

Impact of Work Environment on Job Satisfaction: *A Case of School Teachers*

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Abstract

Work environment refers to the elements that comprise the setting in which employees work. This research explained two factors of working environment namely working conditions, and job safety and security. As per the various study, if the employees are highly satisfied with their job, it tends to achieve the higher productivity in the organization. So, this study aims to examine factors influencing the job satisfaction of school teachers. Two factor theory is the theoretical foundation for the study. Data were collected utilizing the structured questionnaire which was distributed among 121 school teachers out of which 98 school teachers represents the sample size. The study employed descriptive, relational and casual research designs. Various descriptive and inferential statistical tools like correlation and regression were utilized for data analysis. The findings revealed that working condition, and job safety and security have significant effect on job satisfaction among school teachers and among these two, job safety and security is the most important factor for job satisfaction of the school teachers in Dallu area under study.

Keywords: working conditions, job safety and security, job satisfaction, school teachers

1. Background of the problem

In today's modern world, job satisfaction of employees plays a vital role in organizational productivity. Job satisfaction represents the emotional consequences that enable employees to perform at the organization (Vroom, 1995). It is the attributed compactness of physiological, psychological, and environmental states to perform the designated role (Hoppock & Spielgler, 1938). The job satisfaction depends on the employees and also varies from person to person. Most important factor to determine the job satisfaction could be working conditions, salary, job security (Lu, While, & Barriball, 2005).

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According to Vroom (1964) job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job satisfaction is the essential component for motivating and encouraging employees for better performance. Ayamolowo, Irinoye and Oladoyin (2013) highlighted job satisfaction as an emotional response resulting from the employee's evaluation of their work and work environment. It concerns the area to which employees' physical, mental and social needs are met, and affects their happiness, levels of productivity and success in the workplace (Canan & Oksay, 2015). Clarke (1997) argued that if employees are not satisfied with the task assigned to them, they are unsure about determinants such as co-workers are not co-operative, working conditions being unsafe or, supervisors not giving them respect resulting them to feel isolated.

A working environment refers to the elements that comprise the setting in which employees work and impact other workers. It is the work setting, social features and physical conditions in which an employee performs the job well. There are certain elements that impact efficiency of the employees. Different factors within the working environment such as working conditions, working hours, job safety and security, organizational structure, etc. may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). The good workplace helps an employee to make effective use of their skills, knowledge, and available resources for providing high quality service. The structure of open offices and other aspects of the physical layout determines the interactions that can take place (Sundstrom & Sundstrom, 1986). Haynes (2008) found that when there is an improvement in the physical design of office building, working conditions, productivity through employee performance is increased by about 5-10 percent., Both employees and supervisors face critical situations; if one of them is not responsive to the other and it happens when the supervisor does not give proper assessment or employees do not share ideas (Arnetz, 1999). Bakotic and Babic (2013) explored that working conditions is an important factor for job satisfaction. It is necessary to provide good working conditions which make the employees satisfied and increase the overall performance. Spector (1997) argued that a positive work environment assures employee safety, provides job security and allows employees to participate in decision- making process.

Similarly, job safety and security are also very important for each and every employee in an organization as all the employees wish to work in a safe and protected environment. Likewise, Lim, Li, Fang, and Wu (2018) emphasized the importance of a workplace's safety environment, which significantly affects safety performance. The job security in the workplace helps an employee to perform better with their particular works. According to Leshabari, Muhondwa, Mwangi, and Mbembati (2008), supportive work environment influenced workers for performing normal jobs more effectively and efficiently.

Petterson (1998) argued that the interaction between employees within a business is crucial for accomplishing the organizational goals. However, Branham (2005) mentioned that workers leave their organization because of the poor management practices or toxic cultures. The greatest significant evidence shows that the declining working conditions of an organization has to do with the shortened job satisfaction (Kaya, 1995). Based on these discussions, this paper aimed in examining the impact of work environment on job satisfaction of the school

teachers in Kathmandu. Several earlier studies were undertaken to explore the aspects of job satisfaction of employees on the basis of their working environment. But all these studies were directed towards the organizational employees which could not be generalized to school level teachers. Hence, this study focused on fulfilling the gap in existing literature. This research is focused towards answering the question:

- How does working conditions, and job safety and security influence on job satisfaction of school teachers in Dallu area?

2. Objectives of the study

Several previous research looked into different components of employee job satisfaction based on their working environment. However, because all of this research focused on university-level teachers and organizational personnel, they cannot be properly applied to school-level teachers. As a result, the purpose of this research was to fill a gap in the current literature. Every study has a set of objectives that focus on the study's purpose or goal. The major purpose of this study is to decide the various factors or sources impacting on the job satisfaction of the school teachers in Dallu area. Further, the study has the following objectives.

- To examine the connection of working conditions, and job safety and security with job satisfaction of the school teachers in Dallu area; and
- To analyze the influence of working conditions, and job safety and security on job satisfaction of the school teachers in Dallu area.

3. Literature survey

Theories usually help in designing the research questions, guides in selecting the data collection tools etc. It helps in investigating and collecting the information and provides meaning to our observation. The theories that is reviewed in this study are: Two factor theory. Two factor theory helps in knowing the certain factors that causes job satisfaction and job dissatisfaction in employees.

The two-factor theory was developed by (Herzberg, Mausner, & Snyderman, 1959). It is also known as Herzberg's motivation-hygiene theory or dual-factor theory. The theory was progressed from the data collected through Herzberg from interviews. This theory states that certain factors in workplace causes job satisfaction while some factor causes the dissatisfaction. This theory focuses on the motivational factors which can improve work-quality. The main purpose of this theory is to understand the various factors that influences employee job satisfaction and job dissatisfaction. The theory shows that job satisfaction significantly varies by the department of employment (Giese & Avoseh, 2018). This theory explains that if management wishes to increase satisfaction on the job, it should be concerned about the nature of work.

Herzberg has dissected the employee satisfaction into two dimensions: hygiene factor and motivating factor. This research paper has attempted to find impact of working environment on job satisfaction. The independent variables of the research paper are

working condition, job safety and security. These variables corroborate the theory presented by Herzberg. Herzberg's theory concludes with two factors, hygiene and motivating factors. Hygiene factor is concerned with supervision, administration policies and working conditions whereas motivating factor is concerned with work, recognition, advancement and contentment. The research paper has attempted to measure working conditions as Hygiene factor and job safety and security as motivating factors. As suggested in the theory both hygiene factor and motivating factors determine the satisfaction of employee, this research paper has also used working conditions and job satisfaction to determine the job satisfaction

Taheri, Miah and Kamaruzzaman (2020), Jain and Kaur (2014) and Tio (2014) revealed that the good working condition, refreshment and recreation facilities, health and safety facilities, fun at workplace increased the degree of job satisfaction. This means in order to improve the company employee job satisfaction; the company needs to pay attention to the work environment they provide for the employees. Hoedoafia and Atakorah (2017) assessed the positive significance of the work environment on the level of job satisfaction and staff morale. Work environment is grouped into three distinct i.e., physical, psychological, and social work environment (Hoedoafia & Atakorah, 2017). While working environment was incorporated into four aspects i.e., physical, social, secured, and financial working environment (Taheri, Miah & Kamaruzzaman, 2020). As the work environment, working hours, working conditions, and job safety and security influences on the job satisfaction of employees. Based on the these discussions, the following hypothesis were made:

H₀₁: There is no significant connection of working conditions with job satisfaction of school teachers.

H₀₂: There is no significant connection of job safety and security with job satisfaction of school teachers.

Paul, Ramanigopal, and Hemalatha (2017) indicated that the working environment affects the physical and psychological well-being of the human resources and their attitude, morale, engagement, and productivity. This study indicated that better workplace environment boosts the employees' morale and ultimately increased the performance, engagement, and job satisfaction. The main aim of this research was to study the various demographic characteristics influencing the work environment and job satisfaction of dentists. This study revealed that the respondents in the age group of above 45 years expressed higher levels of attitude towards all of the factors in this study with regards to job satisfaction. This study discussed that the environment in which the employees work, play an important role in encouraging them for performing their assigned work. Thus, this study hypothesized:

H₀₃: There is no significant influence of working conditions on job satisfaction of school teachers.

H₀₄: There is no significant influence of job safety and security on job satisfaction of school teachers.

Karamanis, Arnis and Pappa (2019) analyzed the satisfaction of workers from their working environment even during the difficult economic periods. In this research, the researcher investigated the job satisfaction among the employees of the Greek public sector. In this study, the working environment covered three aspects i.e., salary reductions, increase in working hours and reduction in force. Similarly, job satisfaction is divided into two groups: Endogenous satisfaction and Exogenous satisfaction. This research analyzed the determinants that affect the job satisfaction of employees in the private and public sector. The study noticed that the Greek public sector needed to become more operational, efficient, decentralized, and able to work in a flexible and efficient way.

Onuoha, Ukangwa and Otuza (2020) provided empirical evidence on the nature of the work environment and level of job satisfaction of librarians in south, east and south- west Nigeria. It also confirmed the statement that work environment enhances job satisfaction. The main aim of this study is to ascertain the extent to which the librarians were satisfied with their job. Here, work environment covered its two aspects, namely: physical and behavioral work environment. Physical work environment included tools, equipment, infrastructure and other technical skill. Behavioral work environment included relationship with peers, teams, colleagues, work group/departments. The sample population for this study was taken from the librarians of Nigeria. Based on the literature survey, following research framework was developed for the study.

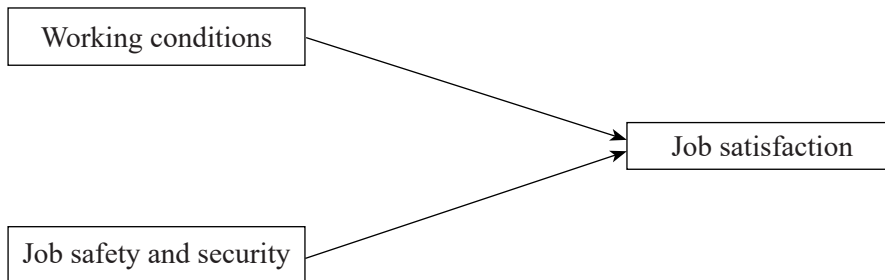


Figure 1. Research framework of the study

A research framework is the design that holds or supports a theory of a research study. It is used to summarize concepts and theories. A working environment refers to the elements that comprise the setting in which employees work and impact workers. It is the setting, social features and physical conditions in which an employee perform the job. There are certain elements that can impact efficiency of the employees. Different factors within the working environment such as working conditions, working hours, job safety and security, organizational structure etc. may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). The two factors working conditions, and job safety and security are explained as:

Working conditions refers to the working environment of an organizations with various physical as well as psychological aspects. It comprises of various factors such as working hours, working equipment, lighting, etc. Working conditions covers the work activities and the areas such as noise, lighting, temperature etc. This can be compared with the Herzberg’s Two factor theory, as it divided into two parts: motivational and hygiene

factors. Here, working conditions comes under hygiene factor and if maintained properly it influences employees towards better performance. Day and Bedeian (1991) explained working conditions as an encouraging factor which enhanced workers' attitude towards better performance. Similarly, Gulliver and Towell (2003) measured poor working conditions which becomes a factor for employees reduced job satisfaction, physical grievances, poor job performance etc. As in two factor model, working conditions comprises of various factors that directly or indirectly influences the job satisfaction of the employees.

Job safety and security refers to the protection of employees in their workplace. The workplace must be secure so that employees can give their best at the work. Sousa-Poza and Sousa-Poza (2000) explains that job safety and security is an important factor of job satisfaction. Probst, Gailey, Jiang and Bohle (2017) measured job insecurity as a subjective perception of an employee as it is accompanied by stress, fear and anxiety which causes problems in employee's mental and physical health. Job safety and security is based on the idea of Maslow's hierarchy of needs as it discusses that if a person's safety needs are satisfied, employees can focus on their job and workplace. Employee's job safety and security has direct impact on job satisfaction of employees as feeling of security enhances their performance.

Job satisfaction can be defined as a measure to which an employee feels self-motivated and satisfied with their job. Job satisfaction of employees is very essential for the increment in the productivity. Krietner and Kinicki (2004) described job satisfaction as an affective and emotional response to different sides of one's job. Various factors influence job satisfaction of the employees in an organization. Some factors act positively whereas some act negatively. Good working conditions, job safety and security, work motivation, training and development are the essential variables for employee's job satisfaction. Similarly, good working environment influences the employees towards the satisfaction of their job. Lock and Latham (2010) explains job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job. The satisfaction in the job helps in reducing the employee absenteeism, increases the productivity and also the employee retention. Thus, this study aims at understanding the job satisfaction of employees on the basis of their working environment.

4. Research methodology

This section describes the actions to be considered while investigating the research problem. It also describes the techniques that is used to identify, analyze and process the information that is required to understand the problem. This section discusses about the data collection process or explains how the data and information were generated and further analyzed. This particular section is further divided into four different sections. Here, the first section explains about the research design used in this research. Likewise, second section explains about the population and sample of the research whereas third section explains about the nature and source of the data. Similarly, fourth section consists methods of analysis.

Kothari (2004) defined research design as a plan, a roadmap and blueprint strategy of investigation conceived so as to obtain answers to research questions. The research design used in this research is quantitative. This study was conducted in order to examine and interpret the factors affecting the job satisfaction of school teachers. As per the objective of this study, descriptive, relational, and causal research design were considered to tackle the various research problems. The main purpose of using descriptive research was to describe as well as explain the objectives and findings. This research was conducted to discover and describe the characteristics of the variables that are being studied in this research. The main aim of the descriptive research is to produce the necessary statistical information in order to find about the factors affecting the job satisfaction of the employees. The relational research design was used to find out if there is relationship between the independent variables and dependent variables under this study. It included measuring two variables and evaluating the relationship between them without any modification in the independent variable. Causal research was also conducted in order to prove the cause-and-effect relationship between the two variables. It was conducted to evaluate the impact of work environment on the job satisfaction of teachers. The causal research focused on providing the proof about the existence of the relationships between two variables.

The population for this study was the school teachers from Dallu area of Kathmandu city. School teachers from different schools were regarded as the target population of this study. Teachers from various education level, faculties and age groups were considered. As there was a large population, it was not possible to test every school teacher. So, samples are drawn as per the convenience for representation of the population. Therefore, various schools of Dallu area are selected for conducting the research. The teachers from three different schools which have been operated for more than 20 years within the area of Dallu were regarded as the sample size. The questionnaire was collected from 18th September to 20th September. The choice is coherent with the purpose of the study which set out to show the job satisfaction level of the school teachers. Data was collected from 121 respondents. Convenience sampling was applied in selecting the participants as per the availability and proximity. Out of 121 responses, 98 responses were valid. 98 respondents represent the sample size which is sufficient at 95 percent confidence level and 5 percent margin error (Yamane, 1967).

This research used primary source of data. For generating the primary source of data, a survey of self-designed questionnaire has been designed. The questionnaire was designed in order to find out the detailed characteristics of the participants and further classified the collected data addressing the research problems and questions. This questionnaire was developed with reference to the research questions, literature review, etc. The applicants involved in this questionnaire were allowed to make comments regarding any unclear questions. Similarly, the secondary data used in this research contained the information which has been collected and analyzed by other researchers.

The statistical tools used in this study to analyze the data are frequency, percentage, bar diagram, mean, median, standard deviation, correlation and regression analysis. In this study, correlation is used for the responses provided in Likert scale to find the degree

of relation in between independent and dependent variables for all descriptive samples. Similarly, in this study, regression is calculated for responses provided in Likert scale to find out the direction of relationship between independent variables and dependent variable for all descriptive samples.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where, Y= Job satisfaction, a= Intercept, X₁= Working condition, X₂= Job safety and security, b₁= Coefficient of working condition, b₂= Coefficient of job safety and security, and e= error terms

5. Presentation and analysis of the data

The study used Microsoft Excel for analyzing the collected data. The respondent's profile is in terms of gender is presented in *Figure 2*. As exhibited in the *Figure 2* there are no equal participants in terms of gender. There were 98 respondents for this study. Out of 98 respondents, 41 were male and remaining 57 were female. The results showed that there were a smaller number of males in comparison to females in the sample. Among all these respondents, the majority 58.20 percent of respondents were females whereas 41.80 percent respondents were males.

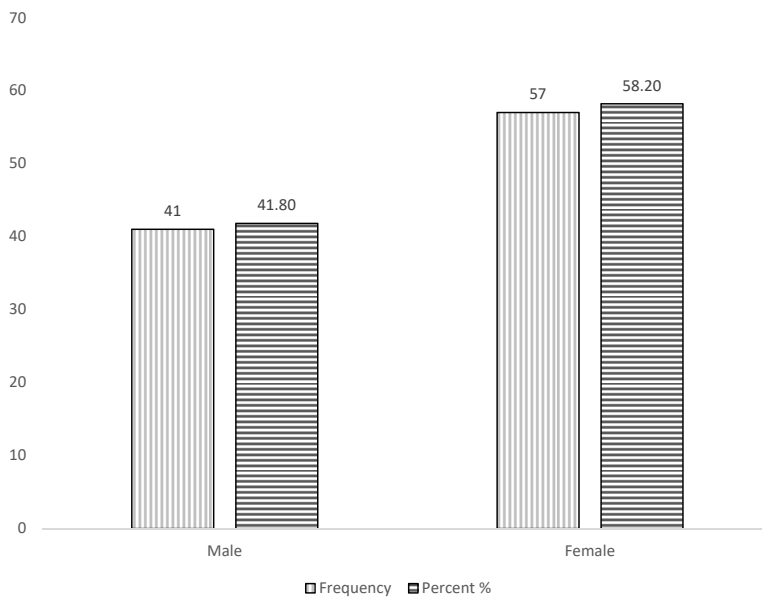


Figure 2. Gender of the respondents

Table 1 presents the descriptive status for the all sample. It is found that mean value for the independent variable: job safety and security to be the highest among other variables with the mean 4.04. Similarly, the mid value for job safety and security and job satisfaction is found to be highest among the variables with the value of 4.00. Standard deviation is also found to be highest for job safety and security and job satisfaction with the value of 0.54. And the variable working conditions has the lowest standard deviation with the value of 0.35.

Table 1
Descriptive statistics for all samples

Variables/Statistics	N	Mean	Median	STD
Working condition	98	3.61	3.60	0.35
Job safety and security	98	4.04	4.00	0.54
Job satisfaction	98	3.90	4.00	0.54

The *Table 2* depicts the correlation analysis of the variables under study. In the study, correlation analysis is done between the different determining factors and job satisfaction of school teachers. As shown in the table, the correlation for all samples between job satisfaction and working condition is observed to be positive and significant at 95 percent confidence level with the correlation coefficient 0.137. Similarly, the relationship between job satisfaction and job safety and security is found to be positive and significant at 99 percent confidence level with 0.532, which means the job safety and security of school teachers influence on their job satisfaction in a positive way.

Table 2
Relationship between variables for all samples

Variables		Working condition	Job safety and security	Job satisfaction
Working condition	Pearson Correlation	1		
	Sig. (2-tailed)			
Job safety and security	Pearson Correlation	0.196	1	
	Sig. (2-tailed)	(0.053)		
Job satisfaction	Pearson Correlation	0.137*	.532**	1
	Sig. (2-tailed)	(0.017)	(0.001)	

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

Regression analysis helps in finding the impact of independent variables on the dependent variable. In the study, regression analysis is done for finding out the impact of working condition and job safety and security on job satisfaction of teachers. As shown in *Table 3*, job satisfaction is used as dependent variable and working condition and job safety and security as independent variables. After introducing all the variables under the study, the impact of working condition is found to be positive and significant at 95 percent confidence level. The coefficient with 0.051 of working condition shows that increase in working condition cause increase in job satisfaction of school teachers. The impact of job safety and security is found to be positive and significant at 99 percent confidence level with the coefficient of 0.519. The result shows that job safety and security have significant influence on job satisfaction. The F value is 18.815 and significant value is less than 0.001, thus the regression model seems to be fit. The adjusted R² value from regression analysis is 0.269 indicating the 26.90 percent variations in job satisfaction due to working condition and job safety and security.

Table 3
Impact of variables for all samples

Coefficients ^a	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Sig.	Adjusted R ²
	B	Std. Error	Beta					
(Constant)	1.62	0.544		2.976	0.004			
Working condition	0.051	0.135	0.034	0.38	0.035	18.815	0.001	0.269
Job safety and security	0.519	0.088	0.525	5.929	0.001			

^a Dependent Variable: Job satisfaction

6. Findings and discussion

The major findings of the study are as follows:

- The study observed that mean value for the independent variable: job safety and security to be the highest among other variables with the mean 4.04 followed by job satisfaction with mean value 3.90 and working condition with mean value 3.61. Similarly, standard deviation is also found to be highest for job safety and security and job satisfaction with the value of 0.54 followed by working condition with the value of 0.35.
- The relationship of working condition with job satisfaction of school teachers is observed to be positive and significant at 95 percent confidence level with the correlation coefficient 0.137. The relationship of job safety and security with job satisfaction of school teachers is found to be positive and significant at 99 percent confidence level with 0.532, indicating a positive relationship of working conditions and job safety and security with job satisfaction of school teachers.
- The influence of working condition is found to be positive and significant at 95 percent confidence level. The regression coefficient of 0.051 shows that improvement in working condition leads to increment in job satisfaction of school teachers. The impact of job safety and security is found to be positive and significant at 99 percent confidence level with the regression coefficient of 0.519 indicating that an increment in job safety and security increases job satisfaction in school teachers.

Based on findings of this study, there is a significant and positive relationship between working conditions and job satisfaction among school teachers of Dallu area. It is consistent with Raziq and Maulabakhsh (2015) which concludes majority of employees are satisfied with the working conditions provided in the workplace. The positive and significant relationship of job safety and security with job satisfaction of school teachers is also consistent with the findings of Raziq and Maulabakhsh (2015), and Taheri, Miah, and Kamaruzzaman (2020).

7. Conclusion

The present study was conducted with the aim of examining the connection and analyzing the influence of independent variable: working conditions, job safety and security and dependent variable: job satisfaction of school teachers of Dallu area. As per the data analysis, the study concludes that working conditions, job safety and security have positive and significant relationship with job satisfaction of school teachers. As per the results of linear regression model, it can be seen that overall model is fit and shows positive and significant impact of working conditions, job safety and security on job satisfaction of school teachers. In a sequence level, factors based on a significant scale job safety and security (0.519) and working conditions (0.051). It is shown that job safety and security to be the highest influencing factors towards job satisfaction of school teachers. Similarly, working conditions is perceived to be least important factor influencing the job satisfaction of school teachers.

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