

# CORRELATE OF WORK ENVIRONMENT ON JOB SATISFACTION OF SELECTED EMPLOYEES OF GAHS

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## ABSTRACT

The workforce is considered the most critical asset of an organisation in today's dynamic market climate and is the key driver of financial growth and productivity. A dedicated and satisfied workforce is needed within the health sector to provide excellent service and give good health care. The study has aimed to investigate the effect of the work environment on job satisfaction. The sample population of 120 health workers were randomly sampled to answer the self-constructed questionnaires. The statistical analysis for the Pearson product-moment correlation coefficient was computed by using SPSS. The results of the study discovered a positive and high significant effect between work environment and job satisfaction. Also, the result indicated a predictive ability of the work environment on job satisfaction. It then concludes that Adventist health workers are satisfied with their work environment. This can be sustained through management continuous improvement work environment to boost efficiency.

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## 1. INTRODUCTION

Workforces are considered the most critical asset of an organisation in today's dynamic market climate and are the key driver of financial growth and productivity (Turulja & Bajgoric 2018). Employee happiness is, therefore, a vitally essential principle in any organisation. Job satisfaction is to what degree the work of the workers satisfies their wishes (Jayaweera 2015). The happiness of more massive workers will contribute to a healthier workplace and the well-being of workers, while the disappointment brings extremely negative results to the business (Halkos and Bousinakis 2017). To meet organisational expectations, workers need a working atmosphere that enables them to work easily without challenges that can prevent them from performing to the fullest possible extent.

## 2. CONCEPTUAL FRAMEWORK

### 2.1 Job satisfaction

According to (Kaur, 2019) Job satisfaction is where a worker feels self-motivated, content & satisfied with his/her work. Job satisfaction arises when an employee believes that he or she has worked security, job development, and a healthy work-life balance. Bathena (2018) Stated that a happy employee is a retained employee and a spokesperson for the company, both internally and externally. He can help alleviate other people's apprehensions and can protect the organisation in various fora. Happy workers are more committed to the company and its goals, go the extra mile to attain targets and take pride in their work, teams, and achievements (Marinescu & Grăjdieru, 2018). Bathena (2018) suggests a need to look at employee satisfaction in both the short and long term. It is specifically related to attrition and worker-organisation match in the immediate future. In their early days of employment, people must view the business in a positive light; otherwise, it would not take long to try a change. It is more detrimental in the long run when an employee is not happy yet for certain purposes continues working for an organisation. The employee continues to search for motives that the client dislikes even. Raya (2019) posits that a lousy appraisal is the main reason for her dissatisfaction; the employee may then believe that there is prejudice or that the institution is not treating her as a valued asset. Such experiences disintegrate the importance that an employee places on the company, and this is extrinsically projected, often to an audience affected by the organisation's equity. For fear of repercussion, a disgruntled employee shares her negative feelings more in public forums than internal ones. When a current employee talks ill of the company, it lowers the listener's chances of entering the company and damages the organisation's image (Richards, 2019). Job satisfaction is an essential portion of the lifecycle and incentive of an employee to stay loyal to and hire in an organisation.

## 2.2 Working Environment

According to Sadiq (2019), a work environment can be referred to as the place one works, meaning the world surrounding an individual. It is the social and professional situation in which a person should interact with several people. The term working environment is used to describe the settings surrounding an employee works under. Physical environments, such as office temperature, or equipment, such as personal computers, may shape the working atmosphere. It may also have to do with factors such as job processes or procedures (Hendrickson, Stiffey., Littleton, Pecorari, & Slusarczyk, 2017). According to Manu (2016), the quality of the employee's work environment that most influences the level of motivation and efficiency of the employee. The working environment is made up of two more substantial aspects, namely work and context. Work involves all of the job's various elements, such as how the job is done and accomplished, including tasks such as task activity preparation, regulation over one's job-related activities, a sense over job accomplishment, range of functions, and the inherent value of a mission (Raziq & Maulabakhsh, 2017). Different factors in the workplace, such as salaries, working hours, employee autonomy, organisational structure, and communication between employees & management, may affect job satisfaction (da Borralha., de Jesus., Pinto., & Viseu, J2016).

## 2.3 Work Environment and Job Satisfaction

A study by Agbozo, Owusu & Hoedoafia (2017) examined the effect of the work climate on job satisfaction, focusing on a merchant bank in Ghana. The paper set out to determine the effect of the physical and mental environment on employees' performance, to know the overall satisfaction level of employees in the bank and research whether physical, social and psychological work environment affect job satisfaction. The study results indicated that most of the staff at the bank are satisfied with their work environment, especially physical ambience. The paper concludes that the environment has a significant effect on employees' satisfaction. The results of the paper highlight the need for management to enhance the work environment of workers to boost productivity. Suifan (2019) explores how work motivation mediates the association between environmental work factors and job satisfaction. Work motivation was found to positively and significantly mediate the effects of environmental work factors on job satisfaction. The finding was attributed to work itself and its contextual factors contributing to employees' positive feelings towards their jobs, depending on the effectiveness of their work motivation.

One of the many tests for a business is to satisfy its employees to cope with the ever-changing and evolving environment and achieve success and remain in the competition. In order to improve the quality, effectiveness, competitiveness and job dedication of employees, the company must meet the needs of its staff by providing good working conditions. The findings show that the working environment and employee job satisfaction have a positive relationship. The study ends with some brief prospects that companies need to understand the value of a good working atmosphere for optimising the degree of employee satisfaction (Razip & Maulabakhsh, 2015). A study by Hsu, Bai, Yang, Huang, Lin, & Lin (2019) studied whether the associations between working hours, job satisfaction and work-life balance are intervened by occupational stress. The analysis revealed significant associations between long working hours and both work-related stress and work-life balance and between job-related stress and both work-life balance and job satisfaction. In addition, the link between working hours and occupational stress exhibited a significantly positive interaction with perceived time control. The results indicated the importance of giving workers greater control over working hours. Therefore, it was recommended that labour laws be revised as necessary to prevent excessive working hours and enhance work-time flexibility.

The relationship between job satisfaction and workers' compliance with safety management policies and accident frequency. A positive association was found between job satisfaction and safety climate. Workers who expressed more satisfaction at their posts had positive perceptions of safety climate. Congruently, they were more committed to safety management policies and consequently registered a lower accident involvement rate (Gyekye, 2005). According to Ariani (2015), there is a mediating psychological condition model on the relationship between supervisor relations, co-worker relations and employee engagement. Redmond & McGuinness (2019) study revealed that women report greater job satisfaction than men in general. The current literature can not fully explain the nature of this difference, as even when controlling for job characteristics, the gap tends to persist. In that paper, it studied job satisfaction using current data for 28 EU countries. Women, on average, are more content than men, and the gap remains even when we explanation for a wide variety of personal, job and family characteristics. However, the gap disappears when it includes job preferences, as women place greater importance on work-life balance and the intrinsic attractiveness of the work.

Based on the evidence from the above review of literature, the conceptual framework for this paper is presented in fig.1. The exogenous variable is the work environment in which the worker operates, and the endogenous variable is job satisfaction.



**Fig 1.** A conceptual framework for explaining the relationship between work environment and job satisfaction.

Given this problem, the research will seek to answer this question: Is there a significant relationship between the work environment and job satisfaction?

#### Hypothesis

The null hypothesis of this study that was tested is: There is no significant relationship between work environment and job satisfaction, and work environment does not predict job satisfaction.

### 3. METHODOLOGY

#### 3.1 Research Design

This quantitative study was based on a descriptive correlational research design. The correlational design will explore and observe the relationships between the work environment and job satisfaction.

#### 3.2 Population

The population of the study was the staffs of the Ghana Adventist Health Service (GAHS). The reason for selecting GAHS is that they are highly representative concerning the size number of the Christian Health Service of Ghana.

#### 3.3 Sample Size and sampling procedures

A sample size of 100 out of 364 employees was selected for the study. A self-administered questionnaire distributed by hand and via emails is most suitable in many types of research (Werner & Eleanor, 1993).

#### 3.4 Research Instrument

A questionnaire was used as a data-gathering instrument. A 4-point Likert scale is used to evaluate answer ranging from strongly agree to strongly disagree. Many scholars believe that statistical packages are the most suitable and most consistent instrument for comprehensively analysing large data (Buglear, 2005). Therefore, all statistical analysis is performed through the help of software "Statistical Package for Social Sciences" (SPSS).

### 4. RESULTS

#### 4.1 Descriptive

The health workers who responded to the study were made up of 33 (27.5%) males and 87 (72.5%) females. There were made up of 86 (71.7%) young age adults and 34 (28.3%) middle-aged adults. There were 44 (36.7%) of them who holds a diploma, 43 (35.8%) with a Bachelor's degree and 33 (27.5%) with other certification.

#### 4.2 Relationship

Cohen (1998) absolute correlation valves in which  $r=.10$  to  $.29$  is small or low,  $r=.30$  to  $.49$  is medium or moderate, and  $r=.50$  to  $1.0$  is large or high and interpreted. The study discovered that there is a high positive significant relationship between work environment and job satisfaction ( $r=.629$ ,  $p=.000$ ) as shown in Table 1. Therefore, the study rejects the null hypothesis that there is no significant relationship between the work environment and job satisfaction.

**Table 1.** Correlate of Work Environment on Job Satisfaction

		Job Satisfaction
Work Environment	Pearson Correlation	.629**
	Sig. (2-tailed)	.000
	N	120

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

The implication is that most of the Adventist health workers in Ghana within the Adventist health facilities are satisfied with their work environment, especially the job security and salary & other benefits. This is consistent with the findings of Agbozo, Owusu & Hoedoafia (2017) that examined the effect of the work environment on job satisfaction with the spotlight on a merchant bank in Ghana. The paper set out to establish the impact of understanding the overall level of employee satisfaction in the bank and investigate whether the physical, social and psychological working environment affects job satisfaction. The study outcomes indicated that most of the staff at the bank are satisfied with their work environment, especially the physical ambience.

### 4.3 Work environment as Predictor of Job Satisfaction

Linear regression analysis technique was used to evaluate the one independent variable work environment to predict job satisfaction. Table 2 shows that the work environment indicated an unstandardised beta coefficient of 0.708 and a t-value of 8.783, which is significant at the .01 level. It shows a medium predictive ability of work environment on job satisfaction.

**Table 2.** Work environment as a predictor of Job Satisfaction

	R Square Change	B	Std. Error	Beta	t	Sig
Constant		0.898	0.225		3.991	0.000
Work Environment	0.395	0.708	0.081	0.629	8.783	0.000
	R = .629	R <sup>2</sup> = .395	F = 77.149		P = 0.000	

After going through the process, the overall variance explained by the model as a whole was 39.5%,  $F(118) = 77.149$ ,  $P = 0.000$ . From the predictive outcomes, the explained variable on job satisfaction is work environment 39.5%. However, 60.5% of variables are not considered in this study but can explain Ghana's job satisfaction. The proposed applied model based on the unstandardised beta for the study is  $\text{JobSat} = 0.898 + 0.708\text{WE} + \epsilon$ . This model's inference is that a percentage change in job satisfaction will affect the outcome in a direct change in work environment variables given by the unstandardised beta coefficient in the table2 above. Therefore, the study rejects the null hypothesis that none of the independent variables predicts job satisfaction.

## 5. CONCLUSION AND RECOMMENDATION

A dedicated and satisfied workforce is needed within the health sector to provide excellent service and give good health care. The study has aimed to investigate the effect of the work environment on job satisfaction. It has been revealed that the work environment has a positive and significant relationship with the job satisfaction of health employees in Ghana. Also, it has revealed that work environment has predictive ability on job satisfaction. It is recommended that management and leadership improve the working environment of the employee to boost efficiency. In addition, future research can investigate the 60.5% of variables that can predict job satisfaction in Ghana.

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