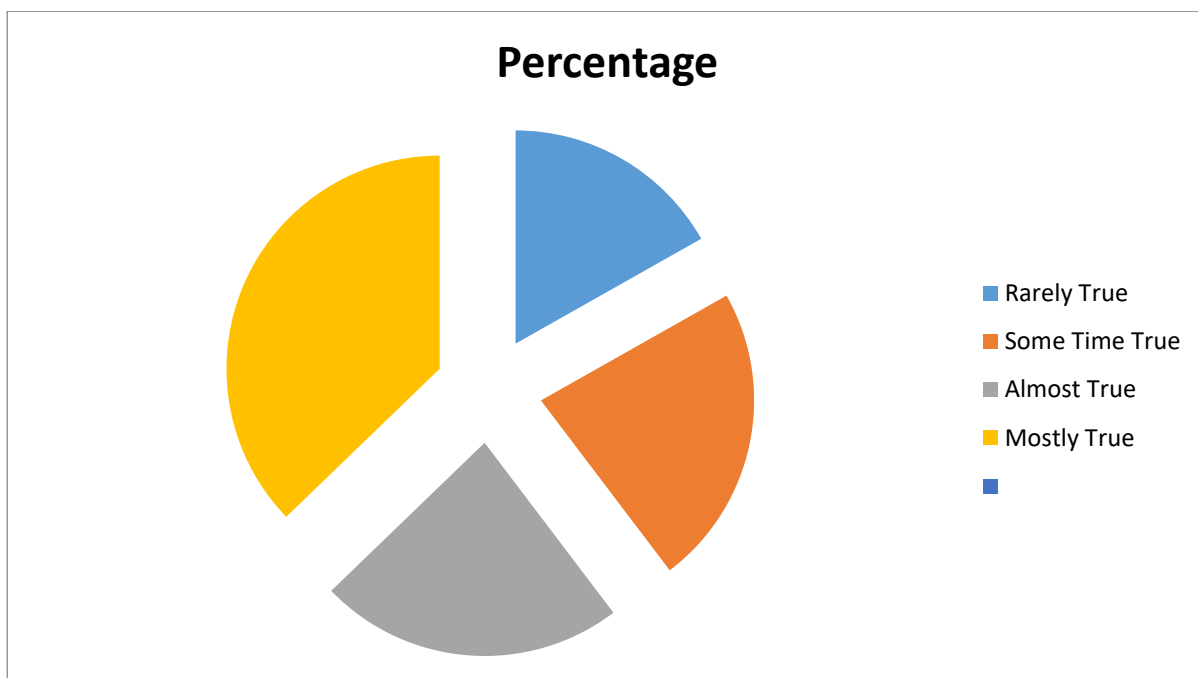


Figure 5.5

Discussion: This study shows that there is a significant relationship between working environment and job satisfaction. The various aspects of the working environment like mental, social, psychological, physical, and miscellaneous affect job satisfaction. A good working environment increases job satisfaction which leads to an increment in employee loyalty and level of commitment which will affect the productivity, efficiency, and effectiveness of the employee and increment in profitability of the organization.

Suggestion and Conclusion: The working environment majorly affects the job satisfaction of female employees. If employees have worse working conditions that will limit employee performance. This study helps to know the various aspect of employees to determine use full capabilities and potential for growth of the organization. Providing a good working environment for employees will be beneficial to both the organization and employee job satisfaction.

Limitation: Some limitations were there, like time constraints is always a hurdle for any research, within the time limitation researcher wants to add more information which will help to this research will be rich in nature. Apart from the time limitation another limitation was collecting the data from female employees. Some employees hesitate to share true information and difficult to identify which information is true or not. Another limitation is geographic condition, if data is collect from a wide area that will give a true picture of the work environment and job satisfaction.

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