

EFFECT OF WORKPLACE ENVIRONMENT ON JOB SATISFACTION AND PERFORMANCE OF TEACHERS

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ABSTRACT

The workplace environment plays a vital role for the development of whole organizations. The major objective of this research was to investigate the effect of the workplace environment on job satisfaction and performance of the academic faculty. The population of the study was public secondary school teachers from Gujranwala whereas, 319 respondents were selected as sample of this study through simple random sampling technique. The study was quantitative based on the correlational research design therefore, self-administered questionnaires were administered to collect the primary data from the respondents through survey method. The Statistical Package for Social Sciences (SPSS) was administered to analyze the research questions. The findings of the study show that there was a positive and significant correlation of workplace environment with job satisfaction and performance. Moreover, there was a positive and moderate effect of the workplace environment on job satisfaction and performance of secondary school teachers. Additionally, Workplace environment had more significant effect on job satisfaction as compared to performance of the teachers. The study is beneficial for the development of teaching learning process at secondary school level through the adaptation of the various innovative techniques.

Key Words: Workplace Environment, Job Satisfaction, Performance, SST

INTRODUCTION

The performance of the academic faculty has countless involvement for the progress of the educational institutions. The higher authorities provide a supportive working environment to make the employees satisfaction which leads to performance. It has demonstrated leadership impact on those individuals who started their career as teachers. Such teachers have been a priority of educational leaders and researchers (Ali et al., 2017; Jabbar et al., 2020). By investigative teachers' direct viewpoints, it can achieve a deep understanding of the relationships

that exist. Therefore, for better understanding of teacher retaining and eventually school efficiency by investigative the working environment (Baluyos et al., 2019; Toropova et al., 2021). Performance outcome, which trust mistake as education chances, have on the contrary been institution to bounce self-confidence inspiration in the middle of workers. These proclamations are maintaining (Kadtong et al., 2017). Who deliberate the interaction of cooperative administrative behavior on progress-based organizations such as advanced undergrowth and

R&D organizations? The learning establishes out that staff are additional possible to take off from ordinary or exercise behavior to unique activities as well as put into exercise creative thoughts if they reliance their administrators will not discipline them (Khan et al., 2017; Sanjay et al., 2018).

Inayat and Khan (2021) well known, an experiential learn on school control and worker occupation pleasure, who scrutinize toward, at caring be significant association among school administration and worker job satisfaction. significantly, experimental learn optional connection among achieve of management behavior with workers. Instructive influential ought to toward encompass the capability of conniving educator functioning job, by appropriate observe organization to ease improved functioning arrangement into enlightening institute (Anwar et al., 2022). There ought toward to be alive pleasant-sounding operational association during conditions of communication among faction with privileged at job place meant for advanced duty achievement (Kaiman, 2013). Job satisfaction defines as sentimental response toward an occupation, bottom resting on an assessment among definite result with preferred product (Hagos et al., 2015). Dave and Raval (2014) quarrel to occupation happiness too connotes keenness, satisfaction with autonomy on job leave. Therefore, Oliver (2010) stated that satisfaction based on the significant feelings and expectations of the individual towards significant outcome according to perform the effective tasks (Giese & Cote 2000). occupation gratification submits to the person corresponding of individual requirements to the apparent possibility of the job for rewarding.

Moreover, Price (2001) definite conditions of emotional compass reading and worker for job. General study examined the prediction (Okpara,

2004), according to dissimilar does research organizational commitment, which is the main region of importance for many researchers, be able to be predisposed significantly through job satisfaction (Bernal, et al., 2005).it is seen that there is a difference between the salary of the new staff and professionally skill one. investigation has expressed that only the new staff gains the salaries according to their skills while the professional staff are depriving of their benefits regarding skills, thus the salary difference is the serious issue needs attention (Khan et al., 2017). The difference may not convey the best consequences for relationship. Attention of job satisfaction is contingent on difference of aspects of individual, what requirements and what growth. Job satisfaction, according to employees, is a harmful and unlike feature of profession e.g., job security, instant, planning, recompence, responsibilities, and relationship with coworker and tasks (O'Shea, 2021). Abdurashed (2018) confirms this observation and posits additional to job inspiration be a position of interior also outdoor services to instigate job-related behavior in addition to conclude its appearance, path, concentration with period. During the circumstance of discipline then, together environmental matter with persons inherent into instructor themselves, would tell instructor motivation with profession behavior, at the time being, job motivation denotes to a position of lively services to initiate together in as fine as away from a behavior being, to commence professional performance and to accomplish its presence, pathway, attentiveness and period.

Literature Review

Performance is the process of categorizing and humanizing member of staff employment performance and align member of staff job performance with governmental objectives and objective (Amin et al., 2014; Sun et al., 2016).

The reasons of performance are to assess the worker job performance and facilitate them in civilizing their efficiency level and consequently person and governmental acts (Dar et al., 2014). The fundamental aspire of performance judgment is civilizing person performance with the approved principles, i.e., improvement of in attendance performance, increase of motivation and discovery of training and increase, and it is absolutely interrelated with member of staff job performance (Abutayeh & Al-Qataweh, 2012). Performance improved member of staff job performance and in sequence significantly influenced institutional performance. While Amin et al (2014) suggest that unsuccessful performance might have unenthusiastic consequences on worker's confidence and generate stress and disloyalty between workers. Jain and Verma (2014) recommended that corresponding social source management apply such as coaching and progress, recompence perform and guide to healthier effect on employee production. Literature makes the community that performance assessment has optimistic relationship with worker's occupation performance (Ahmad & Shahzad, 2011; Sanjay et al., 2018).

The results of such past research revealed that the appropriate evaluation system has significant influence for the development of education institutions (Tabancali, 2016). The Herzbergs' and Maslows' theories have also endorsed these results. Therefore, teacher only act the greatest marginalization appearance deficiency, lack and assault under improvement education culture. Economic assistance is the horizontal performance of organization (Chughati & Perveen, 2013), connect with the school specialist, levied rules, decent conducts, individual negotiations. On the other hand, the weak system produces the low percentage (Naz et al., 2017). The instructor plays an essential role in

achieving all these objectives. Hence, actions must be taken to reduce the problems of tutors and lead the tutors to reduce the psychological burden and face the obstacles with planning and gain psychological balance and work. (Suleman & Hussain, 2014).

Inayat and Khan (2021) well known, an experiential learn on school control and worker occupation pleasure, who scrutinize toward, at caring be significant association among school administration and worker job satisfaction. significantly, experimental learn optional connection among achieve of management behavior with workers. Instructive influential ought to toward encompass the capability of conniving educator functioning job, by appropriate observe organization to ease improved functioning arrangement into enlightening institute (Sarwar et al., 2022). There ought to be alive pleasant-sounding operational association during conditions of communication among faction with privileged at job place meant for advanced duty achievement (Kaiman, 2013). Abdurashed (2018) confirms this observation and posits additional to job inspiration be a position of interior also outdoor services to instigate job-related behavior in addition to conclude its appearance, path, concentration with period. During the circumstance of discipline then, together environmental matter with persons inherent into instructor themselves, would tell instructor motivation with profession behavior, at the time being, job motivation denotes to a position of lively services to initiate together in as fine as away from a behavior being, to commence professional performance and to accomplish its presence, pathway, attentiveness and period. According to Farooq& Hanif (2013) discrete because outside along with domestic outside inspiration feature to recover fancy moreover authority the people to reside following consistent on top of the technique toward a job,

occupation through reside enthusiastic toward a job, profession through toward position onward an insistent hydroplane of hard work keen on completes a want. According to Naseem (2018) scholarship the successful environment, disburse through establishment intuition donate inside occupation satisfaction; its container exists supportive before awkward by, but these special effects subsist significantly contributive subsequent toward to job pleasure live shimmering eager on top of accommodating system during the managerial job with personnel. According to Skaalvik & Skaalvik (2017) support is the act of poignant a constituent of employees wide awakes the organizational stepladder because a regulation the majority imperative toward appends toward in responsibility with location by improved recompense drape awake (Khalid & Irshad, 2015).

Spector (2008) described employee's satisfaction outcome in enjoyable environments in an organization. Pay is thought to be an input issue after job satisfaction as well as encouragement, acknowledgment, job contribution and obligation. occupation happiness be an emotion of worker in relation to his occupation the administration ought to provide precedence toward their individual asset who is very important job to provide a spirited edge to the organization (Monyatsi, 2012). Job connection, commitment and motivation are the solution to issues that afford satisfaction employees or teacher might be well thought-out as dissatisfied by their job if they stay deficient and resistance to the job of teaching. The teacher is extra satisfied with the public that are taking away far away and comprise improved economic and community control (Sargent & Hannum, 2005). The value of administration can have a say in terms of job satisfaction. The working situation contributes to teachers' satisfaction. They are pleased with excellent pay, large discipline anywhere

possibility of specialized development, where there is not a great deal workload and where they obtain the government maintain. No job is good quality or poor; it is the technique the worker perceives it. The occupation itself is neither attractive nor boring except relationships create fascinating or otherwise (Gleeson, 2016). Dombrovskis (2021) present is rejection common meaning of the thought of occupation happiness. The Endeavour is hypothetically demanding, Al-Owaidi (2001) condition is different understanding of job satisfaction payable toward the involvedness of the reflection, as Okaro et al (2010) also stress to occupation happiness is a complex idea encompass a lot of correlated rudiments. Also, Zembylas and Papanastasiou (2004) quarrel that difference in traditions, attitude, morals and environments between authors be able to significantly authority their thoughtful of the thought. Similarly, the difficulty of important occupation pleasure tin can be documented to the employ of the expression in dissimilar situation and condition, where it preserve be alive conceptualized as an approach, require, attribute, or feeling. These four viewpoints are now being discovered in organize for widen thoughtful job satisfaction (Wolomasi et al., 2019).

An aggravated component of employees attains a thorough job since it guides toward an apparent termination (Locke, 2018). A relationship frequently observes inspiration extrinsic because manipulations, which comprise esteem, publication, gain before change (Dysvik & Kuvaas, 2010). Extrinsically provoked administration inside establishment is accomplished in between personnel monetary inspiration toward the aspire of the organization. The majority commonplace extrinsic inspiration is currency. Currency is an objective that presents happiness self-governing of the definite society itself (Boundless, 2017; Healthfield, 2017).

However, personnel may find as well be motivated during non-monetary prize, such as disapproval (Silberstein, 2017). People's presentation knows how on the way toward live compulsory through achieve worth objective. Superintendents in a lot of associations are significant toward present estimation just previous toward their supporter (McKenzie-Mohr & Schultz, 2014). consequently, it goes at the back to condition planner longing to obtain improved creation, they encompass obtain to recover the enthusiasm of their collection peers (Emeka et al., 2015). job inspiration is a demonstration of person come up to and outlook towards compilation employment with relationship. Because of this approach toward every associate of personnel, inspiration be in addition toward a quantity of amount disposed in the feature of the leader's division, mainly through the privileged thoughtful about working environment (Rawung, 2012).

Research Objectives

- 1- To determine the relationship between workplace environment and job satisfaction of teachers.
- 2- To investigate the relationship between workplace environment and performance of teachers.
- 3- To explain the effect of workplace environment on job satisfaction of teachers.
- 4- To identify the effect of workplace environment on performance of teachers.

Data Analysis

Table 1: Descriptive analysis

Variables	M	SD
Role Clarity	3.41	.98
Respect	3.33	1.00
Communication	3.49	.93
Career Development	3.29	.97
Direction	3.71	.94
Workplace Environment	3.45	.96
Supervision	3.68	.96
Growth	3.12	.99
Work Itself	3.07	.95

Research Methodology

This study was quantitative based and had correlational research design. This descriptive research design helps to gather the information from the target population.

The population is composed of teachers and of public sector schools from Gujranwala. Simple random sampling technique was applied for the selection of secondary school teachers from public schools for this study. Based on the Krejcie & Morgan (1970) table was administered to select the sample size. Whereas 319 secondary school tutors were selected as sample. Self-developed questionnaires were used as an instrument for data collection. A questionnaire is considered a suitable research instrument that gathers data over a large sample and survey. Questionnaire was concerned to the workplace environment with the dimensions of role clarity, respect, career development and direction, job satisfaction questionnaire with the dimensions of management, development, self-effort, credit, pay, upgradation, depending on rewards and marginal aids whereas, teachers' performance questionnaire was administered with the dimensions of task performance and contextual performance. Data was collected by using instruments through survey technique. Cronbach's Alpha Coefficient was applied to examine the reliability of instruments greater than 0.7 (Nunnally, 1978). Furthermore, face and construct validity of the questionnaire was also associated. SPSS (Statistical Package for Social Sciences) was used to analyze the collected data. The researcher used both descriptive and inferential statistical for data analysis

Recognition	3.32	.97
Promotion	3.57	.96
Contingent Rewards	3.47	.98
Fringe Benefits	3.36	1.02
Job Satisfaction	3.37	.98
Contextual Performance	3.43	.98
Task Performance	3.58	.96
Job Performance	3.50	.97

To examine the level of secondary school teachers about the variables of the study. Statistical results show that overall mean of the workplace environment M=3.45, SD= .96, job

satisfaction M= 3.37, SD= .98 and job performance M= 3.50, SD= .97. It means the participants agreed about all the study variables.

Table 2: Pearson Correlation

Variable	1	2	3	4	5	6
Role Clarity	1					
Respect	.360(**)	1				
Communication	.471(**)	.400(**)	1			
Career Development	.449(**)	.371(**)	.380(**)	1		
Direction	.382(**)	.416(**)	.392(**)	.397(**)	1	
Job Satisfaction	.416(**)	.395(**)	.386(**)	.302(**)	.331(**)	1

Level of Significance < .05

To examine the correlation in these variables i.e., workplace environment and job satisfaction. It indicated a significant correlation of all the

factors of workplace environment with job satisfaction the r values were .416, .395, .386, .302 and .331 separately.

Table 3: Pearson Correlation

Variables	1	2	3	4	5	6
Role Clarity	1					
Respect	.350(**)	1				
Communication	.473(**)	.444(**)	1			
Career Development	.431(**)	.381(**)	.275(**)	1		
Direction	.393(**)	.326(**)	.395(**)	.381(**)	1	
Job Performance	.411(**)	.383(**)	.335(**)	.344(**)	.319(**)	1

Level of Significance < .05

To examine the correlation in these variables i.e., workplace environment and teachers' performance. It indicated a significant correlation

of all the factors of workplace environment with job performance. The r values were .411, .383, .335, .344 and .319 respectively.

Table 4: Pearson Correlation

Variables	Workplace Environment	Job Satisfaction
Workplace Environment	1	
Job Satisfaction	.366(**)	1

Level of Significance < .05

To examine the correlation in these variables i.e., workplace environment and job satisfaction. It showed a moderate relationship of workplace

environment with job satisfaction of the teachers, the r value was .366.

Table 5: Pearson Correlation

Variables	Workplace Environment	Teachers' Performance
Workplace Environment	1	
Job Performance	.358(**)	1

Level of Significance < .05

To examine the correlation in these variables i.e., of workplace environment with teachers' performance. The r values were .358. workplace environment and teachers' performance. It evaluated a moderate association

Table 6: Regression Analysis

DV	Constructs	Std. Error	Beta	t	Sig
Job Satisfaction	(Constant)				
	Role Clarity	.071	.523	7.35	.00*
	Respect	.062	.362	5.76	.00*
	Communication	.065	.378	5.79	.00*
	Career Development	.052	.251	4.77	.00*
	Direction	.058	.344	5.93	.00*

Dependent Variable: JS

To assess the effects of workplace environment moderate effects on job satisfaction having beta on job satisfaction of the teachers. Results show value of .523, .362, .378, .251 and .344 that all the factors of workplace environment had respectively.

Table 7: Regression Analysis

DV	Constructs	Std. Error	Beta	t	Sig
Teachers' Performance	(Constant)				
	Role Clarity	.076	.474	6.22	.00*
	Respect	.051	.434	8.44	.00*
	Communication	.048	.225	4.66	.00*
	Career Development	.063	.350	5.52	.00*
	Direction	.050	.240	4.77	.00*

Dependent Variable: TP

To assess the effects of workplace environment moderate effects on teachers' performance on teachers' performance. The results show that having beta value of .474, .434, .225, .350 and all the factors of workplace environment had .240 respectively.

Table 8: Regression Analysis

DV	Constructs	Std. Error	Beta	t	Sig
Job Satisfaction	(Constant)				
	Workplace Environment	.062	.371	5.92	.00*

Dependent Variable: JS

To assess the effects of workplace environment workplace environment had moderate effects on job satisfaction. The results show that the job satisfaction having beta value of .371.

Table 9: Regression Analysis

DV	Constructs	Std. Error	Beta	t	Sig
Teachers' Performance	(Constant)				
	Workplace Environment	.058	.344	5.92	.00*

Dependent Variable: TP

To assess the effects of workplace environment on teachers' performance. The results show that the workplace environment had moderate effects on teachers' performance having beta value of .344.

Conclusions

It was concluded that the secondary school teachers in Gujranwala were satisfied with the variables of the study such as workplace environment, job satisfaction and teachers' performance. Furthermore, there was a positive correlation between the workplace environment with job satisfaction and the performance of the teachers. Furthermore, the positive impact of the workplace environment on job satisfaction and performance of academic staff was seen. Additionally, the workplace environment had more positive effect on job satisfaction as compared to teachers' performance at secondary school level.

Discussion and Recommendations

The study focuses on the workplace environment in terms of interaction with professionals working in organizational management with teachers and students in classrooms. The effect of working environment on job satisfaction and performance regarding in maintaining interactive and democratic environment in classroom and school. Previous studies expressed that there was a positive interaction of effective workplace atmosphere with job satisfaction and performance of the tutors. Although the higher authorities provide a very good working environment to the tutors for performing the teaching-learning activities, but the indicators do not express the significant outcomes. Therefore, it is a need to demeanor a new study to analyze the actual matters linked to the working environment for enhancement of the job satisfaction and performance of secondary school teachers.

The aspire of this investigate be toward revise the association among discipline management approach, inspiration feature presentation evaluation with employment happiness between inferior discipline tutors into Pakistan. This subdivision in attendance connected writing lying resting on which the learn be bottom. The purpose of episode two is to evaluation the writing with make sure to the method in work to this investigate compare the relations among school management loom, inspiration thing presentation evaluation with job happiness amongst resulting schoolteacher in Pakistan. The plan of this interval is to evaluation writing resting on top of thought of organization of education in Pakistan. It also reviews literature relating to workplace environment, job satisfaction and performance recognize question that might present a structure direct to position opening within the writing with express how this hypothesis assist toward shut a few of these opening and extend a structure toward assist in respond the investigate inquiry. This investigates place elsewhere toward appreciate the relations between administration method, motivation problem demonstration appraisal' with profession preference amid less important discipline tutors in Pakistan. present is a substantial cadaver of information commerce by working environment, job satisfaction and performance by secondary school tutors. The research has advantage near instructive planners and educational specialized bodies for put in order tutorial with workshops otherwise connected theme of school management performance and teachers' occupation contentment. This result of the learn determination be there of significance towards non-academic personnel in the school, because the conclusion willpower exists completed recognized towards them consequently because towards booklover maintain towards together the control and teachers while the require happen. Future study may be conducted in different geographical areas with other variables to

identify the job satisfaction and performance of the academic staff.

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